



第九届人力资源共享服务中心年会

2018年11月22日





联系我们

地址: 上海市武宁路99号我格广场办公楼1701室

邮编 : 200063


电话: +86 21 6056 1858

Fax: +86 21 6056 1859

邮箱地址: marketing@hrecchina.org

网站: www.hrecchina.org



A man with long hair, wearing a maroon jacket and olive green pants, is riding a green bicycle on a paved path. The background features a large, colorful mural composed of many small, overlapping triangles in various colors like red, blue, yellow, and green. The scene is set outdoors on a sunny day, with a concrete curb and a grey wall visible behind the path.

Driving People Growth by Customized Competency Model

Tony LIU

From SSC Report: Challenges We Face

第三届调研

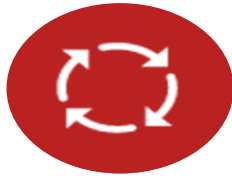
- 与人力资源其他部门职责划分不清
- 新管理技术的应用有局限性或有待改善
- 信息技术搭建不完善
- 共享服务中心内部定位不清晰
- 业务部门对共享服务不理解或存疑

第四届调研

- 业务环境变化快，需要处理更多变革管理工作
- 与人力资源其他部门职责划分不清
- 员工发展空间有效
- 缺乏自我宣传与营销
- 共享服务中心内部定位不清晰

*数据来源自《第四届中国人力资源共享服务中心调研报告》，2018

From SSC Report: Enhance HRSSC Core Value



流程



员工发展



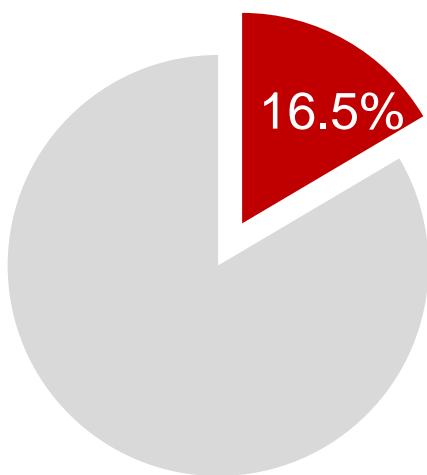
技术

- 明确职责范围的同时，不断扩张职责范围
- 搭建流畅、精简、标准化的流程
- 扩展人员发展空间，提升人的价值量
- 运用技术，提升效率和专业性

From SSC Report: Limited Career Path

是否为人力资源共享服务中心员工搭建清晰的职业发展通道 (N=109)

已搭建清晰的职业发展通道，并有相应制度和相关培训做支撑。



上一年度共享服务中心的员工在内部的流动情况 (以上均为平均值) (N=33)

