



第九届人力资源共享服务中心年会

2018年11月22日





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voith.com

VOITH

携手共进，创造价值！

福伊特亚太区人力资源共享服务中心

福伊特企业管理（上海）有限公司总经理暨福伊特亚太区人力资源负责人

Lily Wang

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福伊特简介



关键数据

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19,000

名员工

1867

家族产业始于

研发投入占销售额

4.9%

业务遍及

60

多个国家

5

大市场

福伊特五大市场

福伊特作为国际领先科技集团，其包括工厂、产品及服务的广泛产品组合主要应用于全球五大重要市场：能源、石油与天然气、造纸、原材料及运输与公共交通。



福伊特集团事业部

运营业务集中在以下四大事业部：福伊特数字解决方案，福伊特水电，福伊特造纸以及福伊特驱动。



福伊特致力于成为一家有吸引力的雇主！

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福伊特集团连续荣获了由前程无忧颁发的“2013-2017中国最佳人力资源典范企业”奖。

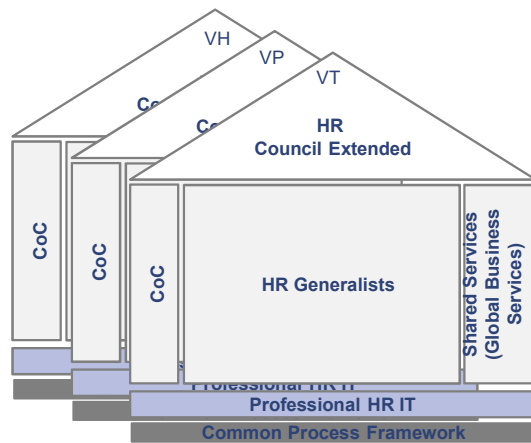
福伊特集团荣获由前程无忧颁发的“2018中国大学生喜爱雇主”奖。

福伊特集团荣获由HRroot颁发的“2018大中华区最佳人力资源共享服务中心”奖。



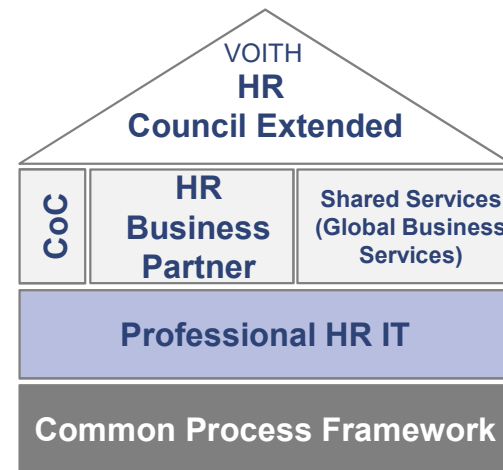
福伊特人力资源转型- 三大支柱

From ...



- Group Division-specific guidelines and processes in redundant structures
- Lack of group-wide data transparency, and decentralized HR administration
- Inconsistent business support for Org. & People Development

To ...



- One integrated and streamlined Voith HR organization with group-wide governance
- Clear-cut roles and responsibilities with consolidated administration and IT
- Strategic & tactical people management to the business

