



智享会  
HR Excellence  
Center



# 第五届工厂人力资源管理 论坛





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# 蓝领员工多技能提升项目分享

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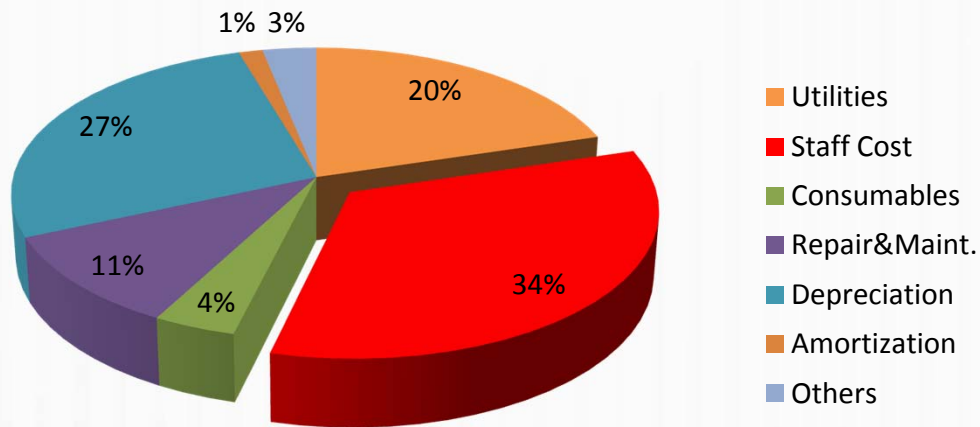
BY: Stella He  
Apr. 2017

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- 激励机制
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# 人员费用已成为最大支出项



