



智享会  
HR Excellence  
Center



# 第六届工厂人力资源管理论坛

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# Strategic Workforce Planning Sharing

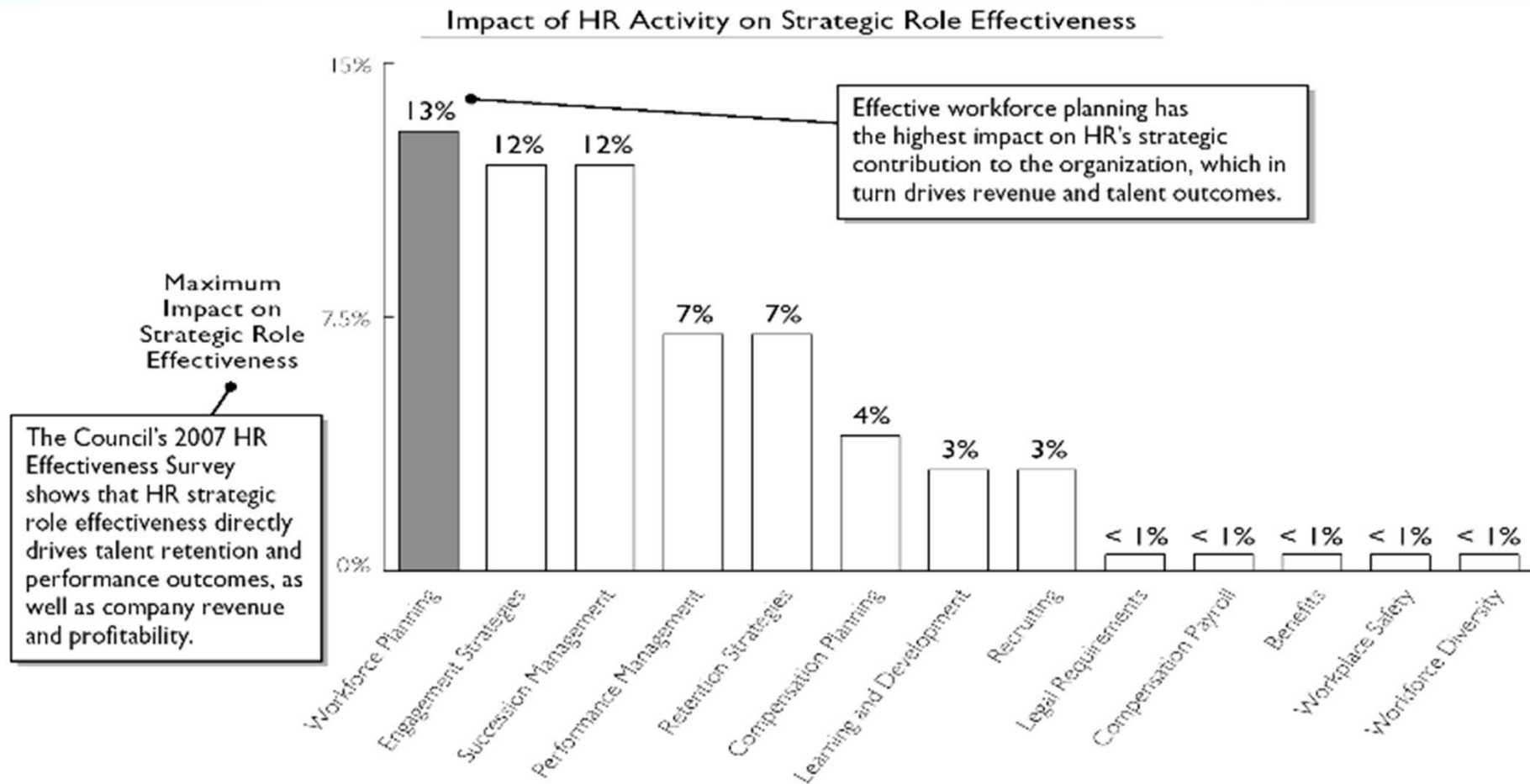
## 战略人力资源规划的企业实践

6<sup>th</sup> HREC Plant HR Conference,  
April 2018, Shanghai  
张立 Nancy Zhang

# 主要内容

- Why create strategic workforce planning  
战略人力资源规划的重要性
- Strategic workforce planning process  
战略人力资源规划的实施流程
- Building a strategic workforce plan  
制定战略人力资源规划

# 有效的人力资源规划对HR价值的影响



## CLC'S 2007 HR EFFECTIVENESS SURVEY

During the first half of 2007 CLC surveyed over 16,000 senior executives (all with P&I responsibility), over 3600 HR staff and 101 chief human resources officers around the globe and across industries to identify how HR can best increase its effectiveness in the areas that matter most to revenues, profitability and employee performance and retention.