SSC 向COE、HRBP 转出的人员比重



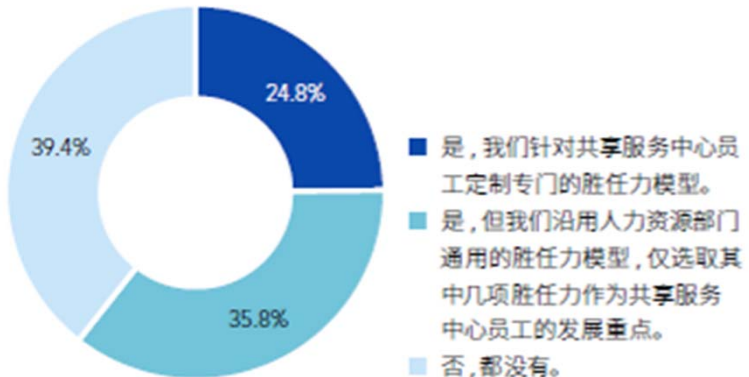
COE、HRBP 向SSC 转入的人员比重



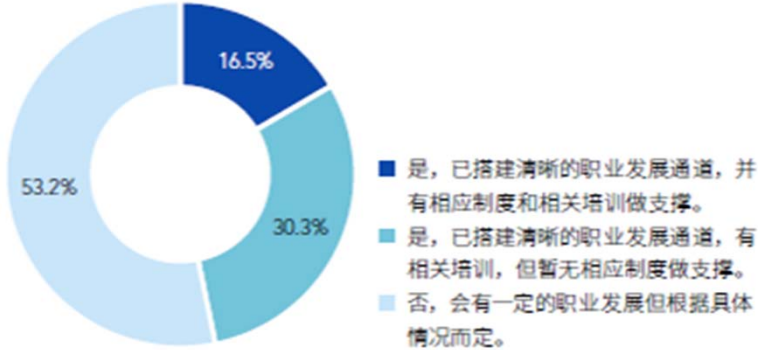
*数据来源自《第四届中国人力资源共享服务中心调研报告》，2018

If We Delight Employees?

图表 14 是否有针对共享服务中心员工的胜任力模型 (N=109)



图表 16 是否为人力资源共享服务中心员工搭建清晰的职业发展通道 (N=109)



What People Need in VUCA?

