

# 第五届人力资源共享服务中心年会

2016.12.8 上海



# 人际网络

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## ★ 人力资源智享会微信公众账号

在微信查找微信公众账号：HRECChina

右侧二维码：扫一扫+关注

\*行业资讯一手掌握



## ★ 人力资源智享会微信会员服务号

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\*最新会员资讯，关注微信一手掌握



# 先正达人力资源服务转型分享

钟鸣

# 历程快照 – 起点

## 人力资源转型前的缩影

### 尽职调查



## 人力资源

16 service staff sustain the work efforts of 21 FTE

CG NanHai center just started up 2012

Fear more than Aware

# 计划和准备



## 整合

- 人力资源整体观
- 人力资源合作伙伴关系
- 流程整合规划
- 人力资源管理团队对现状的一致意见
- 人力资源大家庭
- 20场“现状”整理规划工作坊

## 创新

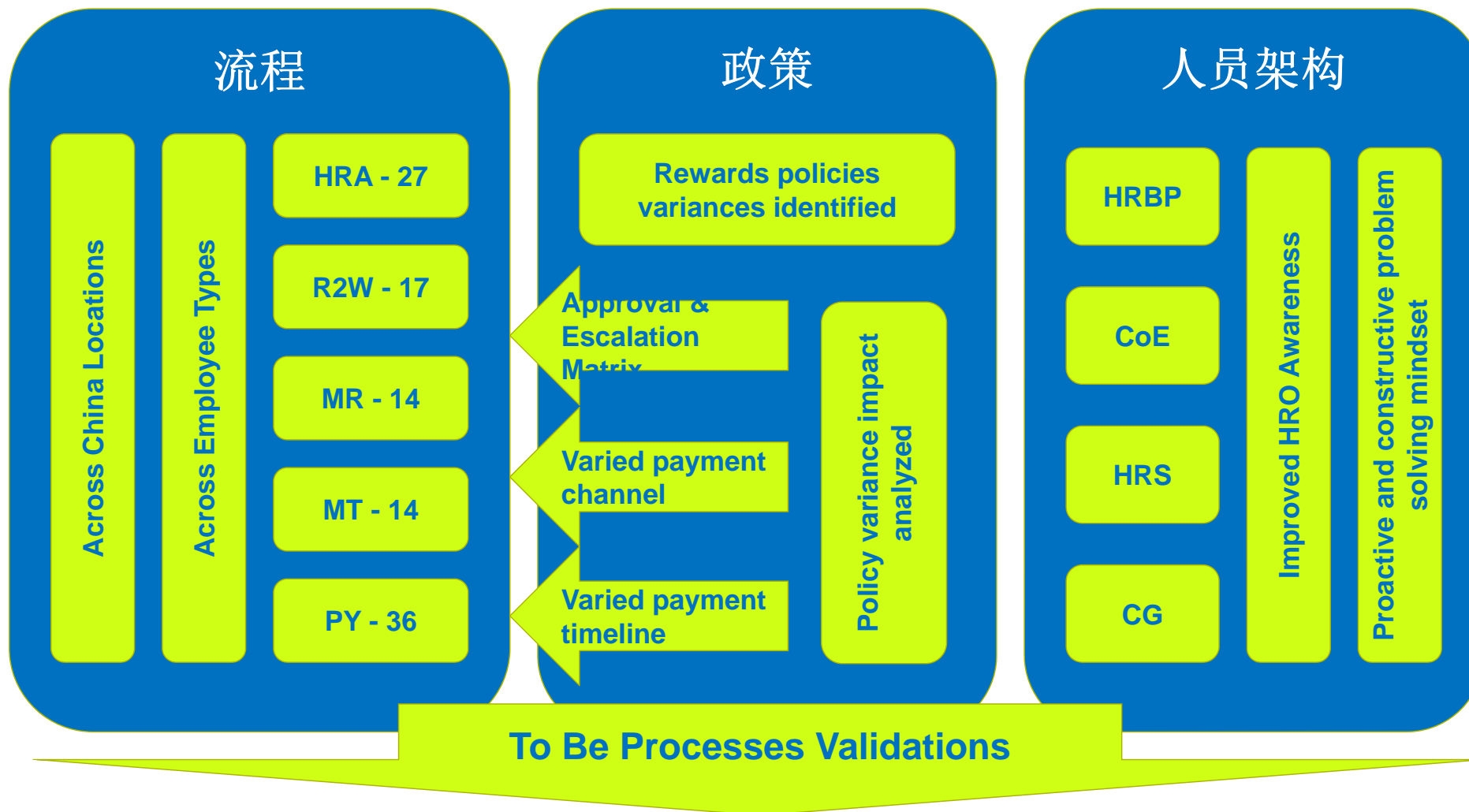
- 规则而不失灵活