福伊特共享服务中心愿景



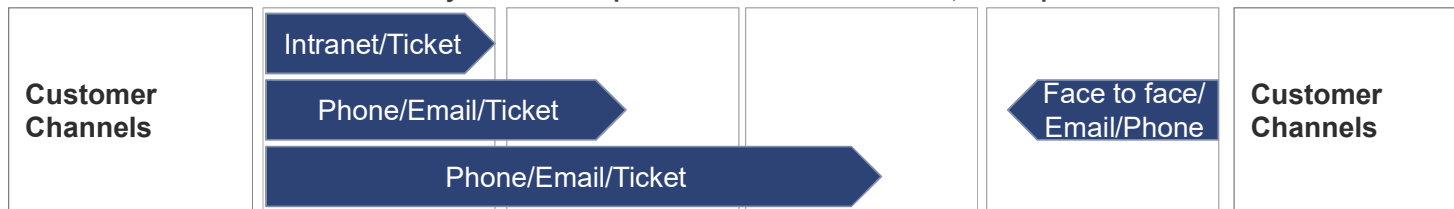
福伊特共享服务中心运营模式



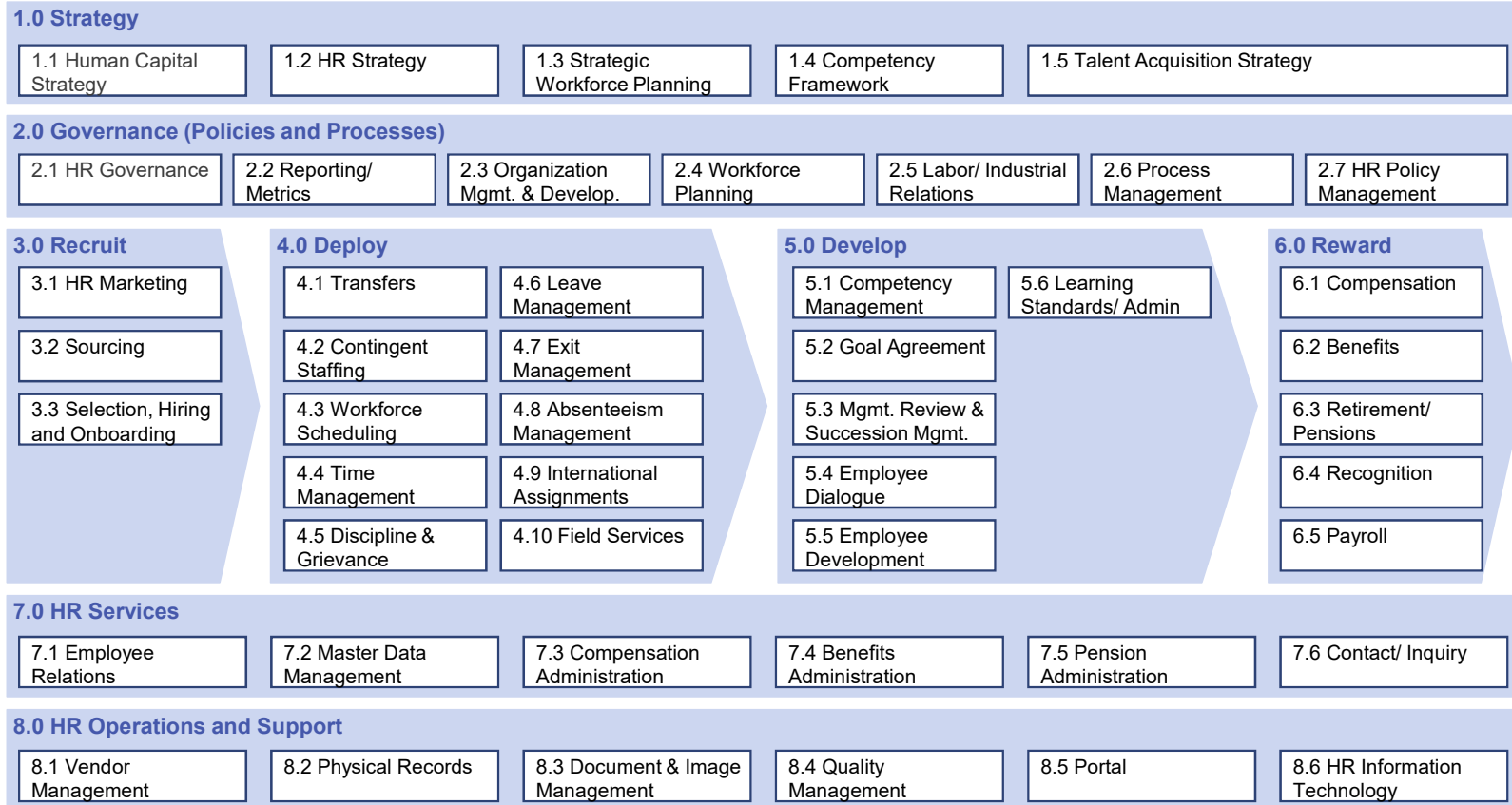
Customer group	Tier 0	Tier 1	Tier 2	“Tier 3” ¹
Employees	Self Service	HR GBS		HR BP
	<ul style="list-style-type: none"> • First point of access for customers for information or query resolution (individual requests). Online access to HR content (policies, procedures, self-service forms & data) 	<ul style="list-style-type: none"> • HR generalists who are responsible for the resolution of manager and employee queries and requests that are not covered by Tier 0 	<ul style="list-style-type: none"> • HR specialists who provide 2nd level support, advice and solutions for the Service Lines <ul style="list-style-type: none"> ❖ Payroll Processing ❖ HR Master Data Administration ❖ Time Mgmt. ❖ Comp., Expat & Benefits Mgmt. ❖ Training & Dev. ❖ Recruiting ❖ Reporting 	<ul style="list-style-type: none"> • Advises leaders on implementing people strategy • Support and consult challenges, coaches managers
	CoC	<ul style="list-style-type: none"> • Compensation & Benefits • People Development • HR Information & Service Mgmt. 		
Executives/Managers				
Other Customers/User				