- Customer

- Customized Service
- Know me well not only service



Customer
Experience



Data Usage
& Analysis

- Team

- Customized Career Development
- Aimed self-growth plan



People
Retention



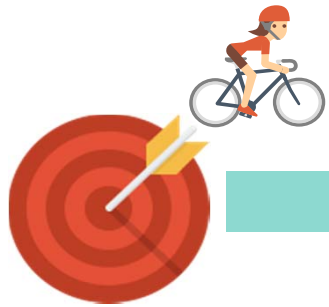
Knowledge
Accumulation



Start with Competency – Culture\Capability\Future



Roadmap of Competency Model



Organization Diagnose

-
Current status



Job Analysis

-
Strategy and Culture



Market Benchmark

-
Something we can learn



Development Plan

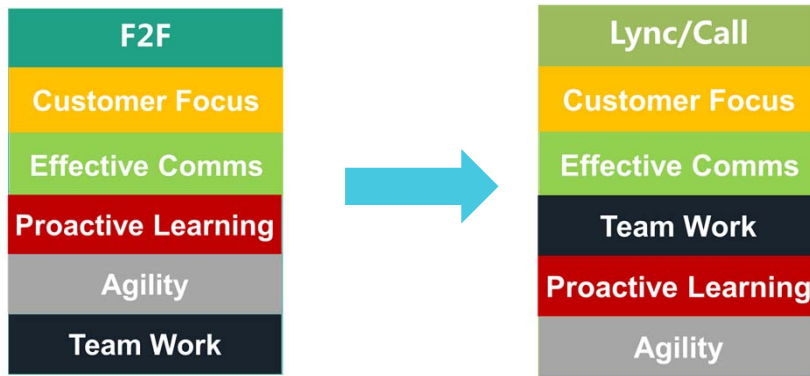
-
Put into practice



Competency Model

-
Final version by POSITION

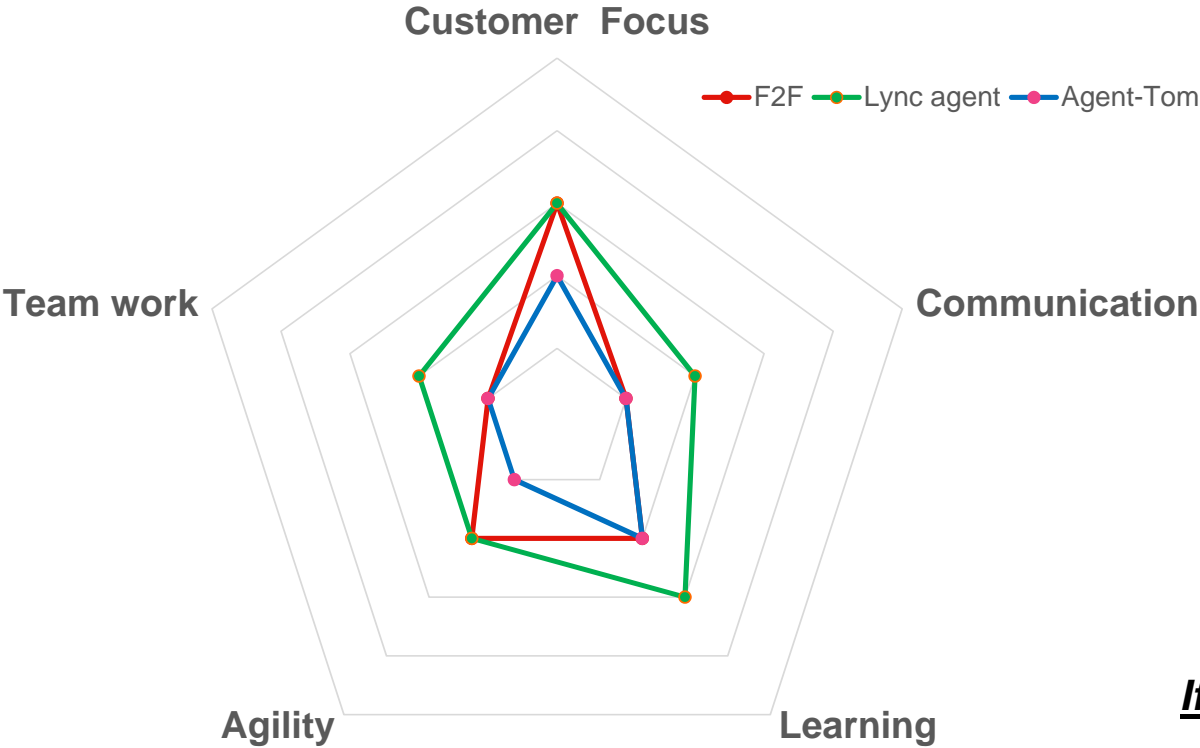
Competency Output – Result/Definition/Description



- Customer Focus**
 - Think/act with customer first
 - Solution/Decisions with high quality
- Proactive-Learning**
 - Effective and proactive learning
 - Accumulate experience from work and back to work
- Team Work**
 - Work as One HRSC team
 - Team benefits come first
- Agility**
 - Various solution towards final goal effectively & efficiently
 - Quick response
- Effective Comms**
 - Skillful communication to be effective and efficient

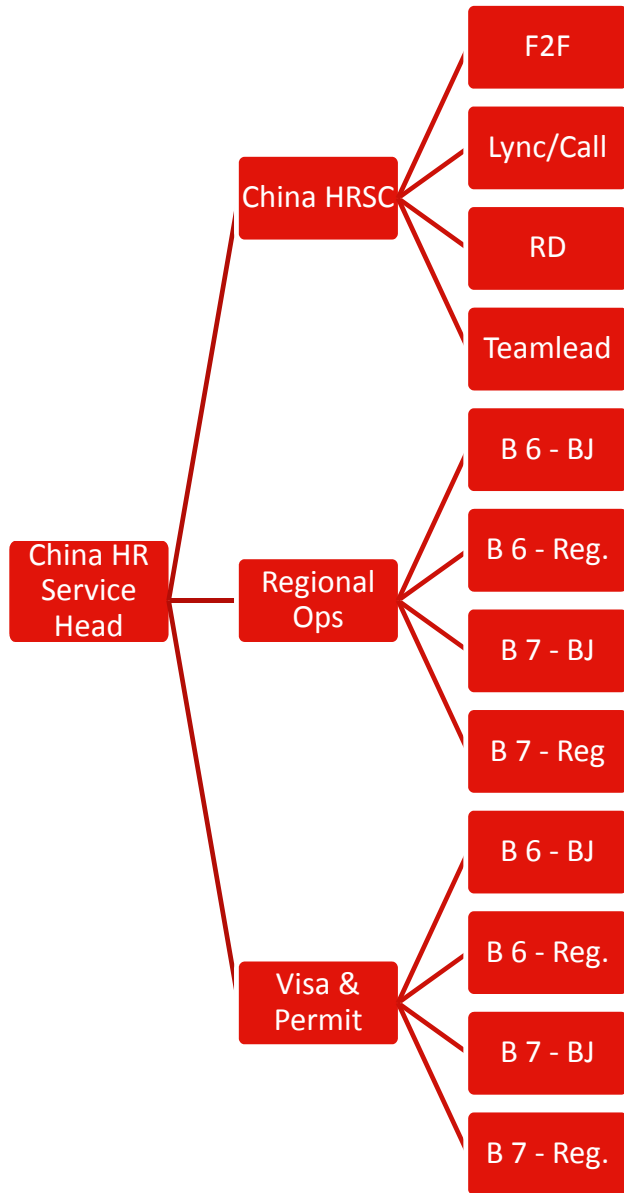
Team Work	
1 - Awareness	<ul style="list-style-type: none"> - Work as ONE team, with team interest come first - Proud in membership of the team - Treat all people with dignity and respect regardless of background
2 - Basic	<ul style="list-style-type: none"> - Proactive in participation of team activities - Willingness in helping others when assistance is needed
3 - Intermediate	<ul style="list-style-type: none"> - In-corporate team member work toward mutual goal pre-aligned with all team members - Proactively encourage and enhance team member achieving recognizable collaboration
4 - Advanced	<ul style="list-style-type: none"> - Proficient in partnership with cross-team members in daily operation or through joint projects
5 - Expert	<ul style="list-style-type: none"> - Effective & Efficient in corporation with cross-function and/or global team in joint projects or routine operation