- 提早介入，影子学习
- 政策，人员架构的匹配

## 超越

- 借力目标运作模式
- 以客户体验和需求为准绳
- 集约化处理，整体数据，指标导向
- 定制化，差异化->需求层次提升，整体图景呈现

# 历程快照 – 计划和准备

## 整体外包准备情况



# 将来模式的确立



## 整合

- 人力资源整体观
- 人力资源合作伙伴关系
- 流程整合规划
- 人力资源“管理联盟”
- “将来”流程优化小组

## 创新

- 规则而不失灵活
- 原样复制后的简化和标准化
- 适合本地需求的调整

## 超越

- 借力目标运作模式
- 以客户体验和需求为准绳
- 集约化处理，整体数据，指标导向
- 定制化，差异化->需求层次提升，整体图景呈现

## 整体外包进展情况

### 将来流程

Across China Locations

Across Employee Types

HRA – 24 P Maps / 11 DTPs

R2W – 5 P Maps / 5 DTPs

MR – 13 P Maps / 7 DTPs

MT – 7 P Maps / 3 DTPs

PY – 23 P Maps / 15 DTPs

Knowledge Cascade

### 政策整合

Compensation

Transportation Allowance

Supplemental Housing Fund

STI Alignment

13<sup>th</sup> Bonus Payment

Benefits

Insurance Coverage

Leave Program

Staff Welfare

Holiday Benefits

Employee Assistant Program

SEC Approval

### 人员架构

HRS Organization

HR Administration

Recruitment to Work

Manage Reward

Manage Talent

Payroll

Transition

Retained Org

# 转型落地



## 整合

- 人力资源整体观
- 人力资源合作伙伴关系
- 流程整合规划
- 人力资源全流程全员培训
- 利益相关方统一口径沟通

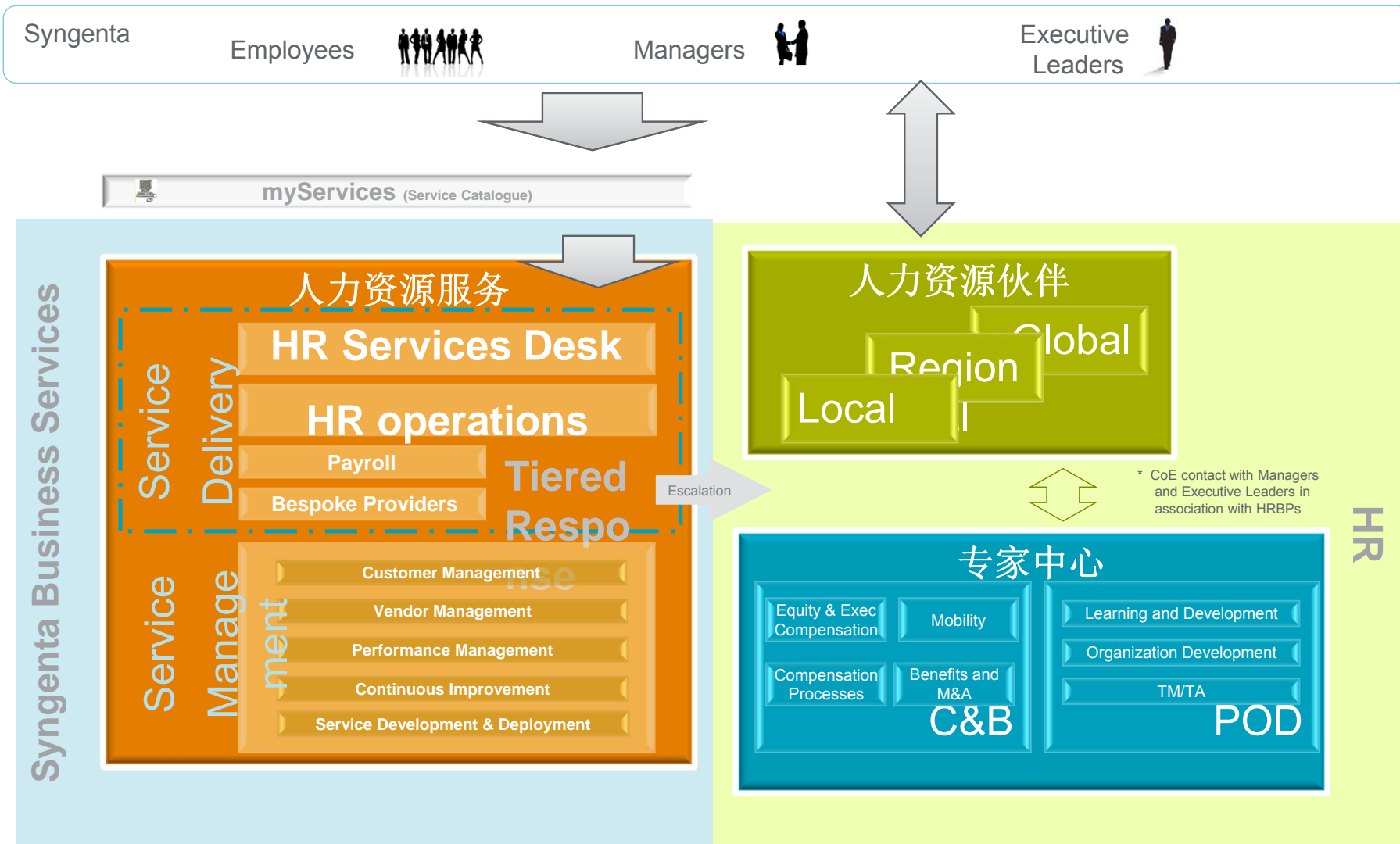
## 创新

- 规则而不失灵活
- 考虑相互关系和依赖性前提下的逐步落地-“瓜熟蒂落”

## 超越

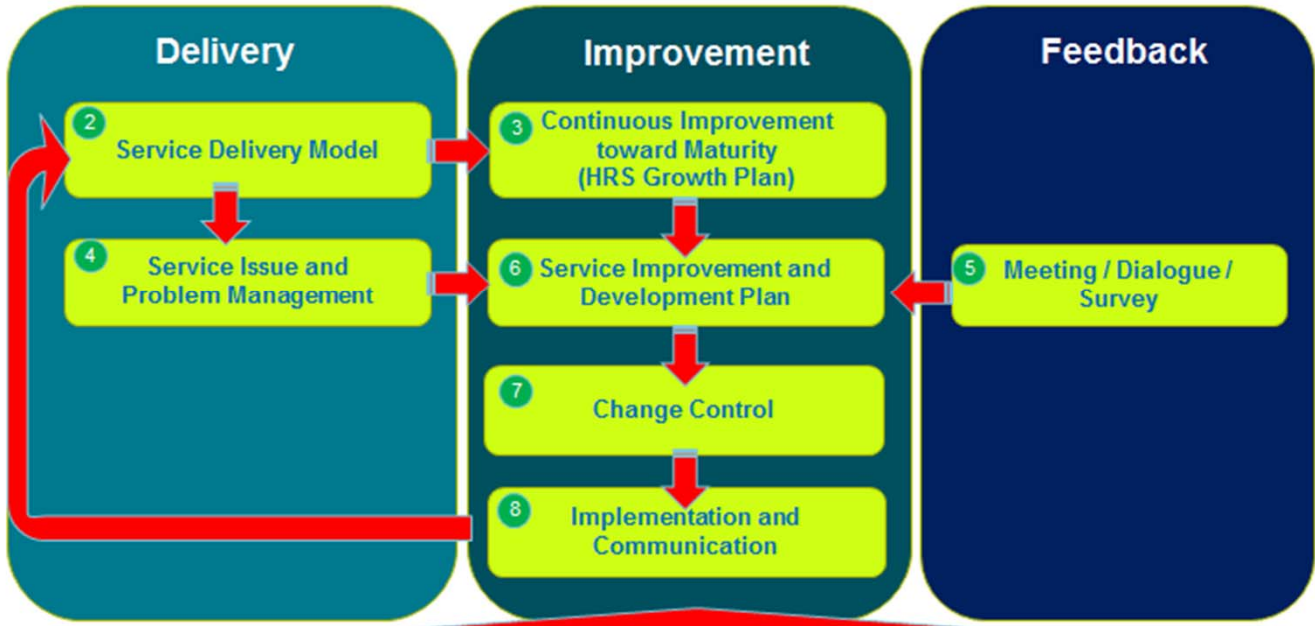
- 借力目标运作模式
- 以客户体验和 demand 为准绳
- 分层式服务
- 全景式人力资源数据分析

