



知享会  
HR Excellence  
Center

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# Retention From Day One



# Agenda

- **Overview of China**
- **Retention from Day One**
  - **Hire the RIGHT people**
  - **Develop & Retain People**
- **Dialogue**

# Staff Development Greater China 2003 — 2005



Average growth: + **28%**

The growth of our headcount clearly reflects our commitment to developing the Chinese markets

# Agenda

- Overview of China
- Retention from Day One
  - Hire the RIGHT people
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# Challenges

**“With over a billion people,  
Why is this so hard?”**

## Golden Rule

***Sulppy***

**vs**

***Demand***

# Conclusion



# Conclusion

**“Under such tight labor market ,  
How to select RIGHT people?”**

# Recruitment (5S)

**Structure**

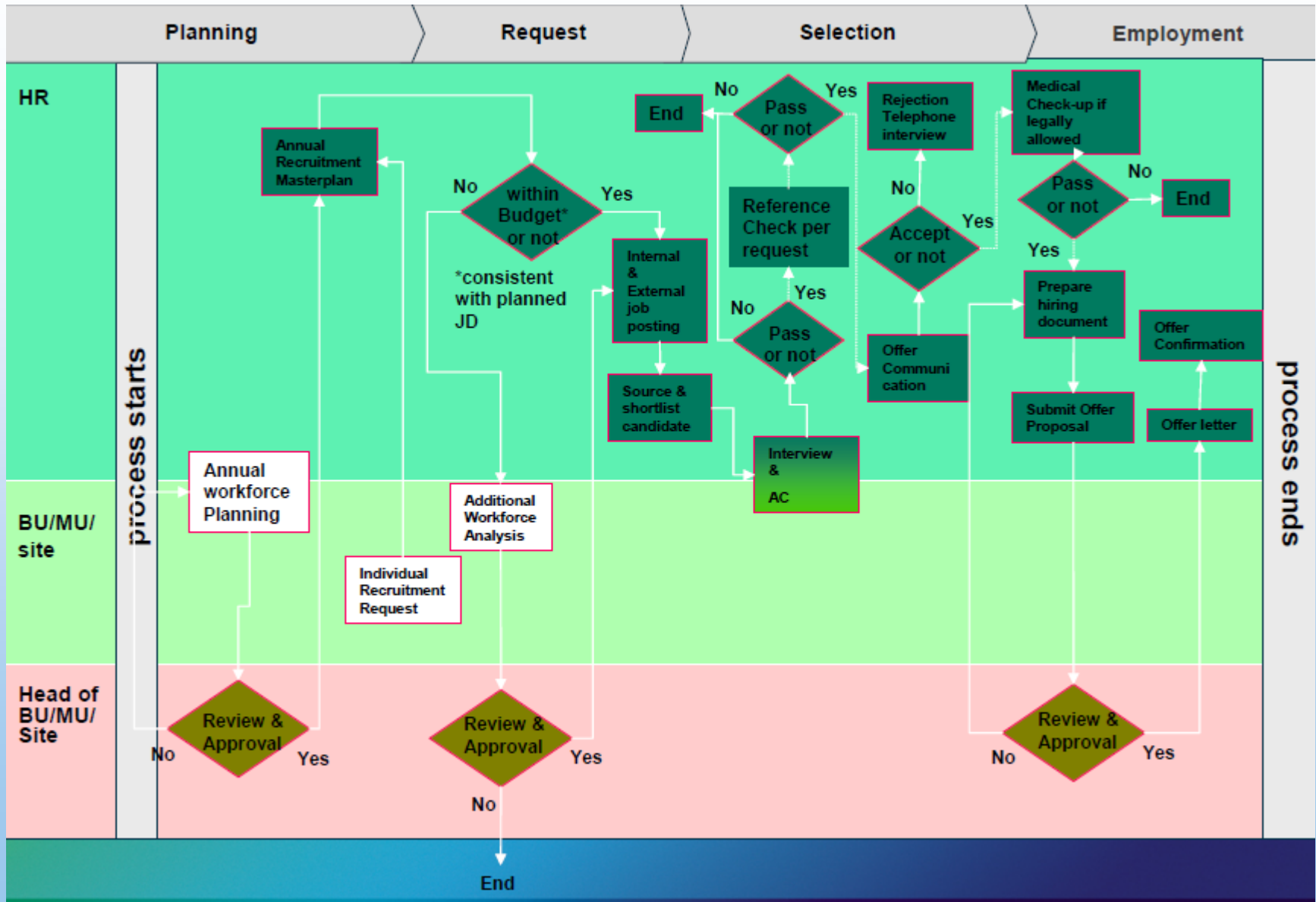
What kind of Structure and Process should be in place?