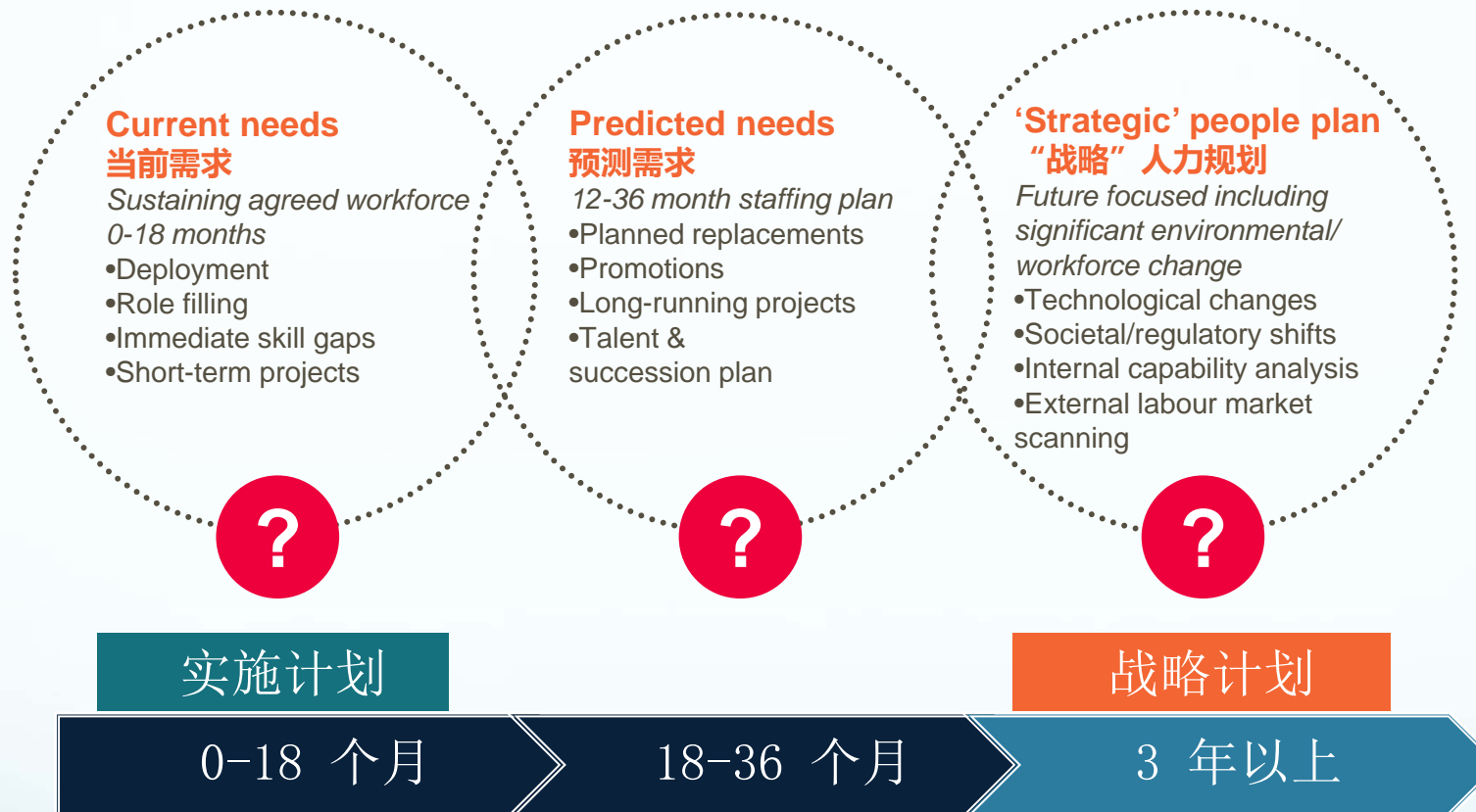
# 战略人力资源规划的重要性

- Strategic Workforce planning is a process to ensure the right number of people with the right skills and diverse mindset are employed in the right place at the right time to deliver an organisation's short- and long-term objectives. It embraces a diverse and extensive range of activities which will vary between organisations and situations. The SWP is on part of your site's HR/people strategy/plan/agenda and should be part of the wider site strategy.

