



智享会
HR Excellence
Center

内部培训师团队的激励和培养

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四大主营业务在全球范围内位列行业前三甲

轨道交通基础设施

全球每四辆地铁列车/有轨电车中就有一辆由阿尔斯通制造



输电基础设施

在关键市场及技术方面表现强劲（隔离开关、气体绝缘组合电器、高压直流输电等）



Presentation title - 24/07/2015 - P 2

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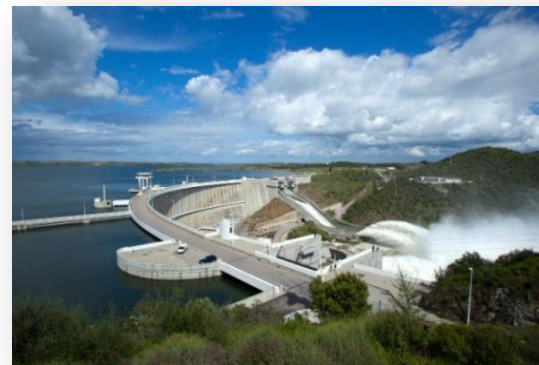
热力发电

阿尔斯通为全球发电总装机量的25%提供主要设备



可再生能源

占有25%的水电市场



ALSTOM

学习方案和阿尔斯通大学 愿景和使命

我们的愿景

为建立统合综效的阿尔斯通和员工技能的发展提供合适的学习方案，从而帮助达成业务目标

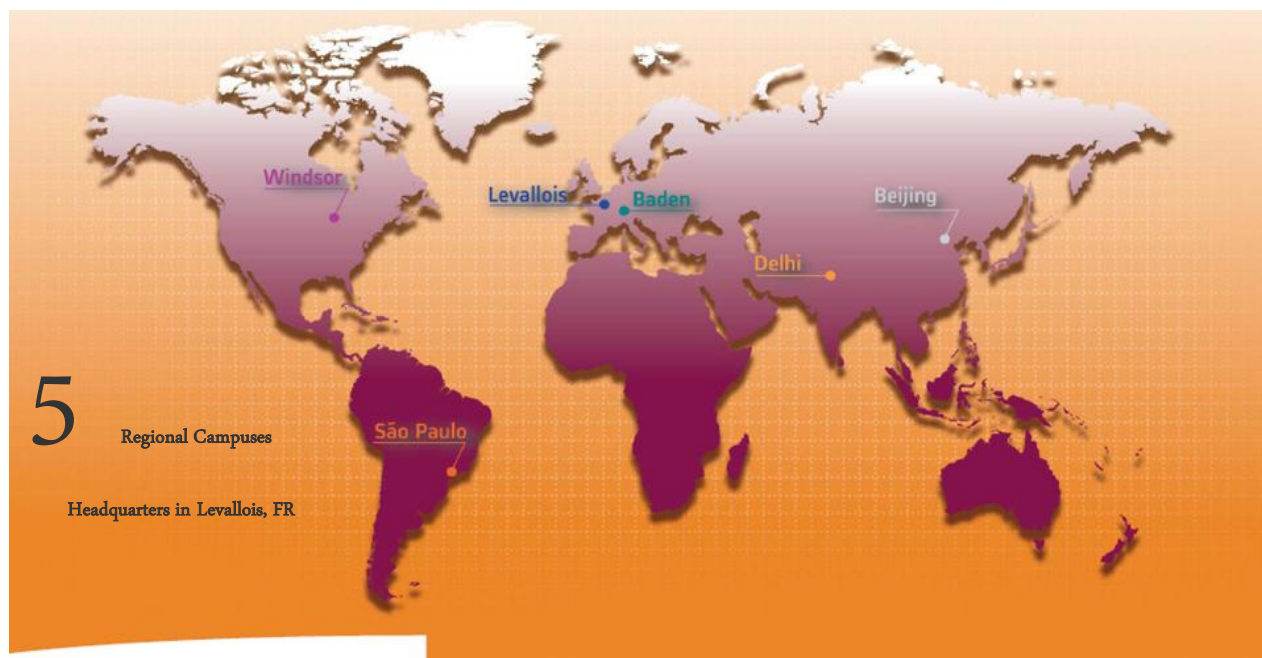
NORTH AMERICA

LATIN AMERICA

EUROPE

INDIA

ASIA



我们的使命

- 根据集团目标，制定并确保实施统一的全球学习发展策略
- 支持培训需求识别（从战略制订，从业务+个人培训需求）
- 建立和管理全球学习方案
- 设计和提供学习方案为建立统合综效的阿尔斯通和发展员工技能做出贡献