- 最低工资标准
- 年复一年可累计8-12%的薪资涨幅
- 人口红利消失

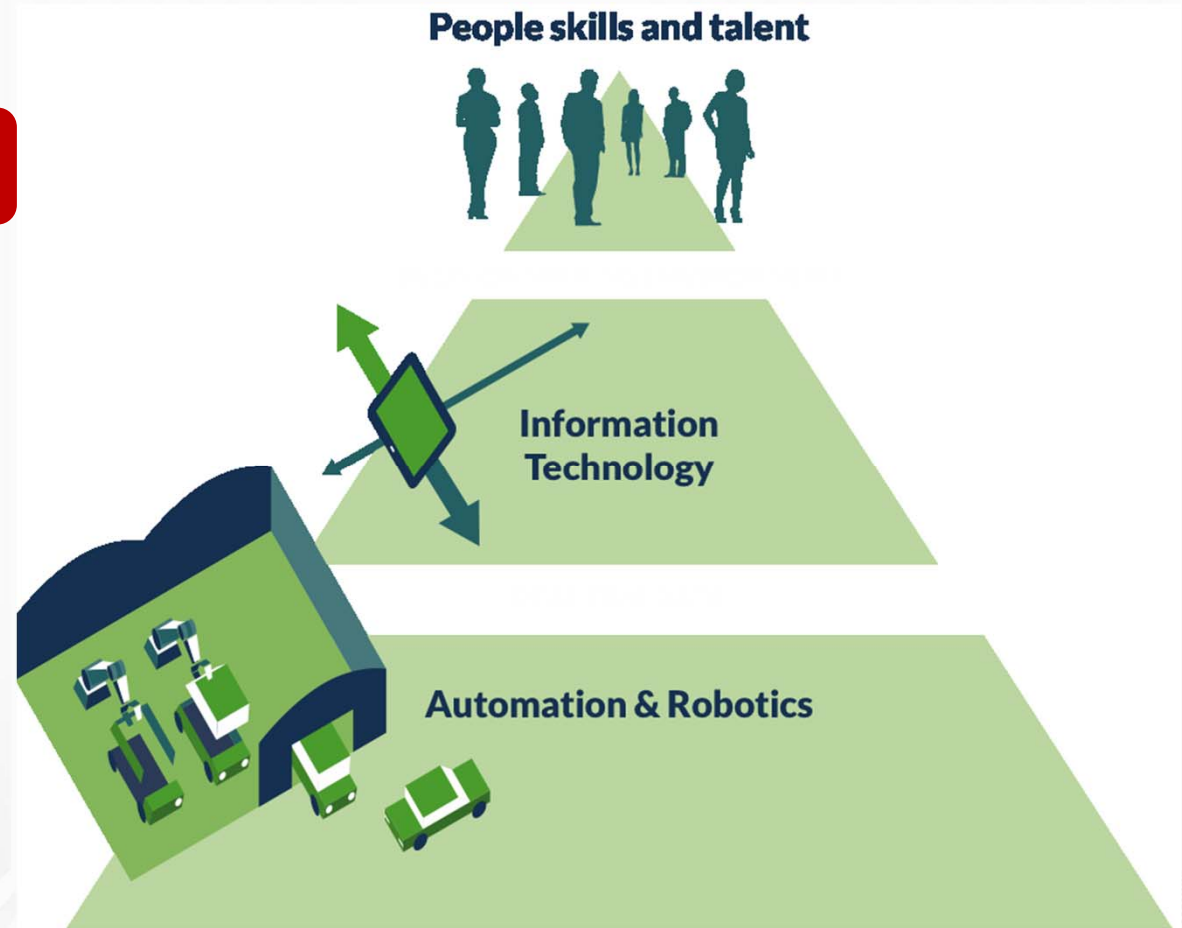
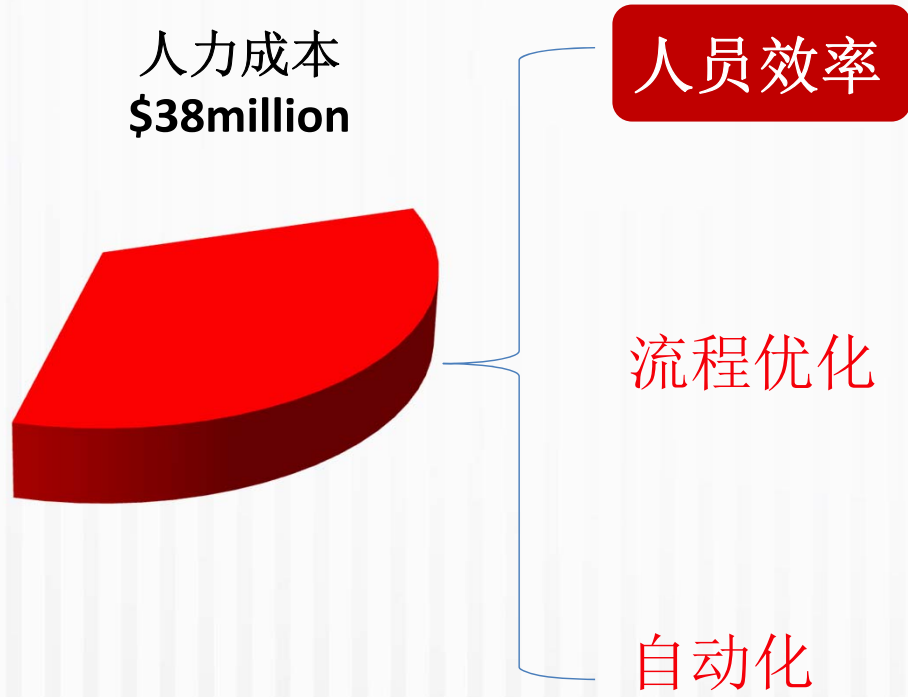
操作型工人



多技能工人



# 提升效能的三大着力点



Winning. Every Day.  
At the Point of Sale.

Classified - Unclassified

Coca-Cola Bottling  
Investments Group

## BOP / POP任职要求

一线员工由单一技能（操作、维修等）发展成为符合  
现代化工厂需求的复合型人才，并承担相关工作内容



# BOP/POP岗位概述

- **BOP 技术员:**

严格执行公司的各项规章制度，通过BOP水平的**操作、维修、质量、OE**四个象限的技能考核。按操作程序、制造工艺、效率要求及安全质量要求完成指定的生产任务，并确保机器的正常运作。

- **POP 中级技术员:**

严格执行公司的各项规章制度，通过POP水平的**操作、维修、质量、OE**四个象限的技能考核。按操作程序、制造工艺、效率要求及安全质量要求完成指定的生产任务，并确保机器的正常运作。



