



第九届人力资源共享服务中心年会

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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

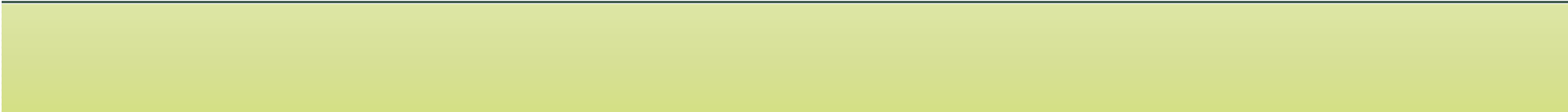




Attendance & Payroll Management Upgrade

考勤管理、薪资管理升级项目

Richard Zhang





Agenda/议程

- Payroll Audit Findings / 薪资审计的建议
- Attendance Management Project / 考勤项目
- Payroll Data Integration / 薪资项目数据的准确性
- Summary / 总结

Before Read Payroll Audit Findings / 解读薪资审计的建议之前

- HR SSC APAC / 亚太区的HR共享服务
 - Payroll
 - HRIS
 - Onboarding/off boarding

Attendance Management Project / 考勤管理项目

AS IS / 考勤管理当时的状态

- 各个 site 都有自己的系统，特别简单的功能
- 卡点下载每天手动完成；
- 人员同步每天手动在考勤系统中处理
- 考勤数据异常基本上月底清理
- 考勤报表上报后不停更改
-



TATS Project Objectives / TATS 系统项目目标

- Compliance to local labor related law/与当地劳动相关法规一致
- Compliance to client audit requirements/与客户审计要求一致
- Accurate data for business operation/业务部门需要的准确数据
- Consistent attendance management practices/platform /统一的考勤管理规则与平台
- Efficiency attendance data processing /有效的数据处理



Project Scope / 项目范围

- Online time management and shift scheduling / 线上排班管理
- Attendance record tracking and remove discrepancy / 追踪考勤数据、消除异常
- Self service for attendance data checking / 自助服务
- Online leave/OT application / 网上申请休假、加班
- Leave management / 休假管理流程
- OT management & control / 加班管理与控制
- Reporting for management, payroll and daily administration / 为管理、薪资、日常操作需要而设立的报告系统
- Data synchronization among HRIS, Time Clock / 与 HRIS , 考勤机之间的数据同步



Positive Consequence Highlight / 效果

- 考勤数据及时获取并处理
- 加班、休假有管控
- 自动报告提醒主管
- 接口数据无法修改
- 信息自助查询
- 通过自动锁定功能来保证数据错误被及时处理

Monthly Savings on Time Management

Site	Department			Time Admin			Total
	<i>No. of Staff</i>	<i>Total hours</i>	<i>Can Save</i>	<i>No. of Staff</i>	<i>Time used</i>	<i>Can Save</i>	<i>Total Saving</i>
TJ	7	190.5	<u>76</u>	1	110	<u>44</u>	120 hrs
KS	10	142	<u>31</u>	1	89	<u>34</u>	65 hrs
SH EMI	7	353.5	<u>190</u>	1	160	<u>115</u>	305 hrs
SH CVS	1	13	<u>0</u>	1	95	<u>41.5</u>	41.5 hrs
SD	9	131	<u>42</u>	1	96.5	<u>64</u>	106 hrs
SZ	23	762.5	<u>323.5</u>	1	235	<u>147</u>	470.5 hrs
Expected 1108 working hours saving/month							

Support from Management / 管理层的支持

- Be involvement in change management / 参与变革管理
- Human resources support / 人力上的支持
- Support decision on process enhancement for efficiency and consistency through out China / 支持在中国区建立统一考勤管理制度与实践的决定
- IT facility (for example, stable internet connection) / IT 支持



Change Management Highlights / 变革管理的重点

1

Mindset Changes

Department is the owner of Attendance Data and Attendance Management, not HR;
Work time planning/shift scheduling is the primary work to manage attendance

2

Behavior Changes

Employees, first line leaders, department time attendance admin, managers are the main body to responsible for record and manage attendance data online by themselves

3

Organizational Change

A dedicated role (time attendance admin, part time job) will be assigned in each department/shift to , works on attendance tracking every day.