Talent Portrait and Growth



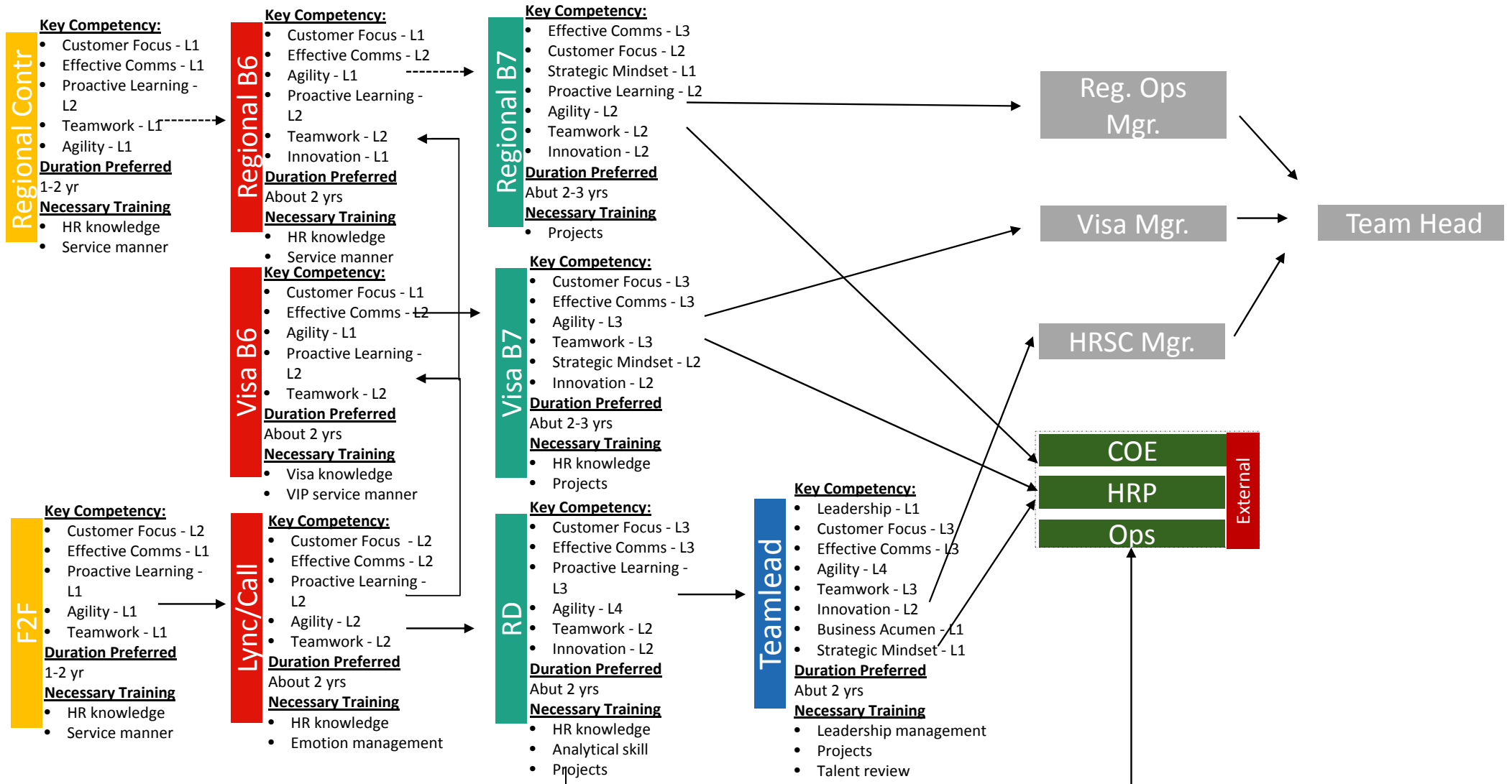
F2F	Lync/Call
<p><u>Key Competency:</u></p> <ul style="list-style-type: none"> • Customer Focus - L3 • Communication – L1 • Learning – L2 • Agility – L2 • Teamwork – L1 <p><u>Duration Preferred</u></p> <p>1-2 yr</p> <p><u>Necessary Training</u></p> <ul style="list-style-type: none"> • 	<p><u>Key Competency:</u></p> <ul style="list-style-type: none"> • Customer Focus - L3 • Communication – L2 • Learning - L3 • Agility – L2 • Teamwork – L2 <p><u>Duration Preferred</u></p> <p>Abut 2 yrs</p> <p><u>Necessary Training</u></p> <ul style="list-style-type: none"> •