Resolved queries

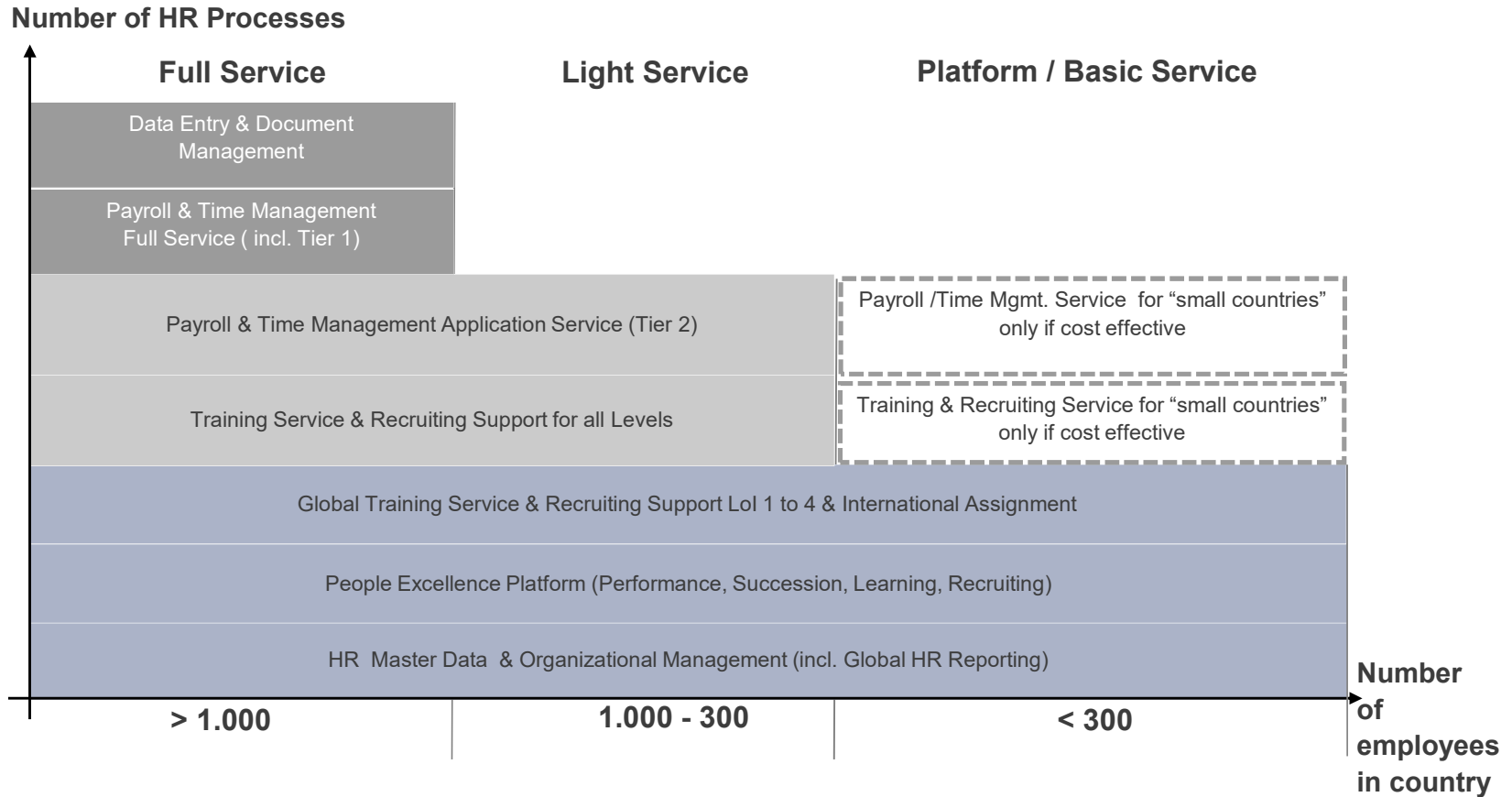
Service efficiency: Unresolved queries are directed to the next, more specialized tier