Update Master Recruitment Plan quarterly

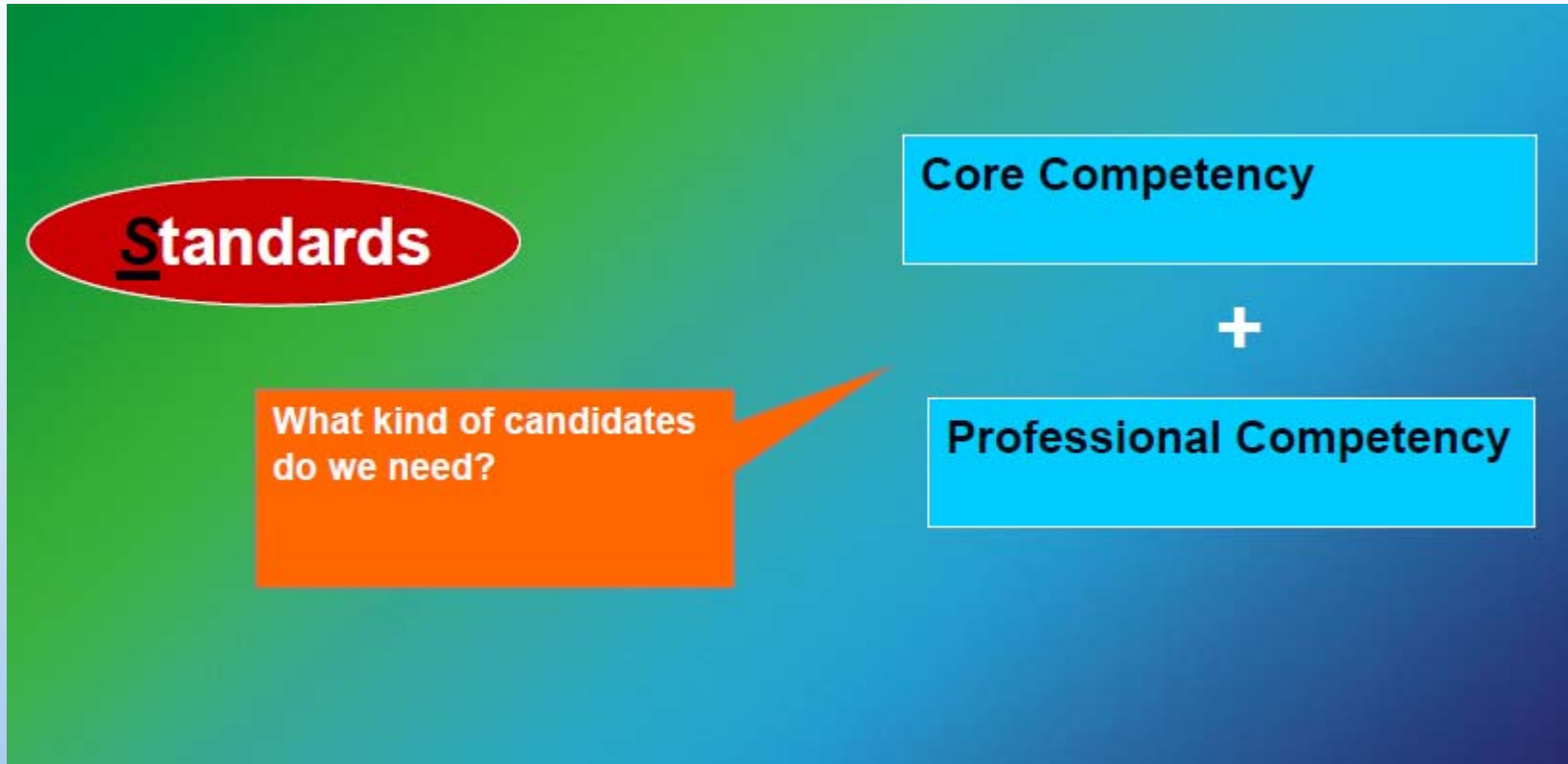
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Design Recruitment flow Chart