内容



背景：我面临到的障碍

项目介绍 - 全球 + 本地

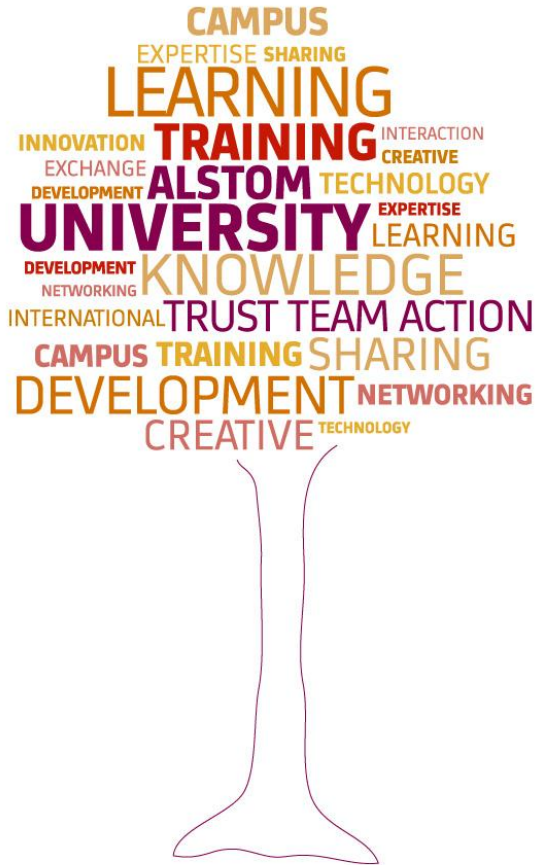
效果分享

背景：我的纠结.....

*To Be
or
Not To Be?*



内容



背景：我面临到的障碍

项目介绍 — 全球 + 本地

效果分享

What is the problem?

Lack of policies and process to attract, retain, develop and motivate the internal trainers.

From Management

- Lack of Senior Management/line managers buy in/commitment
- No clear policy of internal trainers
- No integration in PMC
- Costs are absorbed by the cost center of internal trainer

From Internal Trainers

- This mission is not formalized on PMC
- Lack of different courses to use internal trainers
- Lack of reward to actual internal trainers