福伊特人力资源流程框架



福伊特共享服务中心服务模式



福伊特共享服务中心服务范围

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General
HR Requests



Recruitment & Selection



Training & Development



Benefits
Administration

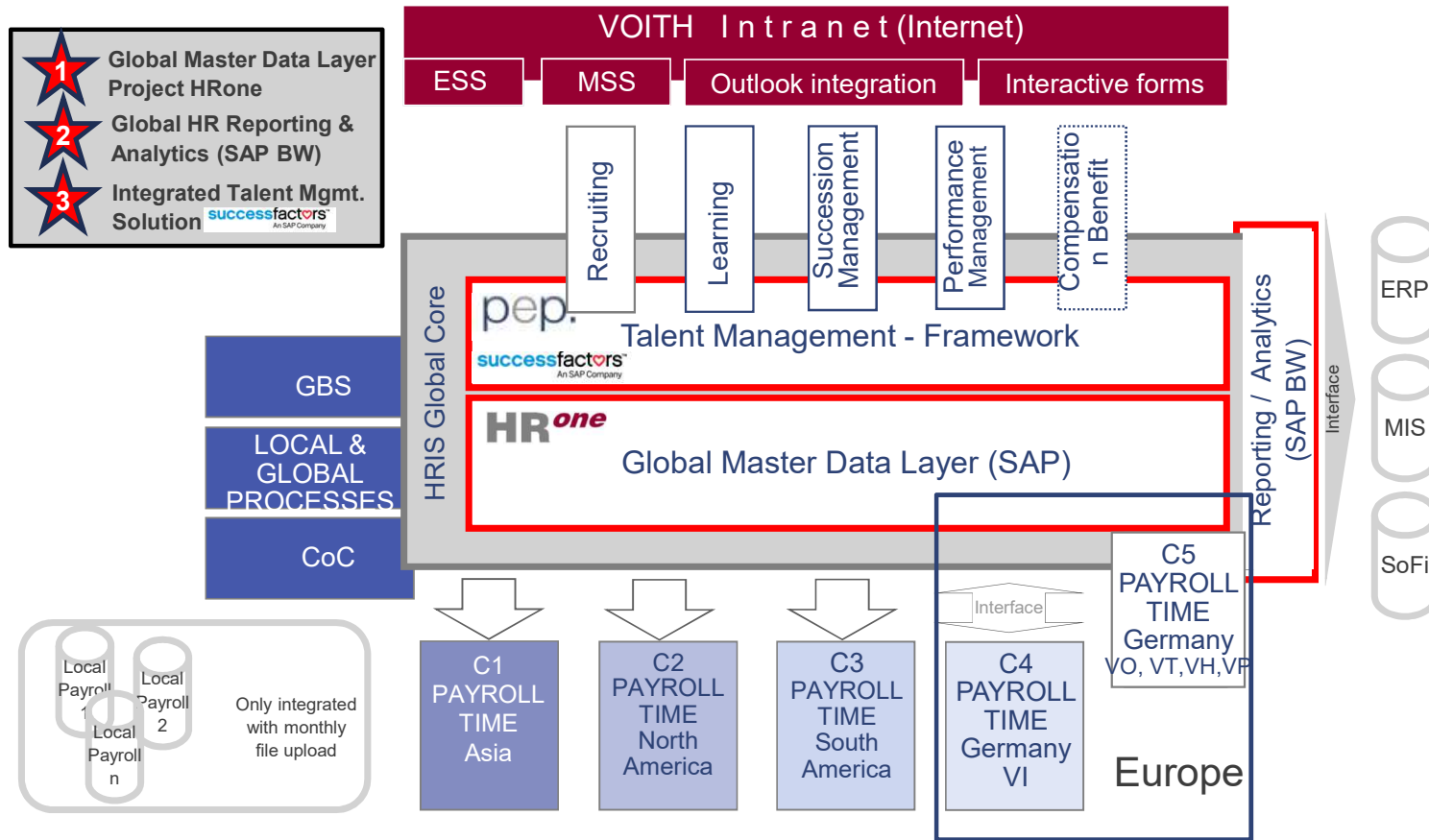


Compensation
Management /Payroll
Administration



Mobility (Field Service,
Intern. Assignments &
Travel Management)