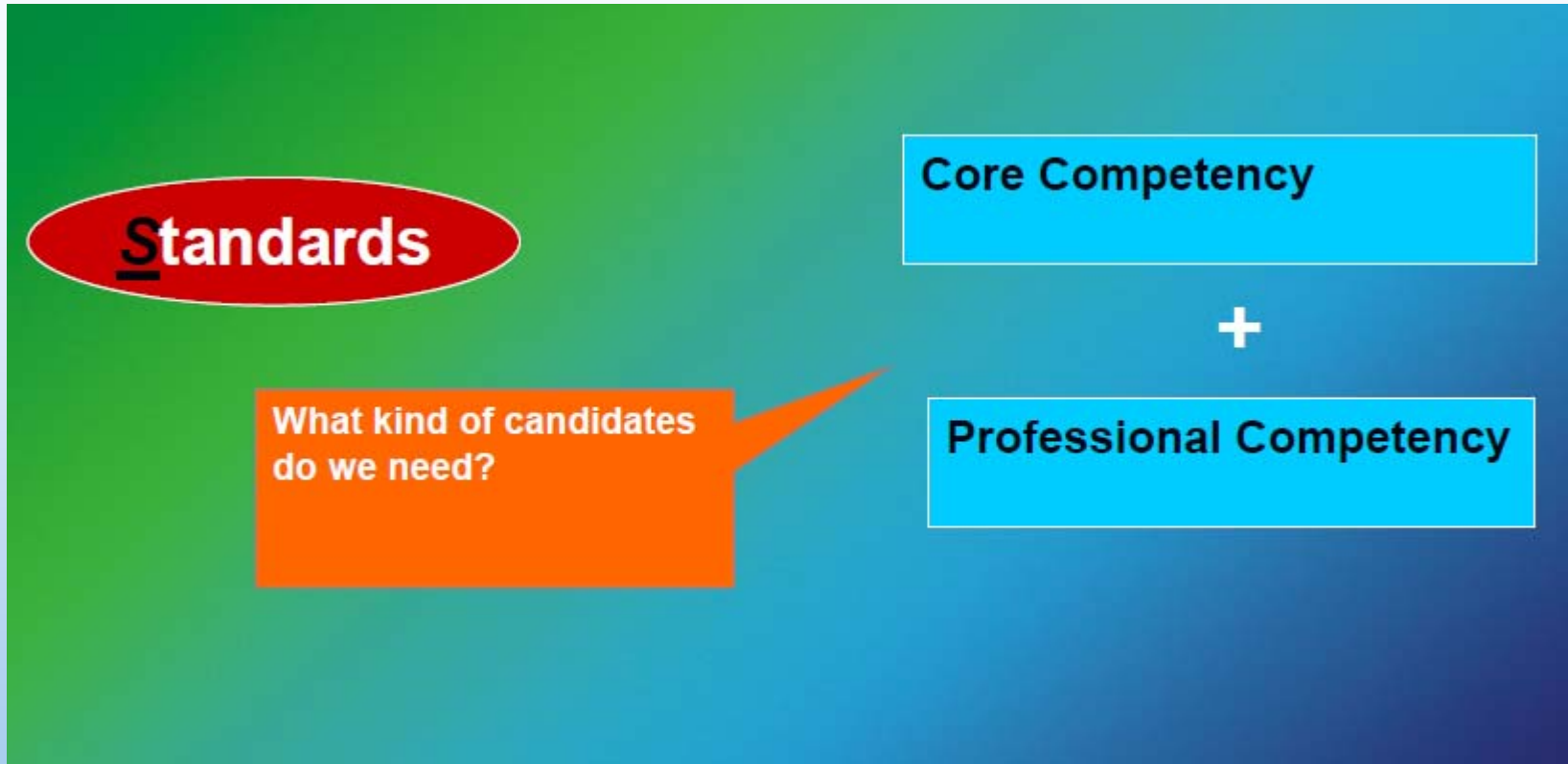
# Recruitment process



