



知享会
HR Excellence
Center

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Experience Sharing:
**HR Shared Service in
Organizational
Transformation**

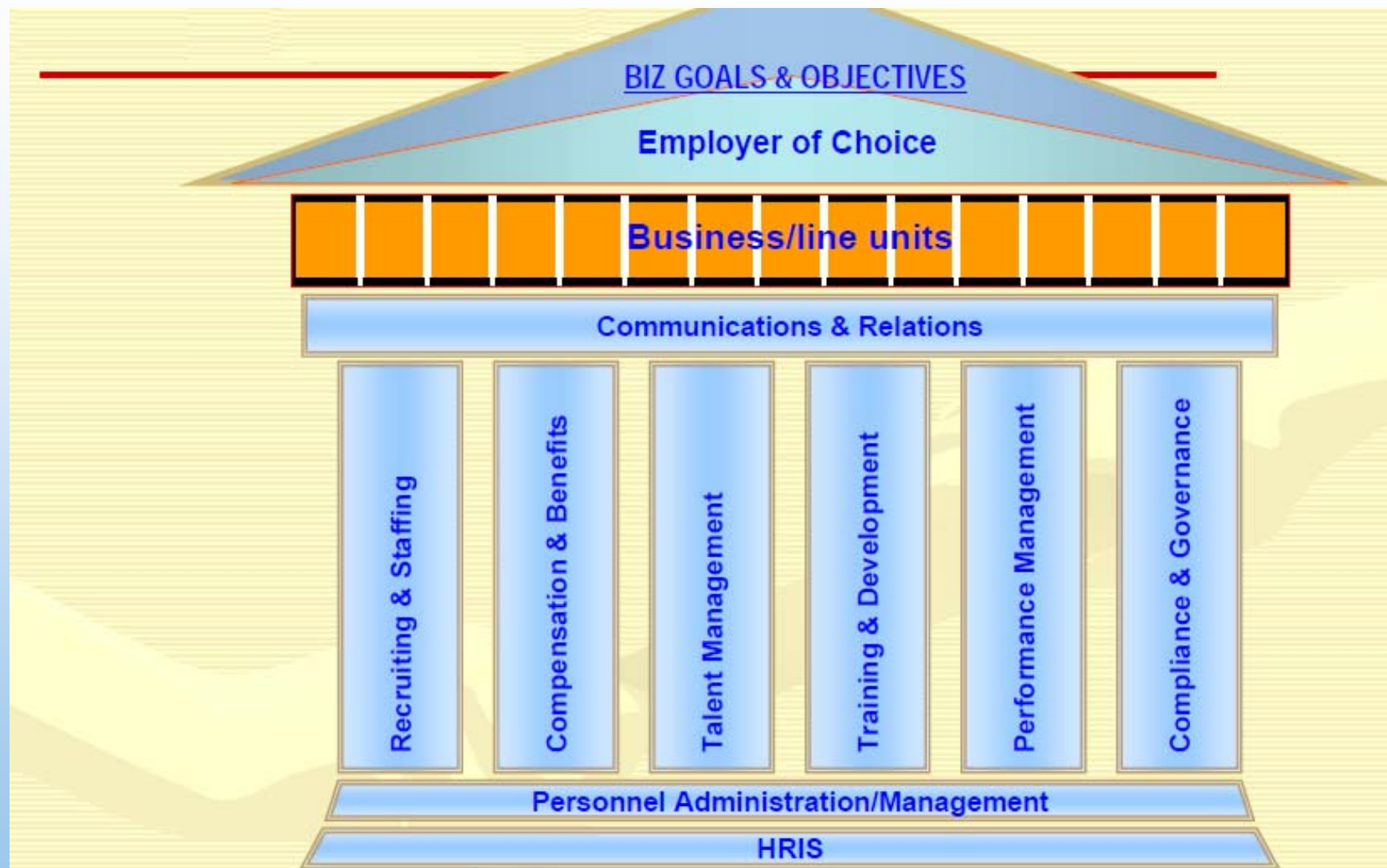


Outline



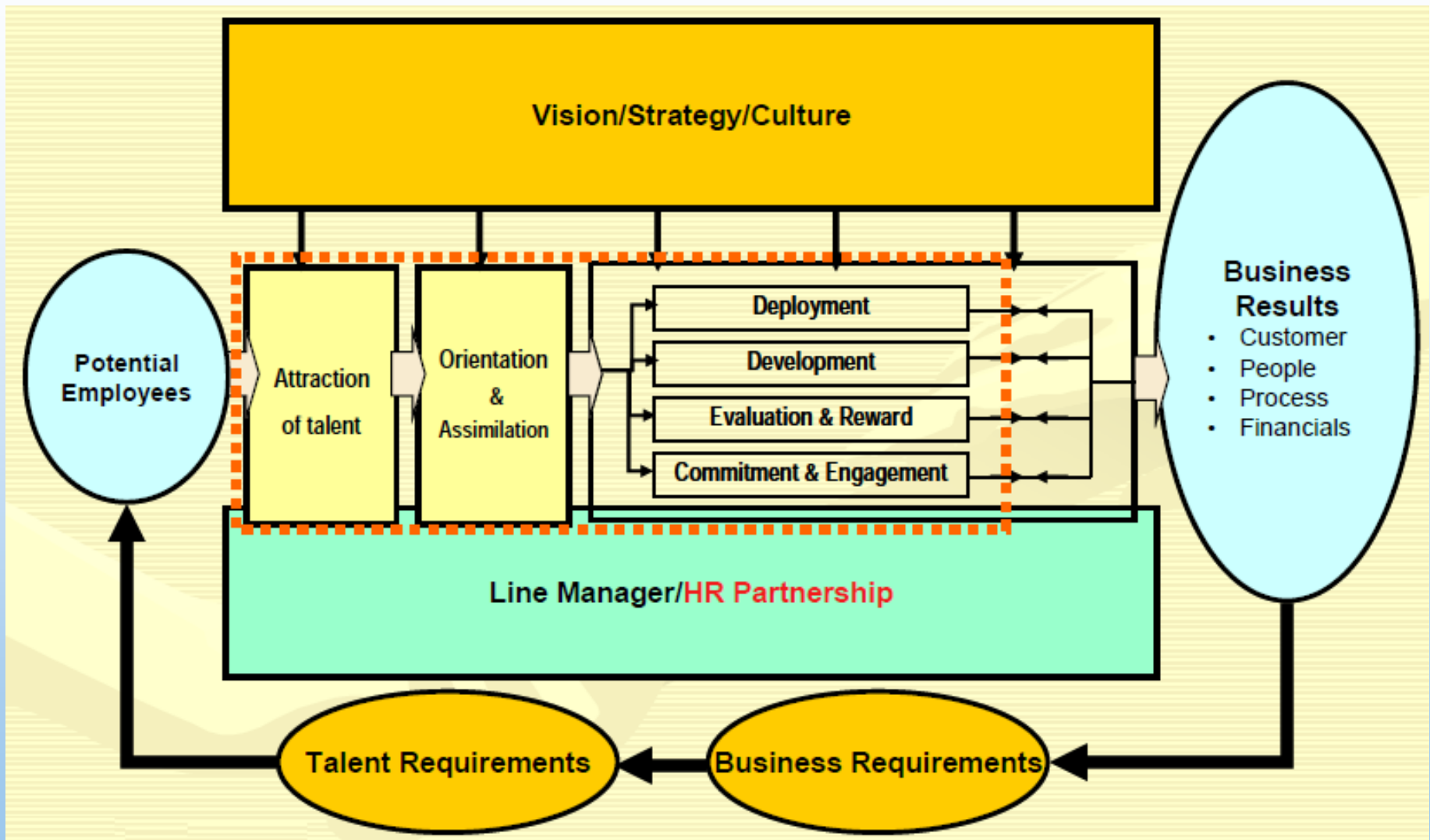
- Where & When We Started – Background
- How We Started
- What Worked & What Wrecked
- What We Learned