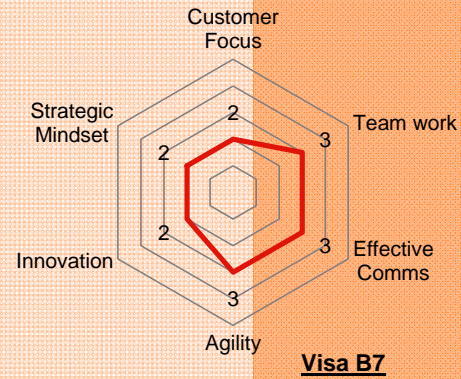
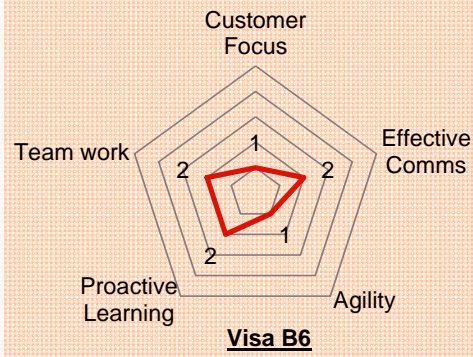
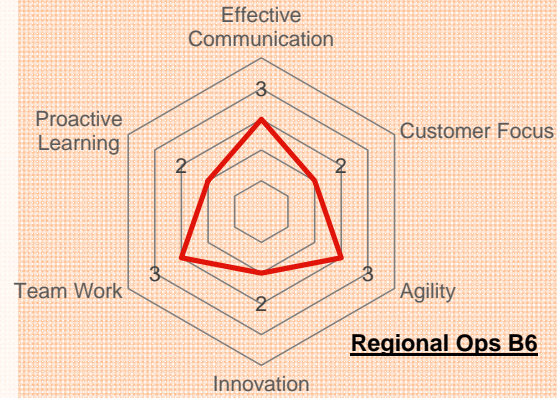
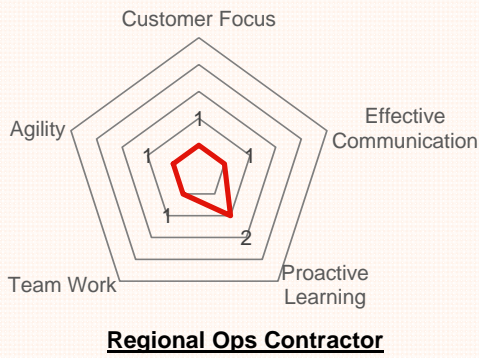
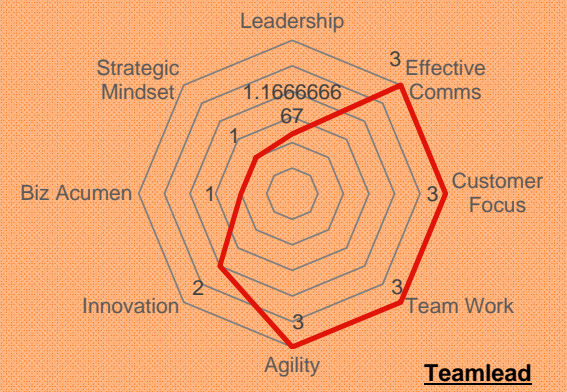
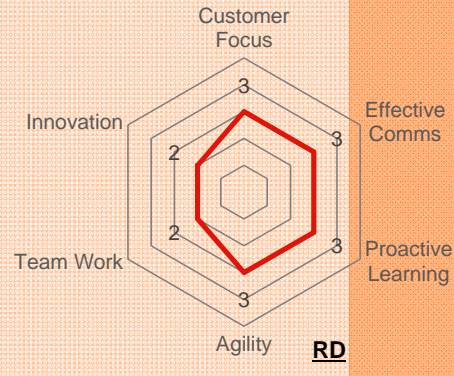
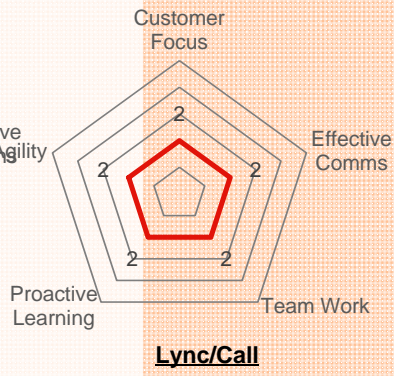
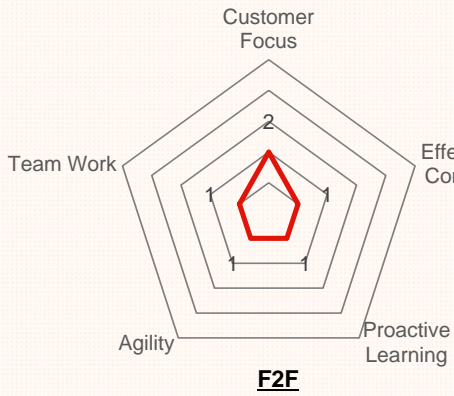
If Tom want to grow himself to Lync agent?