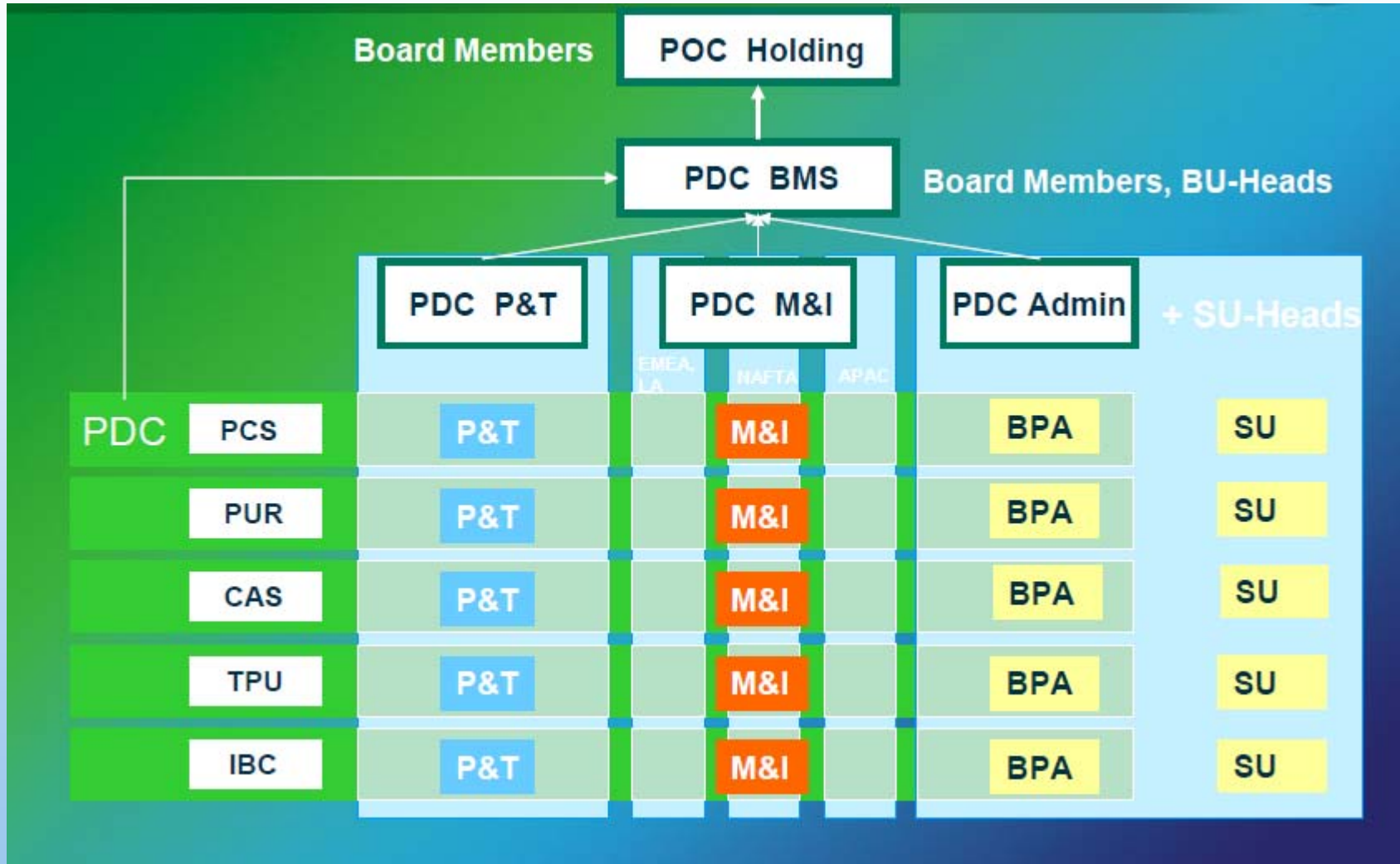
# Recruitment (5S)