From Process

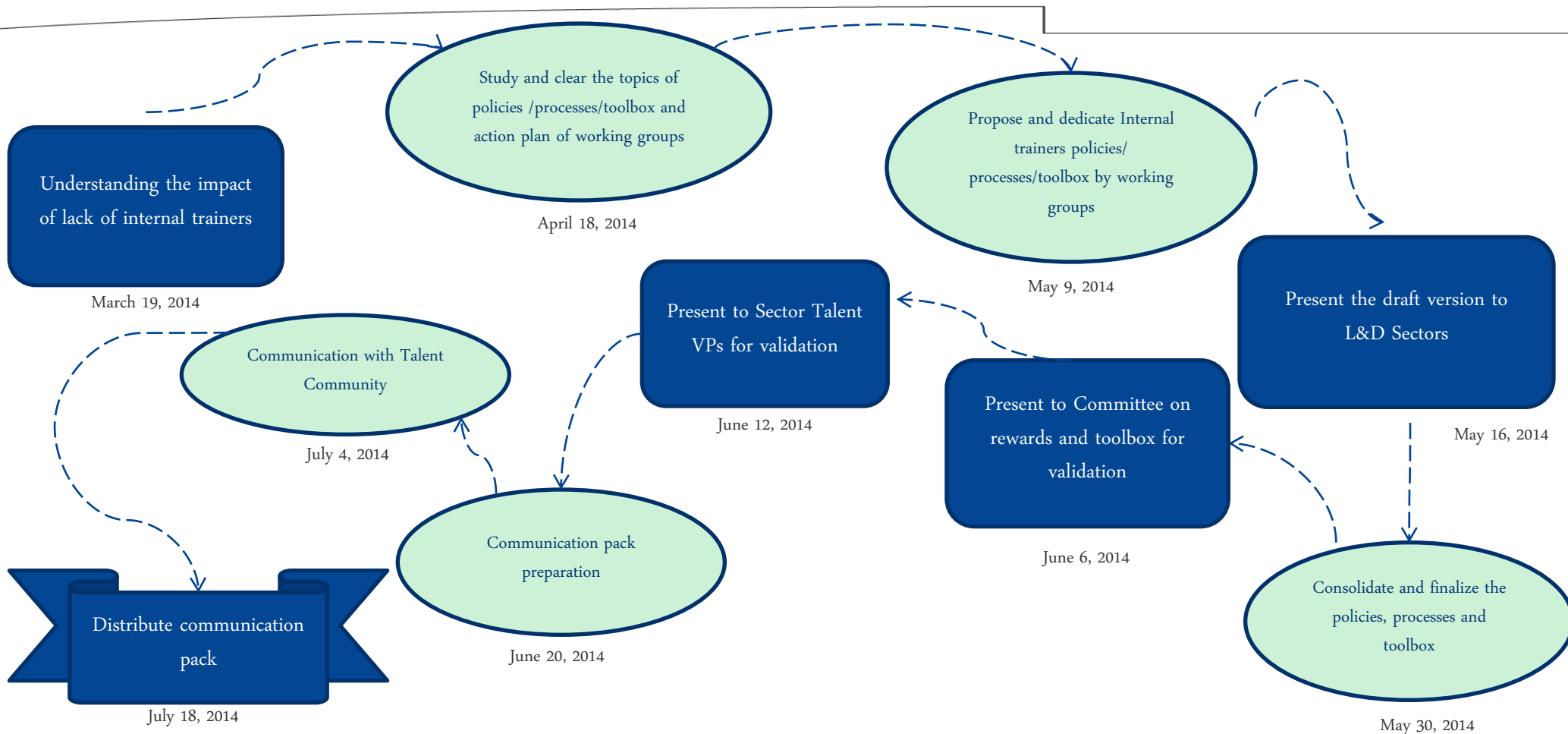
- Lack of process of selection, development, reward and etc.
- Existing resources but no consistent approach