福伊特HRIT 系统，共享服务中心基石 内部风险合规控制，自助和自动化



福伊特共享服务中心绩效管理 – 样本



	Target 2017	Oct. 17	Nov. 17	Dec. 17	Jan. 18	Feb. 18	March 18	Apr. 18	May. 18	Jun. 18	Jul. 18	Aug. 18	Sep. 18	Average YTD
Ticket Resolution Time	< X work days	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Grey
Data Quality (HRone Index)	< X %	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Grey
Payroll Accuracy	XX%	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Grey
Job Posting	< X work days	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Grey
Time to Fill	< XX days	Red	Yellow	Yellow	Green	Green	Green	Green	Green	Green	Green	Green	Green	Grey

福伊特共享服务中心成功关键因素- 福伊特人

1. GBS HR Functional Competency Model
2. GBS HR Learning Building Blocks
3. Individual development plan
4. Internal fill rate for openings/promotions

70% Learning by doing		20% Learning from others		10% Learning by training	
Actions	Cases	Actions	Cases	Actions	Cases
1. Project Execution		1. Coaching		FY1516 Training Implemented	
2. Job Rotations		2. Mentoring		FY1617 Training Implemented	
3. International Assignment		3. Best practice sharing		FY1718 Training Planned	
4. Stretched Assignment		4. Career Compass			