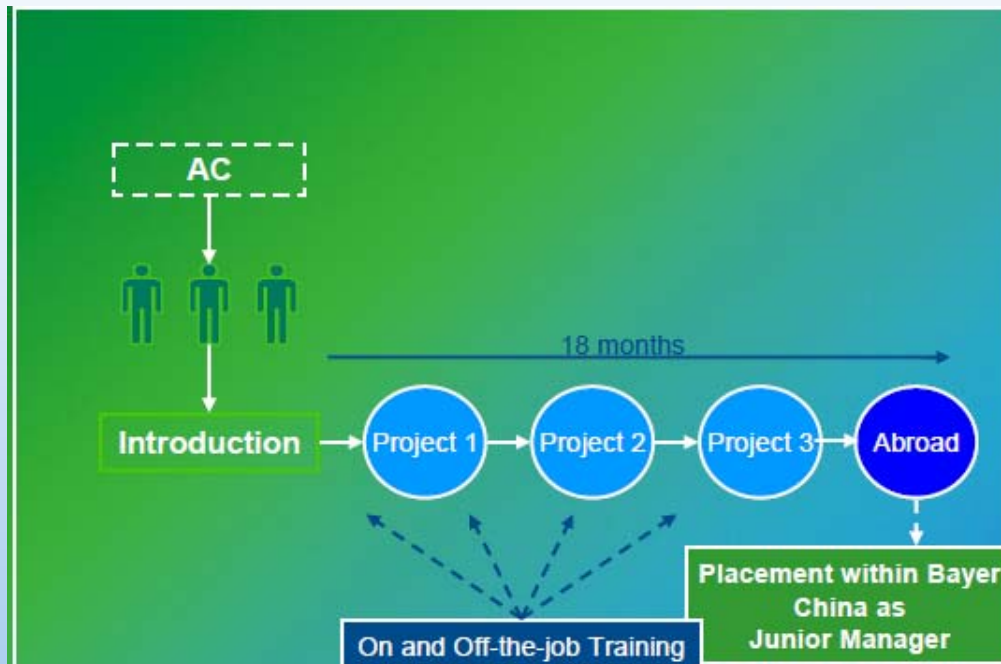
# Recruitment (5S)



# Integration of talent pool



# Management Trainee Program



Our MT Program provides an excellent opportunity for you to advance through on-the-job and off-the-job training within a global player, so that you can be off to a successful career within a global player .

Projects will for example cover the following areas :