From Communication

- Lack of communication to motivate the volunteers

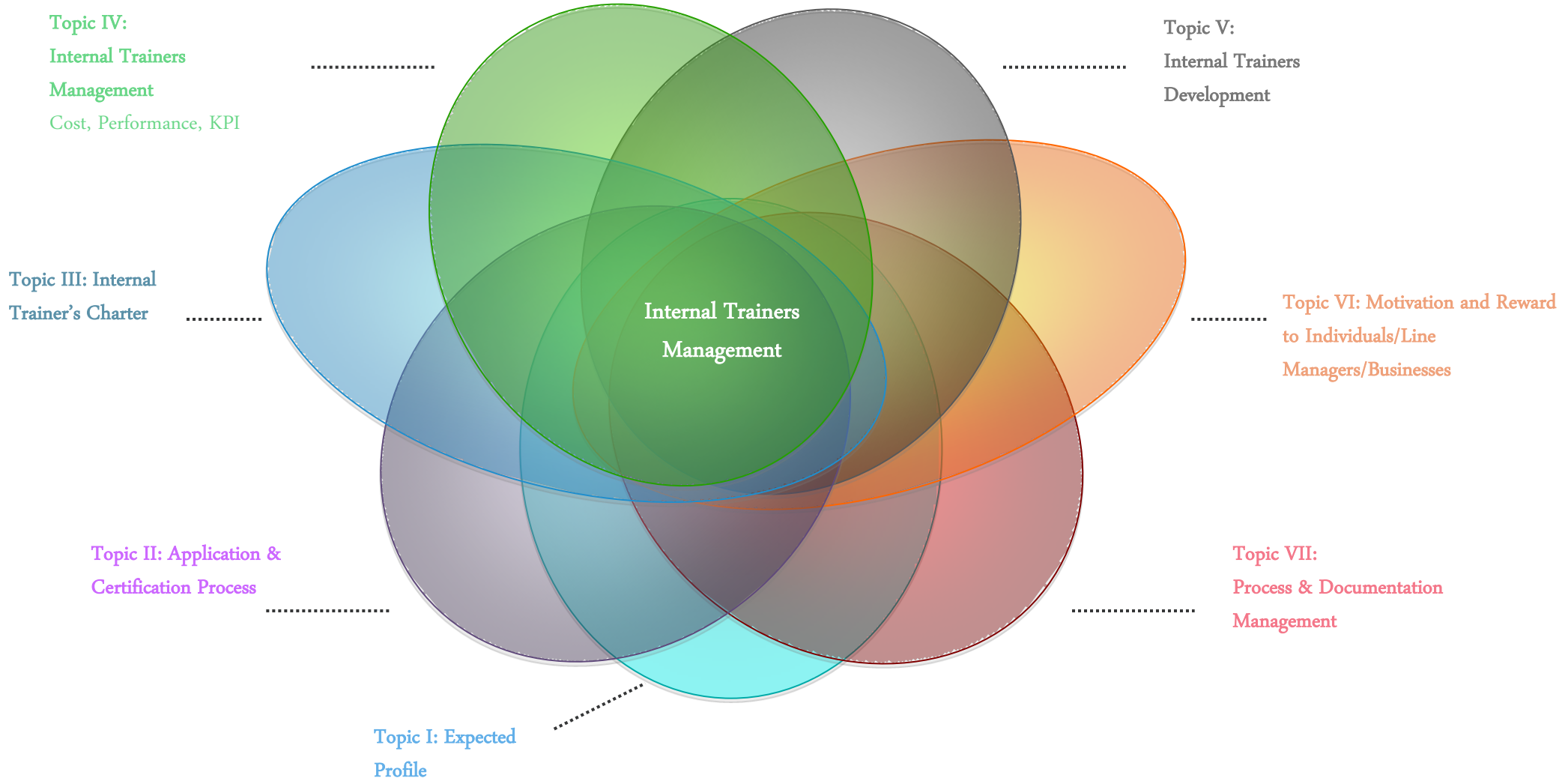
Root Causes

Project Objectives and Plan



Have clear policies, processes and toolbox for developing more internal trainers and develop them in Alstom.

Topics Covered



Clear Policy, Process & Commitment

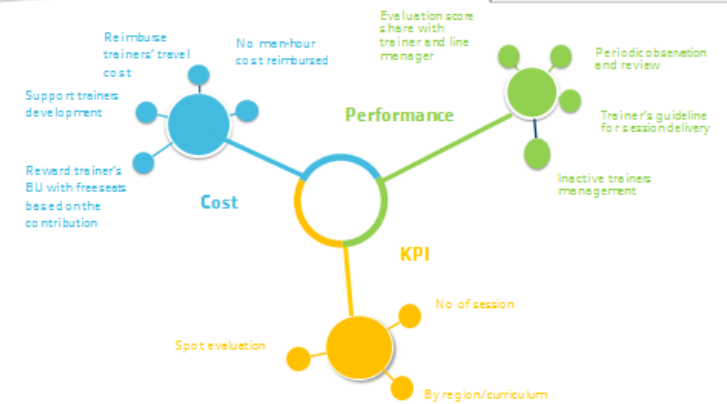
Expected Profile of Internal Trainers



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Internal Trainer Management: Cost, Performance, KPI

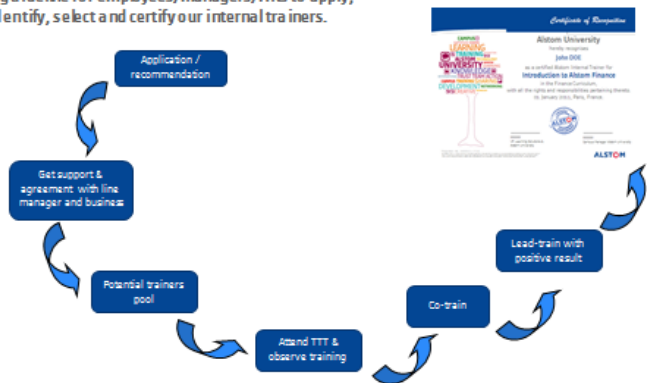


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Application & Certification Process

A guideline for employees/managers/HRs to apply, identify, select and certify our internal trainers.



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Internal Trainer's Charter



The Internal Trainer Charter is a document that recognizes the knowledge holder has completed to internal process and firmes the commitment of each parts to foster knowledge sharing and transfer within Alstom:

- ❖ Alstom University Commitment - To help internal trainers develop their skills and perform their role.
- ❖ Line and Site Manager Commitment - To help and support his/her direct report in their role of internal trainers.
- ❖ Employee Commitment (certified internal trainer) - To perform their role as internal trainer, sharing and transferring knowledge/experience within Alstom.

