



# 智享会

## HR Excellence Center

继任者计划及高潜力员工发展项目

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# DP Program

## 年轻的高潜质员工项目

# Definitions – DP

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- What is a DP?
  - An employee who is in the early stage of their career – generally within 6 years of graduation
  - Are consistently highly rated in performance and potential indicators (PBP, 6 or 9 Box assessment) across multiple assignments
  - Easy to Identify, Hard to Define (ex: Inspiring, Spark in the Eye)
  - Identified within the first 18-24 months of employment at Delphi

## DP Portfolio Criteria

Personal/Career	Performance Attributes
<ul style="list-style-type: none"> <li>• Non-Exec</li> <li>• Globally Mobile</li> <li>• Long Runway</li> </ul>	<ul style="list-style-type: none"> <li>• High Performer</li> <li>• Eager to Learn &amp; Grow</li> <li>• Collaborative/Team Player</li> <li>• Good Communicator/Listener</li> <li>• Pathfinder—Adaptable</li> <li>• Bias for Action &amp; Solutions</li> <li>• Drive</li> </ul>

- Goal is to move Deep Picks into international assignments early in career when personal flexibility is higher

# Programmed Development Plan Format

## Programmed Development Plan

Current Manager: \_\_\_\_\_  
 Mentor: \_\_\_\_\_  
 Age: \_\_\_\_\_

Name: \_\_\_\_\_  
 HPS or Deep Pick: \_\_\_\_\_  
 Long Term Top Job: \_\_\_\_\_

	Description	Location	Division	Start Date	Cross Regional	Cross Function	Cross Division	Enterprise Responsibility	Global Scope	Notes
<b>ROLES</b>	Past Role:									
	Past Role:									
	Past Role:									
	Past Role:									
	Past Role:									
	Current Role:									
	Next Job:									
Next Job +1:										
Next Job +2:										
<b>TRAINING</b>										
<b>LEARNING FROM OTHERS</b>										
<b>COUNT:</b>					<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

Completed by: \_\_\_\_\_  
 Date: \_\_\_\_\_

# HIGH POTENTIAL SUCCESSORS (HPS)

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- **High Potential Successor (HPS):** Anyone (including non-execs & DPs) listed on a succession chart for an executive.

**Ready Now**

- Ready now
- 0-2 Years
- **No Rotation Needed**, possible additional development

**3-5**

- Ready in 3-5 years
- At least 1 rotation needed, plus additional development

**6-10**

- Ready in 6-10 years
- 2 or more rotations needed, plus development

# **Job Rotation Program**

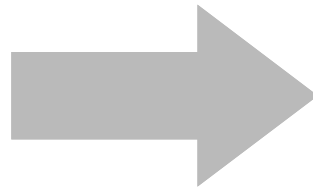
## **轮岗项目**

# Job Rotation - What and Why

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## What...

- Employee Development
- Develop Skills
- Move & Promotion



## Why...

- Overcome Job Satisfaction
- Build Organizational Knowledge
- Prepare Succession Plan
- Gain Visibility
- Promote recruiting

# Job Rotation - Definition & Implementation

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Definition

## Gateway Feeder Position/ Gateway Position

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- Gateway feeder positions are identified to be the feeder / successors to RPBU MD by Senior Leadership team
- Gateway feeder position is considered to be a kind of high level training positions for high potential Successors and Deep Picks
- Incumbents can only stay in Gateway Feeder positions for a certain defined period so the positions can be freed out for HPS in the pipeline
- At least 2 gateway feeder positions should be freed out per year/region
- Each region / site needs to set a SMART target about number of rotations to be initiated per year and the progress needs to be tracked on quarterly basis

Implementation

## Key Leadership Position

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- Key Leadership Position refers to the direct reports to the RPBU MD
- There are 95 key leadership positions in EEA while 14 key leadership positions left after streamlined

- Both the employee and organization need to benefit from the job rotation
- Cross divisional, regional and functional