Survey Scope

Site/Scope	DL Employee	Area lead / Line lead	Management Team	HR	Total
SH Site1	19	5	3	2	29
SH Site2	30	15	6	5	56
SZ	20	5	3	1	29
KS	18	12	6	3	39
CQ	14	2	5	2	23
TJ	5	11	2	2	20
SD	21	7	3	2	33
Sub-total	127	55	28	17	229



Conclusion – from DL employee

1. Generally, 100% employees are satisfied with this system (Q10, scored 3 and above)
2. To every detailed question, at least 93% employees rate them 3 and above.
3. Big challenge is the system performance (Q9).



Conclusion –from Time Admin / Line leader

1. Generally, 100% time admin/line leaders are satisfied with new system (Q10, scored 3+)
2. At least 90% employees rate to every detailed question 3 and above.
3. 25% time admin/line leader said the time consumed for attendance management increased. (Q7).
4. Big challenge is the system performance (Q11)



Conclusion – from Management

1. 100% agree that the new system enhanced the efficiency in time and attendance management. (Q8, scored 3 & above)
2. 100% agree that the new system enhanced the capability of EICC compliance (Q10)
3. Big challenge is the system performance. (Q9)
4. Suggestion: management team need more proactively to use the data report.



Conclusion – Results from HR

1. 94% agree that the new system saved HR time for time and attendance management. (Q1)
2. 100% agree that the data is accurate, error rate decreased greatly, and helpful to control the risk in attendance management. (Q4, Q10, Q11)
3. 100% agree that the new system enhanced department efficiency
4. Big challenge is the system performance. (Q3)



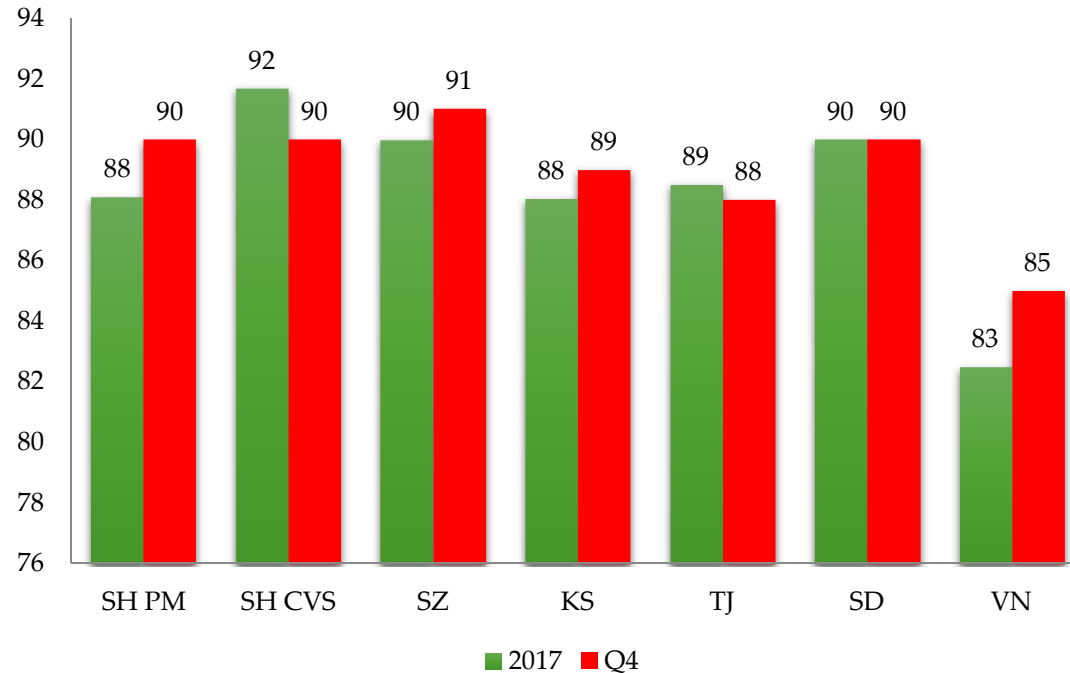
Attendance Analysis Report Out

This is a quarterly data analysis to show management team how compliance and efficiency we are in time and attendance daily management. Follow the attendance management rules/policies, we setup criteria to capture data and utilize these data to reflect employees' behavior in personal attendance management.