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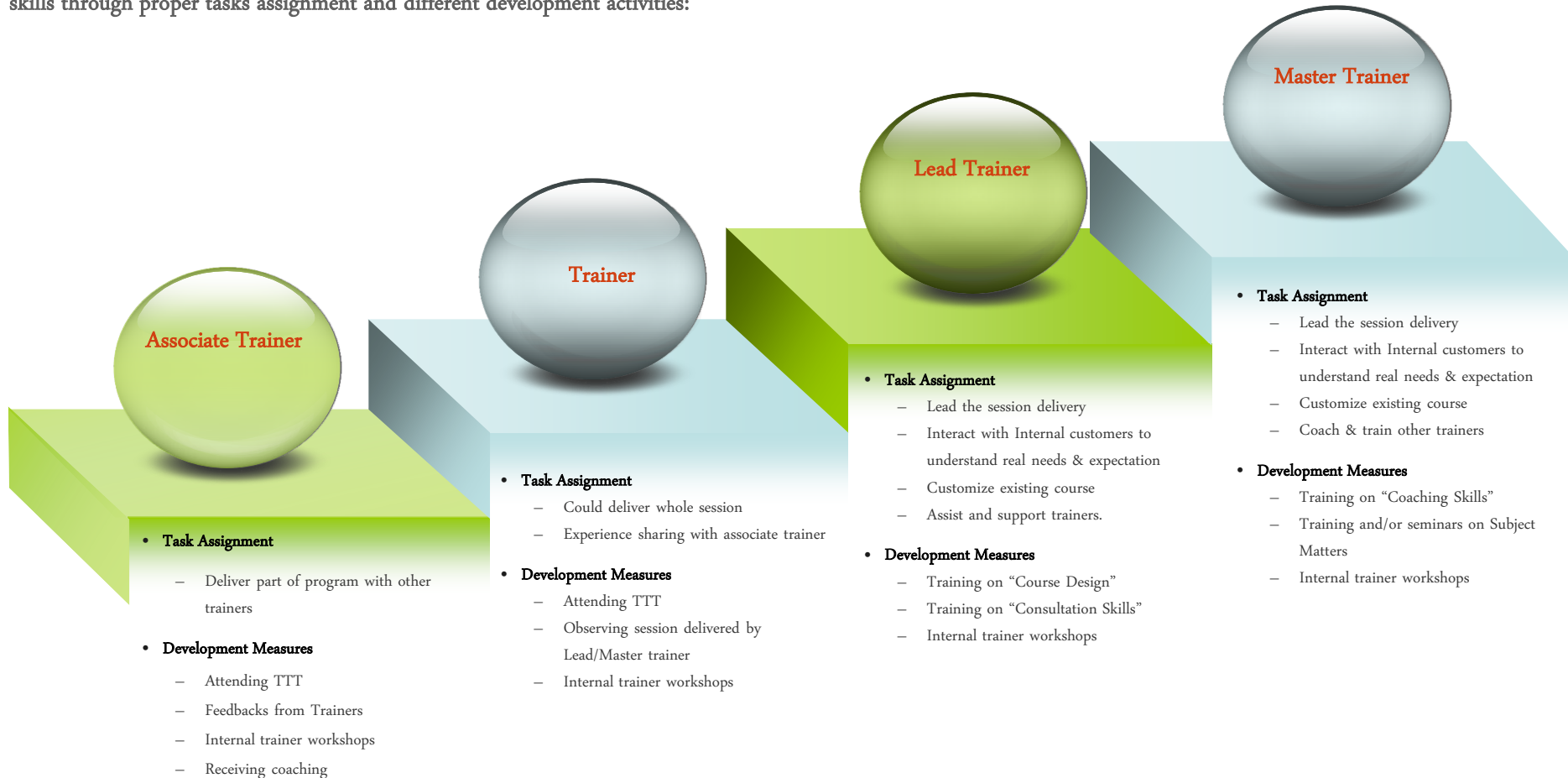
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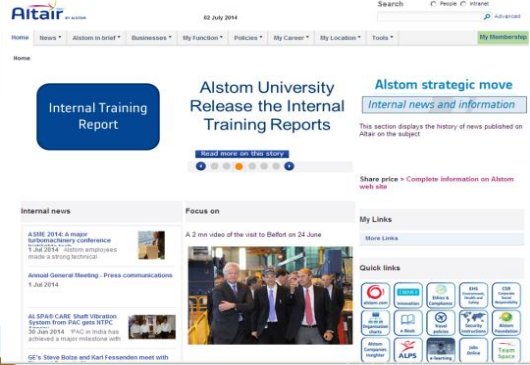
Internal Trainer Development



Support internal trainers to have a successful performance in programs delivery and improving training/facilitating skills through proper tasks assignment and different development activities:



Motivation to Individuals/Line Managers/Businesses



Recognition of individuals/managers/businesses who make contribution towards knowledge sharing by imparting training in the area of their expertise/resources.