- Marketing
- Finance
- Strategy

# A Comprehensive Program Over 18 Months

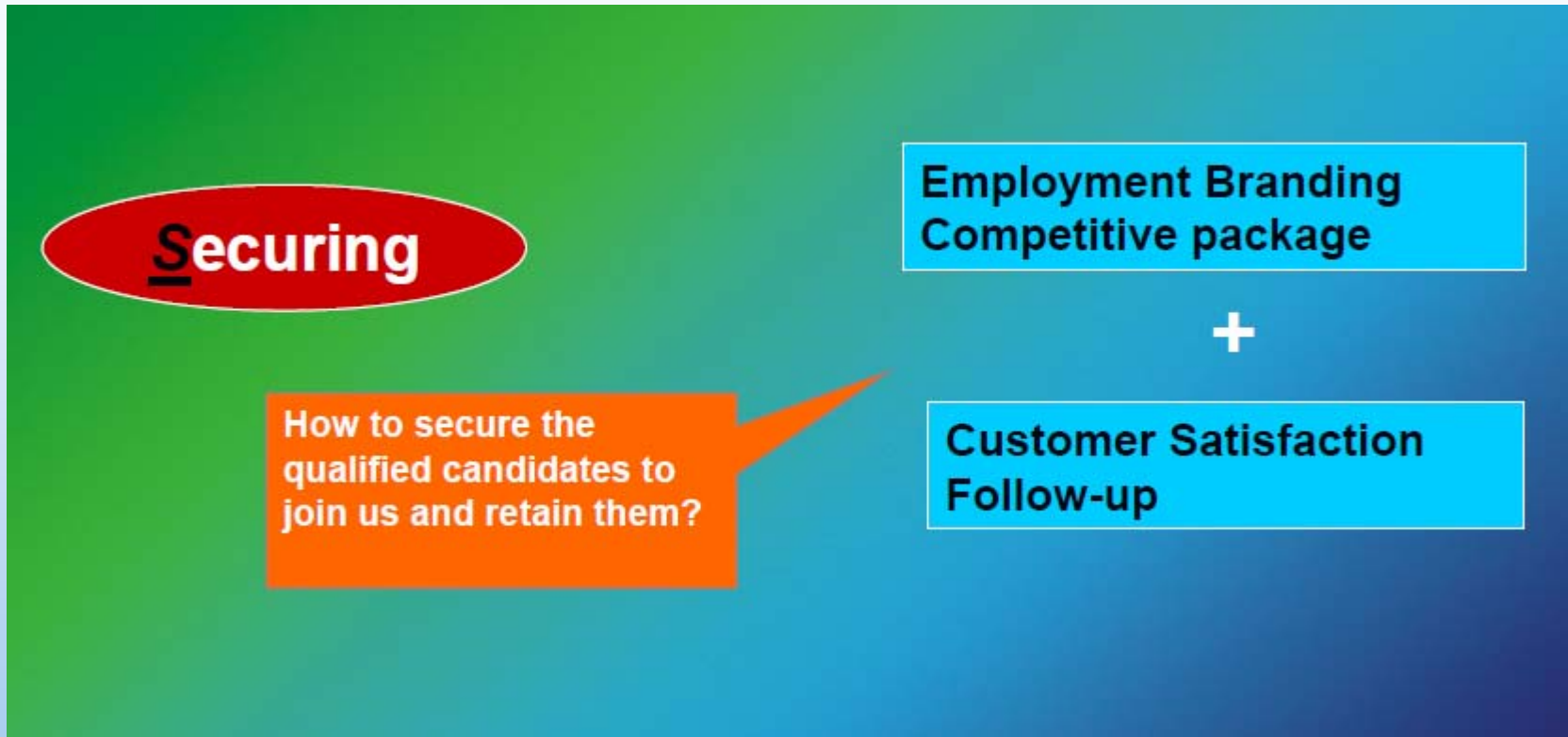


PHASE 1	PHASE 2	PHASE 3
<p>At the beginning of the Management Trainee Program, trainees will participate in the introduction day, including a company tour and introduction round with their future mentor. Through him the trainee will receive full support throughout the whole program.</p> <p>In the following <b>12 months</b> the trainee will rotate through departments/companies of Bayer China. The trainee will handle <b>3-4 different individual projects</b>, gaining solid insights into the challenges of Bayer China.</p>	<p>The Management Trainees will then undertake a period of <b>placement and assessment</b> in the prospective department/company of permanent posting after the program.</p>	<p>As the last part of the Management Trainee Program, the trainee will have the opportunity to <b>work abroad (US or Germany) for 6 months</b>. Together with the mentor and the HR team, the trainee gets the chance to choose a project within his or her individual interests within foreign Bayer companies.</p>