战略人力资源规划就是把具备合适能力的人在合适的时间放到合适的岗位上。



# 战略人力资源规划的重要性



# 战略人力资源规划的重要性



## Strategic workforce plan

### Process and technology



**GMS strategy deployment**  
Including key capabilities



**Site strategy brief**  
Including key capabilities



**Demand planning**  
Core Commercial Cycle



**Site strategy 1-5 years**  
People, process and technology



**Site engagement**



**Organisation performance**  
Including productivity



**Strategic workforce plan**  
Future site strategy workforce needs  
current and future workforce profile



**People**

### Strategic workforce plan will connect to the following

Recruitment demand planning

GL&D capability development needs

Early talent programme needs—numbers and capabilities

Redeployment opportunities

Talent management

Secondments and transfer

Regional, Supply Chain, Global and Dose Form capability heat maps to provide oversight of key gaps

# 战略人力资源规划的实施流程



# 制定战略人力资源计划

## 1. Strategy Deployment

Develop local strategy, mission, goals and objectives



The strategic workforce plan is one element of a Site's people/HR strategy/plan/roadmap and should be a part of the overall Site Strategy/Plan/Roadmap. In order for you to develop your SWP, you will need to ensure that you reference the following:

战略人力资源规划是业务战略的重要组成部分，在制定战略人力资源规划之前，以下计划要清晰：

- 供应链和工厂的业务战略
- 工厂战略展开
- 长期的需求计划等

# 制定战略人力资源计划

## 2.Future requirements analysis

Assess future workforce needs for short and long term. Identify what capabilities are needed.



**Identify the key capabilities and competencies needed for your site to deliver what is expected in appropriate timeframe dependent on the complexity and roadmap for the site.**

根据工厂的业务战略，确定关键的能力需求。

- Change Management 变革管理
- Business Acumen 商业敏锐度
- New Product Transfer 新产品引进
- Risk Identification & Management 风险管理
- Engineering Automation 工程自动化
- Process understanding 工艺流程理解
- Program Management 项目管理
- Inspection Readiness 审计
- .....

# 制定战略人力资源计划



## 3. Current workforce analysis

Review attrition, vacancies, demographic makeup

**Create overview of workforce looking at both the current workforce demographics and the external environment to give an overview of the availability of talent**

人力资源现状分析，包括内部人员状况和外部人才市场环境

- Site People Profile 工厂人员现状分析
- Succession Planning 继任计划
- New Hire Analysis 新员工分析
- Turnover Analysis 离职率分析
- Recruitment Analysis 招聘分析
- Employment Cost 人力成本
- External Talent Market 外部人才状况
- .....

# 制定战略人力资源计划

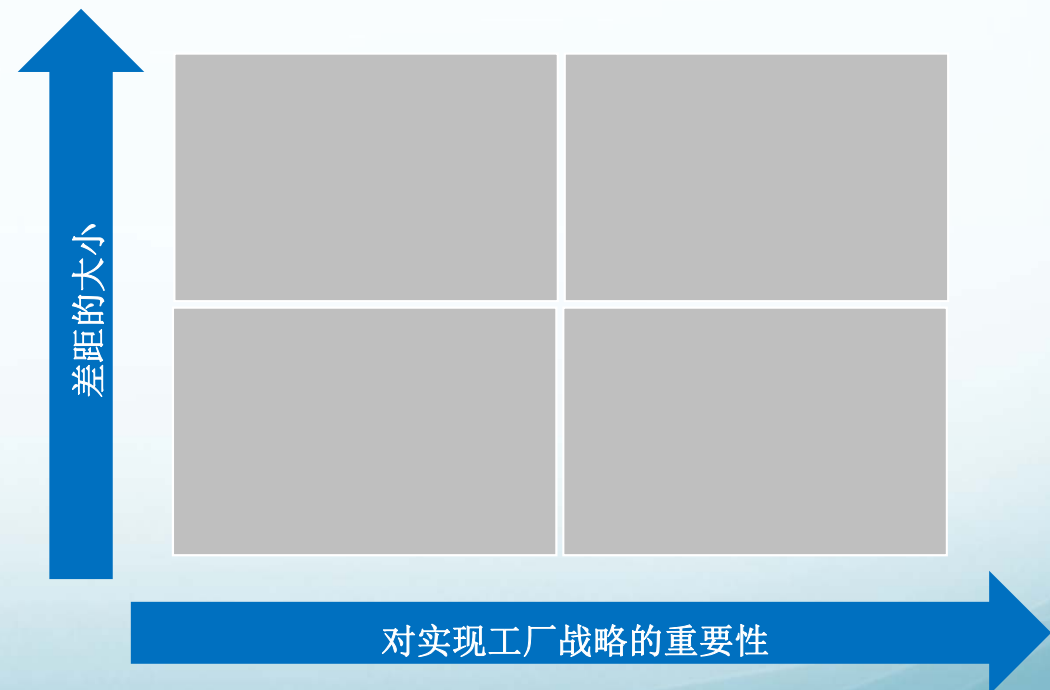
## 4. Gap Analysis and develop Plans to address