# Career Continuum

职业发展工具



# What is Career Development

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## ◆ Career development is a

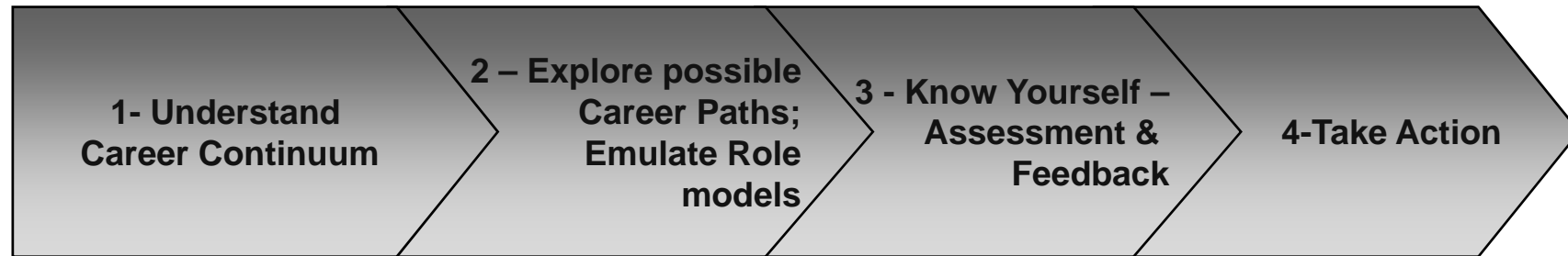
- Global Delphi process ; It is a managed & integrated process
- From job description to performance evaluation, rewards, development and progression



# Career Development Model

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Plan your career by following 4 easy steps:



Refer to **position profile** to learn & understand the position details, critical skills & experiences; education & training

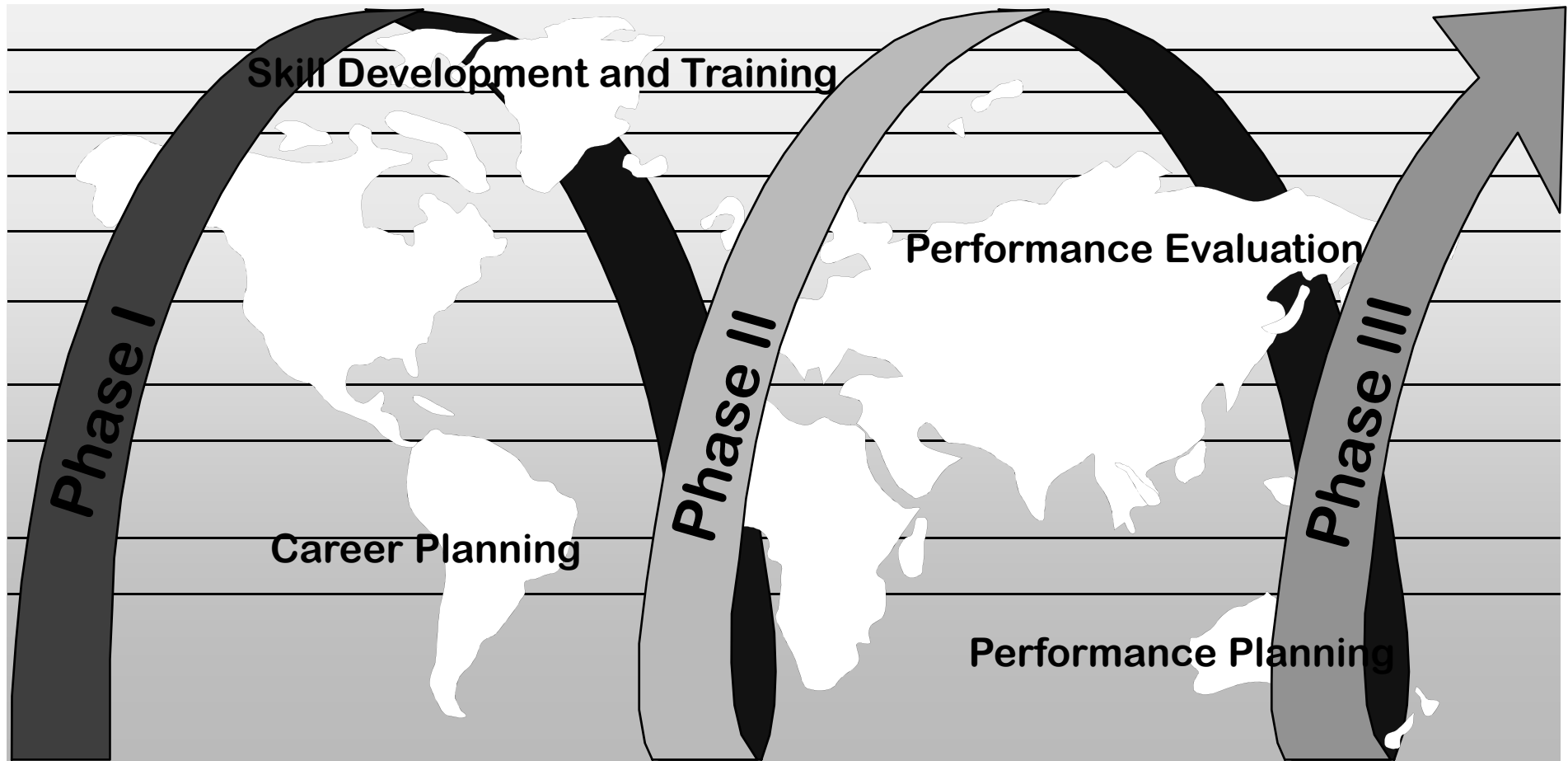
Refer to Cross Functional Career Path examples and decide your own career path: **managerial** career path or **technical** career path