Clock-in Rate

- **Policy:** Every employee who has shift scheduled should clock in on time
- **Formula:** all missed clock in time in 2017/ all scheduled shift in 2017

Target 90% of employees come to the site on time, no missing the clock in data

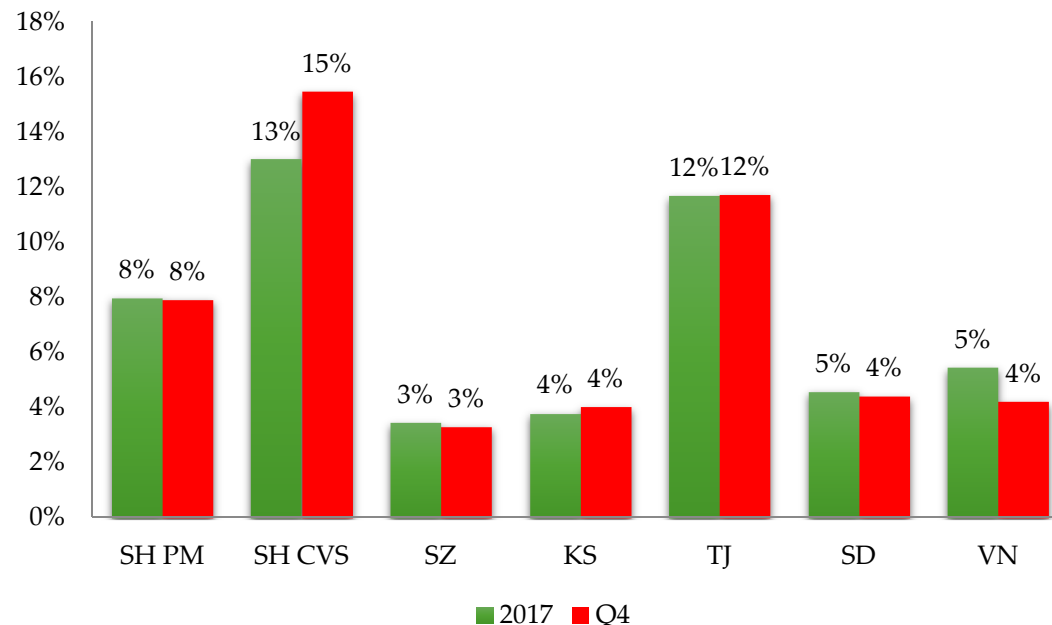


The reasons why employee missed clock in time include:

- Employee is late
- Shuttle bus is late
- Taken leave but not record in system
- Miss to clock in

Attendance Abnormal Rate

- **Rules:** Employees clock in/out time mismatch with shift schedule will be defined as abnormal.
- **Formula:** all abnormal attendance records 2017 / all attendance records in 2017



Target less than 5% of attendance abnormal rate

The reasons why employee has attendance abnormal data include:

- Employee is late
- Shuttle bus is late
- Taken leave but not record in system
- Taken leave but no approval in system
- Miss clock in or clock out
- Early leave



Payroll Data Control/薪资相关数据的管控

- Attendance Data Auto Posting / 考勤数据的自动过账
- Data Audit Trail / 数据的变更历史记录
- Data Cross check / 数据交叉核对
- Data Approval Process / 严格的数据审核流程



2018 年 6 月 Audit 结果

No any Rate 1 & 2 Findings



Open Question

+

Q&A