# 历程快照 – 进展缩影



# Steady State Governance and Maturity Model

## 1 Management Operating Systems (MOS)



## 9 Team and Approval Matrix

### 1 Service Management Governance – Global HR Service MOS

Reporting Period	Meeting Title	Agenda & Purpose	Chair	Level	Participants
Week One	Country Weekly HRS Operations reviews	Weekly Country reviews to consolidate at country level updates. Bi-daily huddles.	Country HRS Service Manager	Country	Country HRS SM CO Delivery Lead
Week Two	Country Monthly HRS Operations reviews (BOR)	Country Monthly HRS Operations reviews (BOR) focused on current month – CO/SES ahead prep.	Country HRS Service Manager	Country	Country HRS SM CO Delivery Lead CO & SVT Team Leads
Week Three	Country Monthly HRS Service Reviews (BOR)	Country Monthly HRS Service Reviews (BOR) – COE & Business	Country HRS Service Manager	Country	Country HRS SM CO Delivery Lead CO & SVT Team Leads
Week Four	Regional Monthly HRS Operations Reviews (BOR)	Regional Monthly HRS Operations Reviews (BOR) – CO/SES ahead prep.	Regional HRS Head	Regional & Country	Country SVT SM CO Delivery Lead
Week One	Global Monthly HRS HRS Operations Review (SES Internal Review)	Global Monthly HRS Operations Review (SES Internal Review)	Global HRS Head	Global & Regional	Global HRS Head Regional HRS Heads (4 meetings)
Week Two	Global Monthly HRS CO Service Review	Global Monthly HRS CO Service Review – COE & Business	Global HRS Head	Global	Global SVT HRS Adv. Global CO, HRS, SM

### 9 Team and SME Matrix

Tower	CG Tower Leads	HRS Tower Leads	HRBP SMEs	CoE SMEs	China CG Leaders	China HR Leaders
HRA	Lily Xu	Kira Lou	Rebecca Xu	NA	Carol Chan / Cathy He	Madelaine Zhang / Diana Jia / Roger Zhang / Jason Wang
R2W	Liang Jun / Queenie Liang	Song Fang Fang	Jessie Yang / Chris Huang	Lisa Li		
MR	Sally Xiao	Anita Ying	Cally Cao	Roger Zhang		
MT	Lily Xu	Kelly Wu	Nick Dong	Jessica Yan		
PY	Sally Xiao	Anita Ying	Cally Cao	Roger Zhang		
Legal/Compliance	NA	TBD	Frank Zhou	NA		

### 3 Continuous Improvement toward Maturity China HR Service Growth Plan

	Stabilization to Maturity				
	2012 Q4	2013 Q1	2013 Q2	2013 Q3	2013 Q4
People and Org	Stable Service Team Transition and Capability Building	Capable Service Management Organization	Mature Mature Service Team		
Biz Process Mgmt	Processes and Metrics	Continuous Improvement	Advanced Business Process Management		
Service Mgmt	Service Delivery Model Stabilization Communication and Refreshing Training	Service Management Mindset and Methodology Issue Resolution and Problem Management	Service Cost Management Vendor Management Demand Management		

Governance (MOS)