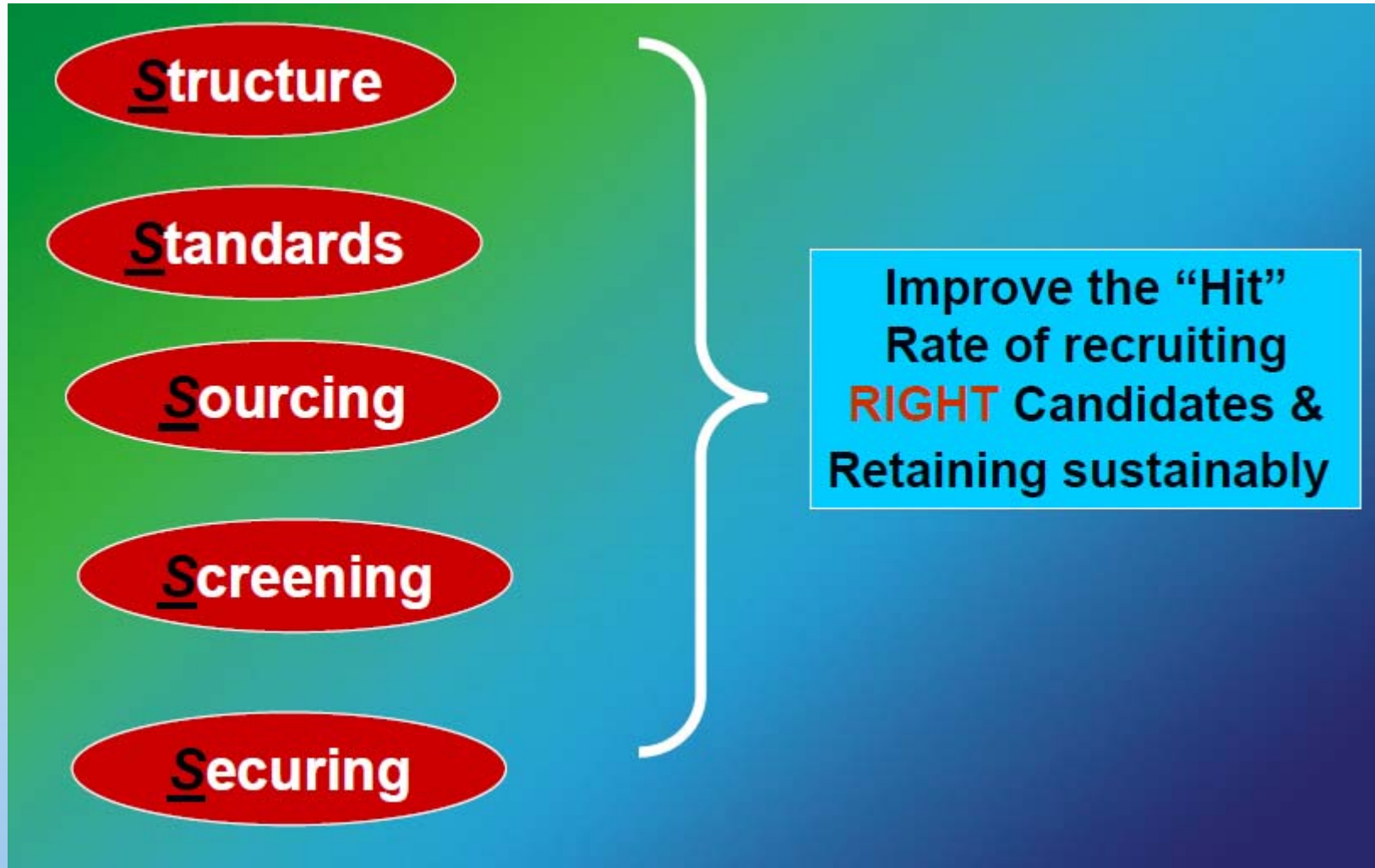
# Recruitment (5S)



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# Recruitment (5S)



# Investing in People: Develop Develop

- Training
- PDC
- Succession Plan

## People: Source of Competitive Advantage

“The hardest thing for a competitor to do is to copy our people. The intangibles are more important than the tangibles.”