How –the Roles

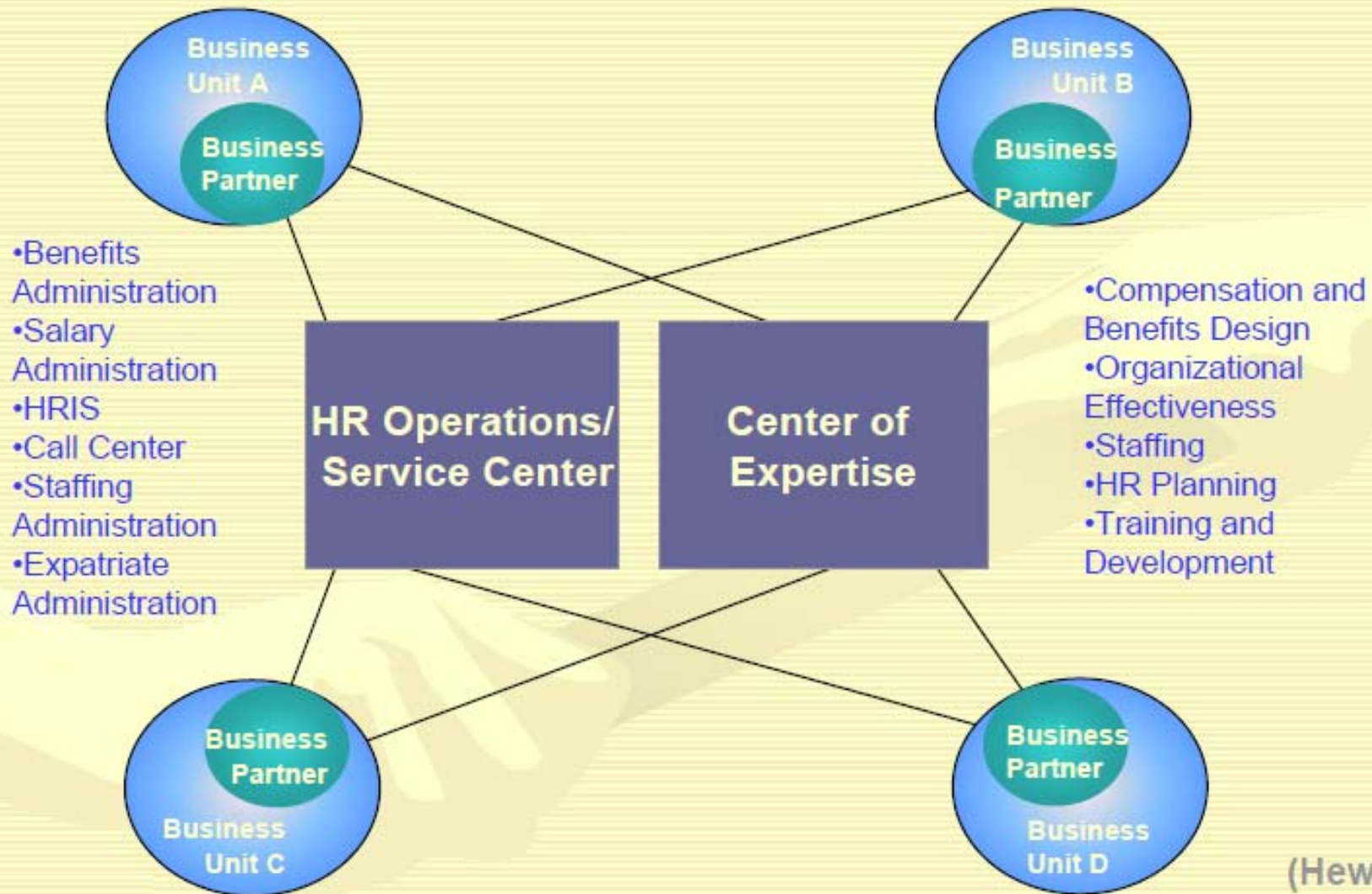


HR is to create VALUE defined as an outcome the business is *willing to pay for & get more of.*

How -Positioning



How –the Model



(Hewitt)

What Worked –Common Needs



- Communications
- HR Policies & Processes
- Monthly Report
- Survey & Services
- Training

What Worked –Governance



- Code of Conduct
- Compliance
- Concernline
- Meal, Dorm & Living Env . Standards Env

What Worked –Directions



- Values & Behaviors
- War for Talent
- Employee Engagement Survey
- Training Roadmap

What Worked – Deliver, Deliver, Deliver



- Recruitment of key positions
- Benchmark service
- Consulting
- Training programs
- Savings

What Wrecked...

- Some policies that are locally flexible
- Decision making hurdles
- Talent management

What We Learned...

Do the right things right at the right time with right people.

- Small wins vs. long term return
- Deliver vs. design
- Governance vs. consulting
- Policies vs. guidelines
- Knowledge power vs. authority power
- Consistency vs. flexibility
- Revolution vs. evolution
- Good performing client vs. weak performing client
- Top down vs. bottom up