Use position based **assessment sheet** to assess self skill & experience gap; Use external tools like "**Strength finder**" to know your talent area

Develop an action plan to improve.  
Explore career opportunities  
Implement self development strategy.

Career Planning is part of the PBP process

# Personal Business Plan



# PBP

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## Timing

- Initial Review (Phase I):
  - ⇒ Agree on personal objectives
  - ⇒ Feedback about employee's performance objectives
  - ⇒ Review/analyze tasks
  - ⇒ Talk about the employee's personal development
  - ⇒ Agree on training or other development measures
  - ⇒ **Career Discussion**
- Mid-year Review (Phase II):
  - ⇒ Review of status of objectives; change objectives if necessary
  - ⇒ Evaluation of training courses
  - ⇒ **Career Discussion**
- Final Review (Phase III):
  - ⇒ Review performance and achievement of objectives
  - ⇒ Review and evaluation of training/people development measures
  - ⇒ **Career Discussion**
  - ⇒ Personal Feedback/Evaluation of Core Competencies

## Employee Expectations

- A description of their job responsibilities
- A process to establish annual performance objectives
- A personalized training plan
- An evaluation of their performance
- A compensation discussion
- **A career planning discussion**

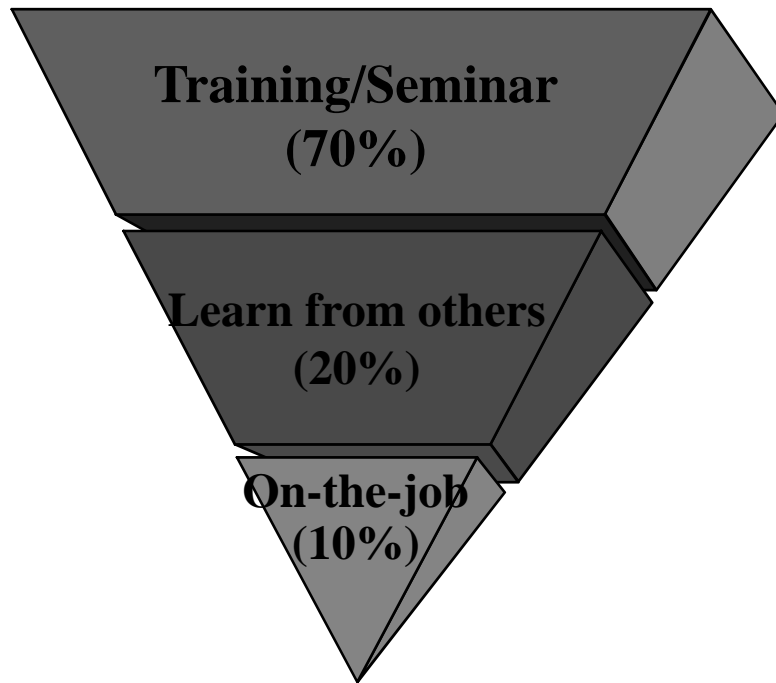


# Career Discussion

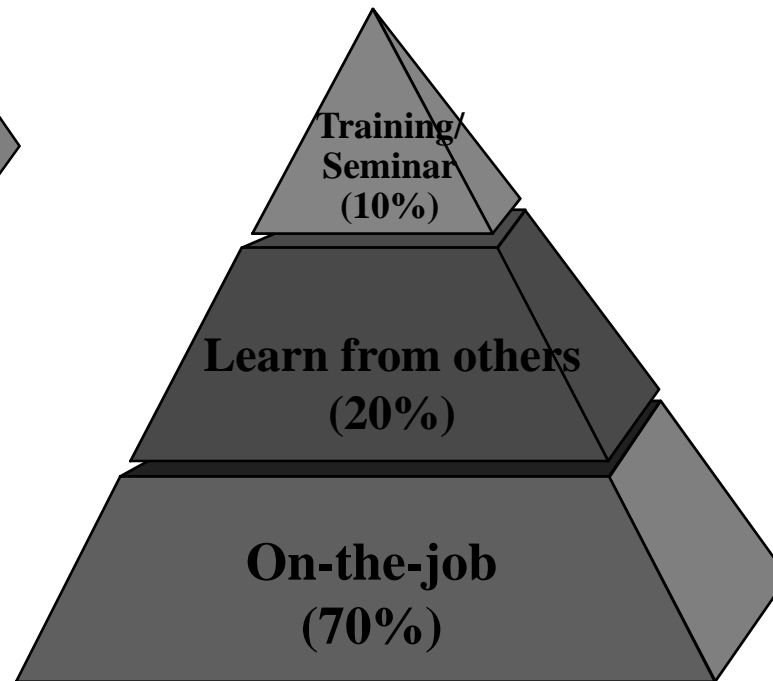
- how to increase or enhance skill levels

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**What people tend to do  
when planning  
development**



**What people should do to  
develop**



# Career Discussion

- Encourage the use of “Career Model” for PBP. All employees must add comments on PBP in the template shown below
- Utilize the PBP for Career Discussion with employees
  - Review short and long-term career goals

pbp2014.xlsm - Microsoft Excel

File Home Insert Page Layout Formulas Data Review View

E34

**Career / Mobility / Language Skill Discussion**

Mobility	
Home Country	<input type="radio"/> Yes <input type="radio"/> No
International	<input type="radio"/> Yes <input type="radio"/> No

Fluent Languages	Select Language Skill abilities		
Select from List	Read	Write	Speak
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Career Discussion - Employee Comments:	Career Discussion - Supervisor Comments:
Thought Starters for discussion: What are your professional goals? Where do you see yourself in 5 years? What assignments are you interested in for development?	Provide feedback to the employee on their career goals

Green highlighted cells are required to be completed at the time of the initial review  
Light Orange highlighted cells mid year review status

Dark grey highlighted cells show the final review status of the objective  
Blue can be completed anytime during the year

LanguageSelector Competencies Objectives TrainCareer

Ready 85% 13:09 2014/8/6