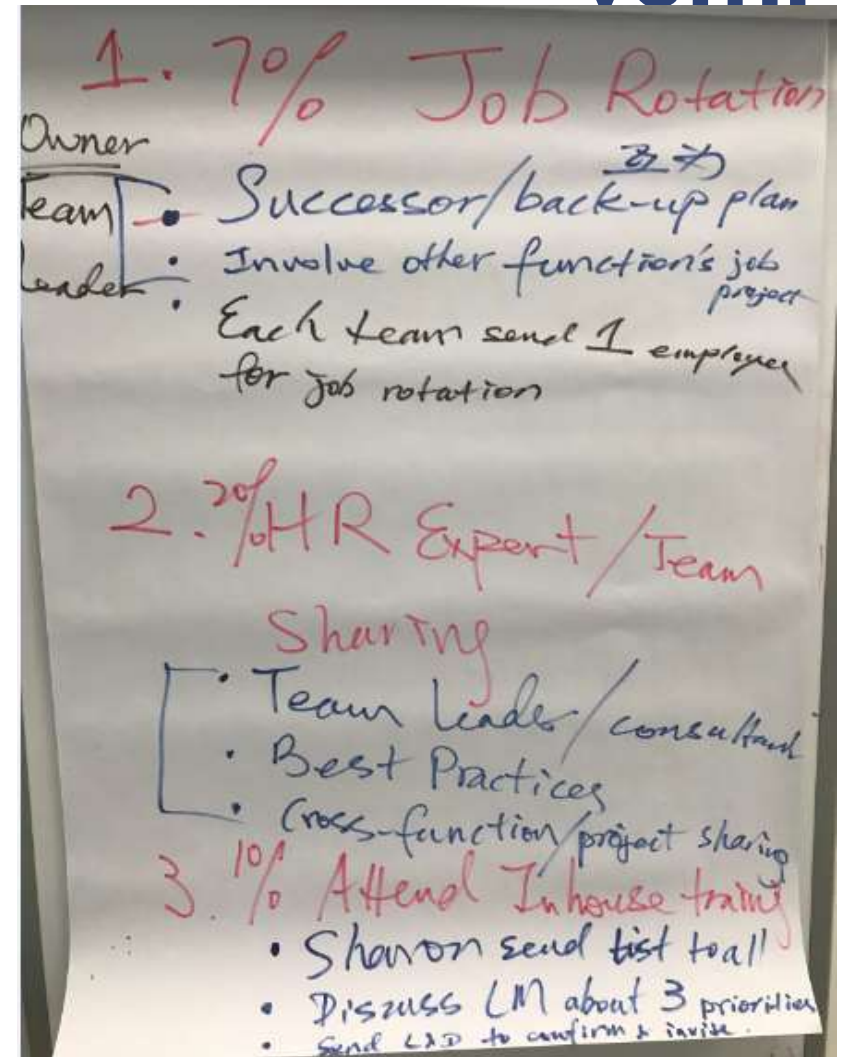
福伊特员工敬业度调查和跟进

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GALLUP

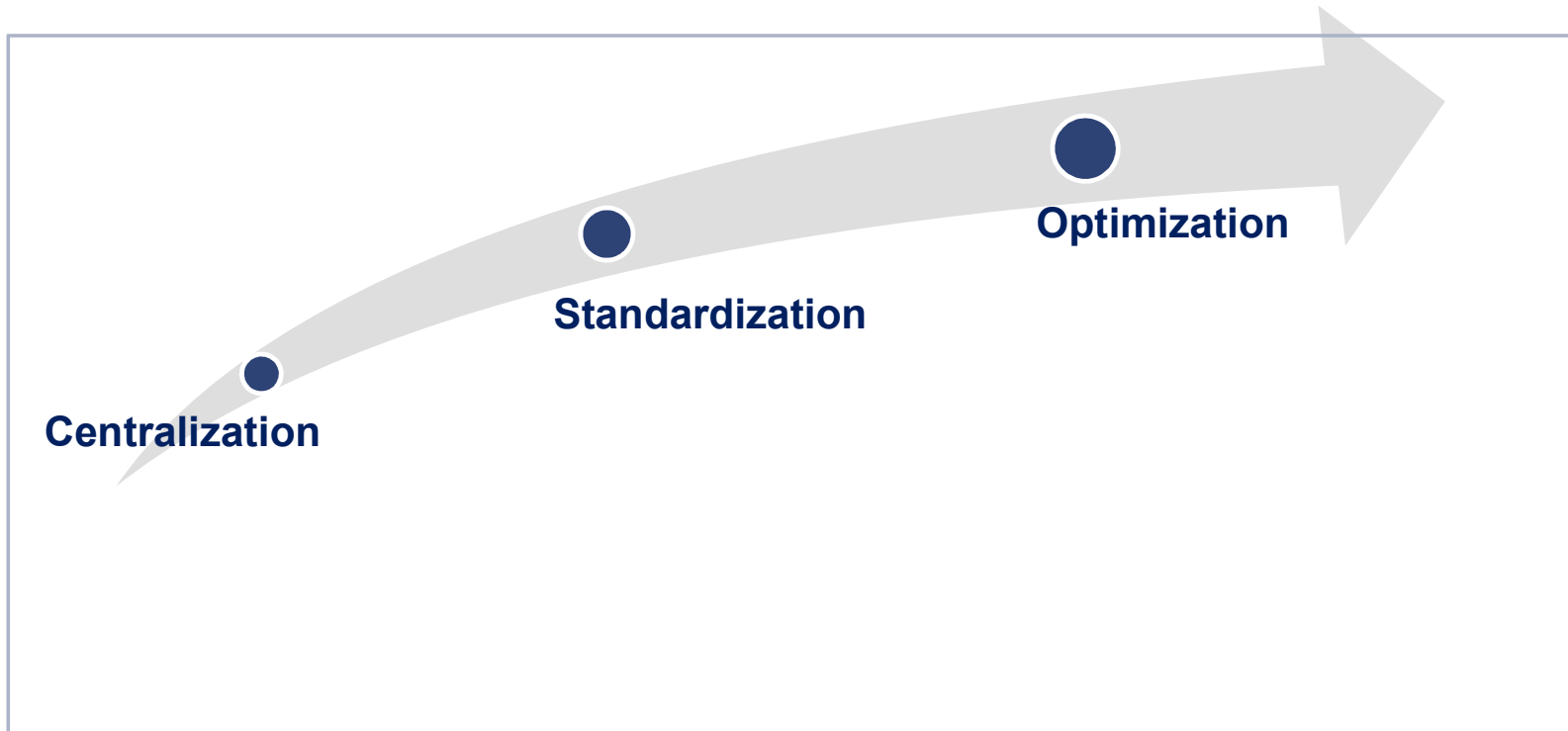


- Q07: Opinions count
 - 在工作中, 我觉得我的意见受到重视
- Q08: Mission/purpose of company
 - 公司的使命、目标使我觉得我的工作重要
- Q12: Opportunities to learn and grow
 - 过去一年里, 我在工作中有机会学习和成长



福伊特共享服务中心发展路径

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Inspiring Technology
for Generations