Customer Focus	Effective Comms	Proactive Learning	Agility	Team Work				
2	1	1	1	1				
Customer Focus	Effective Comms	Team Work	Proactive Learning	Agility				
2	2	2	2	2				
Customer Focus	Effective Comms	Proactive Learning	Agility	Team Work	Innovation			
3	3	3	3	2	2			
Leadership	Effective Comms	Customer Focus	Team Work	Agility	Innovation	Biz Acumen	Strateg.Md	
1.167	3	3	3	3	2	1	1	
Customer Focus	Effective Comms	Agility	Proactive Learning	Team Work	Innovation			
1	2	1	2	2	1			
Customer Focus	Effective Comms	Proactive Learning	Agility	Team Work	Innovation			
1	2	2	1	2	1			
Effective Comms	Customer Focus	Strategic Mindset	Proactive Learning	Agility	Team Work	Innovation		
3	2	1	2	2	2	2		
Customer Focus	Effective Comms	Agility	Proactive Learning	Team Work	Innovation	Strategic Mindset		
2	3	2	2	3	2	1		
Customer Focus	Effective Comms	Agility	Proactive Learning	Team Work				
1	2	1	2	2				
Customer Focus	Team work	Effective Comms	Proactive Learning	Agility				
1	2	2	2	1				
Customer Focus	Effective Comms	Agility	Team work	Strategic Mindset	Innovation			
3	3	3	3	2	2			
Customer Focus	Team Work	Effective Comms	Agility	Innovation	Strategic Mindset			
2	3	3	3	2	2			

China HR Service Talent Career Path





- Job as Entry level
- Intermediate level
- Management/Expert within HRS

Competency Model Can be Found in



thanks.