Motivation to Internal Trainers and Business Units (China Practice)



内容



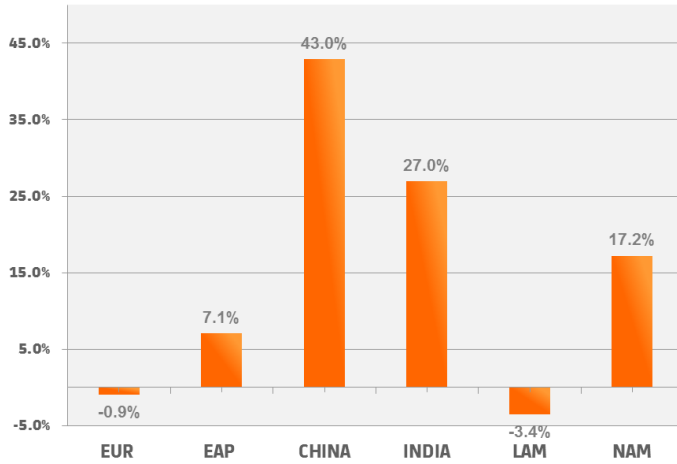
背景：我面临到的障碍

项目介绍：全球 + 本地

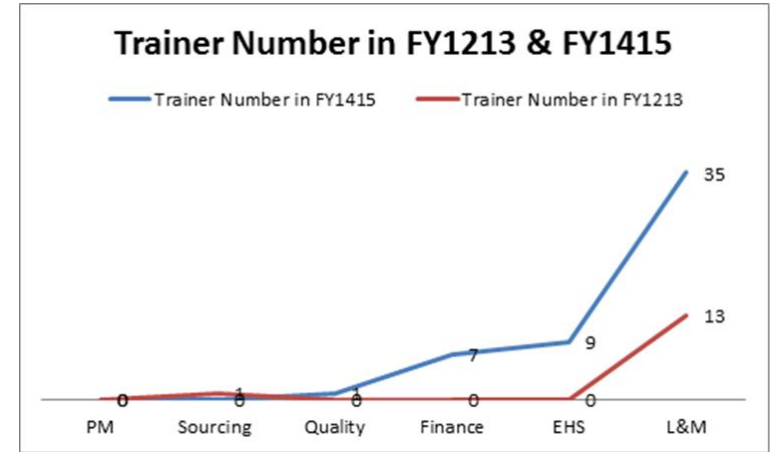
效果分享

效果分享

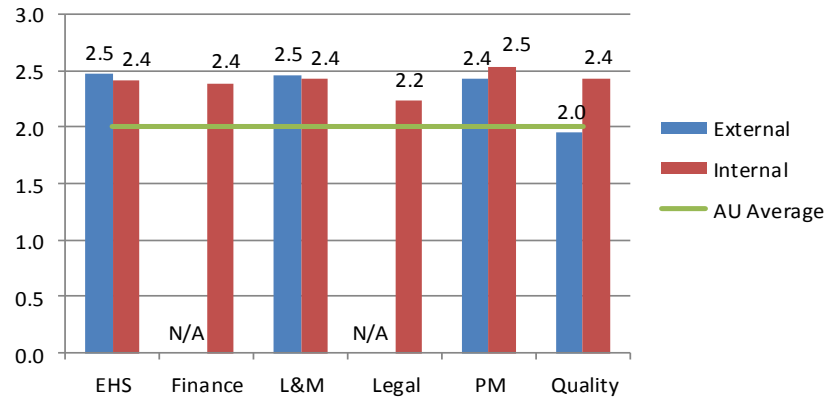
培训成本降低



内部培训师队伍壮大



客户满意



Presentation title - 24/07/2015 - P 16

**Struggle
is a
prelude
to
success**