Analyse gap in the current and future requirements. Create prioritised list of strategies. Create action steps required to complete the strategies with milestones and resources identified.

Identify what the longer term capabilities gaps between the current and future requirements and propose solution to fill the gaps.

识别目前与未来需求之间的团队能力差距并制定缩短差距的解决方案



识别能力差距优先级工具

# 制定战略人力资源计划



# 制定战略人力资源计划

## 制定行动计划

Workforce Action Plan					
Critical Talent/Capability Gap 关键人才/能力	Typical Roles 典型岗位	Action Steps Buy, Build, Borrow... 行动计划	Timing 时间	Accountable 负责人	Status 状态

*HR must partner with the line to develop a workforce action plan that focuses on the critical talent and capability gaps of the organization*

# 制定战略人力资源计划

## 5. Alignment

Regional Supply Chain Heads and PMOs to review Site SWPs in order to develop heat maps



The Regional Supply Chain heads will review the site SWPs in order to develop heat maps for key capability and resource gaps. These will provide insights into potential global, supply chain or regional solutions.

工厂制定的人力资源规划要得到关键利益相关者的支持，这将有助于在区域或全球供应链范围内得到解决方案。



# 制定战略人力资源计划

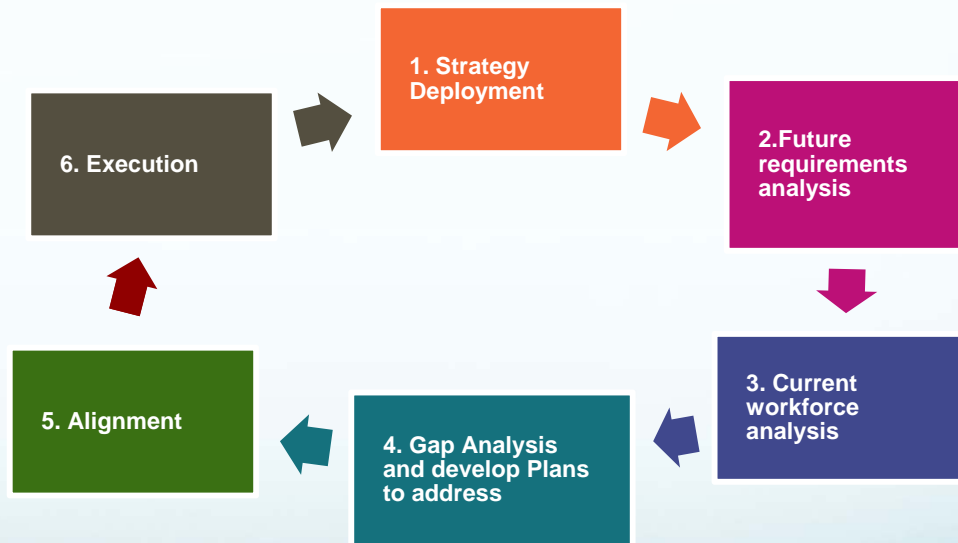


## 6. Execution

Implementation of site plan, both locally, regional and global solutions

Implement the plan and monitor progress. Review regularly in line with site performance updates. Adjust if necessary.

实施计划并监督进展状况，结合工厂的绩效回顾，在必要时对计划进行实时调整。



# 实施过程中的关键点

- 领导团队主导和全心投入
- 对业务战略清晰一致的理解
- 关键利益相关者的参与和反馈
- 与人员相关的大数据分析
- 对行动计划的定期追踪和回顾
- 随着业务战略的变化而调整人力资源规划

**Thank You !**