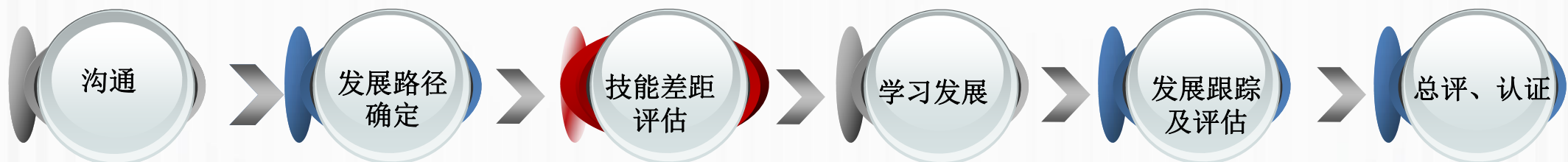
# BOP/POP 岗位技能要求

## 跨岗位技能扩展

## 精益六西格玛管理 及卓越营运

	Operation	Quality	Maintenance	OE
Level5	<ul style="list-style-type: none"> <li>-成功地管理一个团队达成组织需要的绩效目标</li> <li>-能够为团队成员创造发展的机会</li> <li>-驱动可持续性地发展和不断改善</li> <li>-成为功能经理、主管的角色</li> </ul>	<ul style="list-style-type: none"> <li>-能识别质量问题，并采取相应的行动。</li> <li>-进行例行<b>质量检查</b></li> <li>-产品包装规格</li> <li>-掌握GMP，卫生，食品安全 ( HACCP )</li> <li>-回收利用，水和能源的使用</li> </ul>	<ul style="list-style-type: none"> <li>-驱动维护策略，优化维护活动 ( 计划，备件，成本 )</li> <li>-高等教育课程</li> <li>-完成<b>3个多技能的技术模块</b></li> </ul>	<ul style="list-style-type: none"> <li>-领导OE工作坊，可以教<b>OE原则</b>，及5S，精益，SMED等，以优化流程并结合到业务运作中</li> <li>OE大师认证</li> </ul>
Level4	<ul style="list-style-type: none"> <li>-成功地管理一个团队达成绩效目标</li> <li>-能够为团队成员创造发展的机会</li> <li>-驱动可持续性地发展和不断改善</li> </ul>	<ul style="list-style-type: none"> <li>-了解KORE及食品安全法中规定的饮料制造有关的要求</li> <li>-具备在工厂内<b>审核</b>的能力</li> </ul>	<ul style="list-style-type: none"> <li>-熟悉维护保养策略，并且能够计划并安排维修相关的业务</li> <li>-完成<b>4个多技能的技术模块</b></li> </ul>	<ul style="list-style-type: none"> <li>-有效地使用<b>OE、5S，精益、SMED等推动改善</b>，以优化流程并结合到业务运作中</li> <li>OE职业认证</li> </ul>
Level3	<ul style="list-style-type: none"> <li>-能够调整设备的输入和输出系统到<b>最佳化</b>，来使设备已最佳的性能运行</li> <li>-其他设备的操作能力培养</li> </ul>	<ul style="list-style-type: none"> <li>-能识别质量问题，并采取相应的行动。</li> <li>-进行例行<b>质量检查</b></li> <li>-产品包装规格</li> <li>-掌握GMP，卫生，食品安全 ( HACCP )</li> <li>-回收利用，水和能源的使用</li> </ul>	<ul style="list-style-type: none"> <li>-完成<b>EXIM/ ACT</b>程序</li> <li>-完成<b>+3技术模块</b></li> <li>-可以识别、修复、预防设备组件故障</li> </ul>	<ul style="list-style-type: none"> <li>-知道<b>OE，5S，精益，SMED优化的原则来优化流程</b>并结合到业务运作中</li> <li>-经认证的OE领导者</li> </ul>
POP	<ul style="list-style-type: none"> <li>-可以<b>设置和调整</b>2台机器参数的基础上，以提高运营绩效。</li> <li>-完成模块- <b>定位和诊断故障</b></li> </ul>	<ul style="list-style-type: none"> <li>-能识别质量问题，并采取相应的行动。</li> <li>-进行例行<b>质量检查</b></li> <li>-产品包装规格</li> <li>-掌握GMP，卫生，食品安全 ( HACCP )</li> <li>-回收利用，水和能源的使用</li> </ul>	<ul style="list-style-type: none"> <li>-已完<b>输入输出</b>程序</li> <li>-完成<b>3个技术模块</b></li> </ul>	<ul style="list-style-type: none"> <li>-积极的参与和<b>利用OE工具箱</b>，5S，精益，SMED优化的原则来优化流程并结合到业务运作中</li> <li>-公司内的OE认证</li> </ul>
BOP	<ul style="list-style-type: none"> <li>-生产过程中<b>操作两台设备</b>，并使设备到满状态下运行</li> <li>-能够完成<b>三个核心技术模块</b></li> <li>-可口可乐大使</li> </ul>	<ul style="list-style-type: none"> <li>-能识别质量问题，并采取相应的行动。</li> <li>-进行例行<b>质量检查</b></li> <li>-产品包装规格</li> <li>-掌握GMP，卫生，食品安全 ( HACCP )</li> <li>-回收利用，水和能源的使用</li> </ul>	<ul style="list-style-type: none"> <li>-在安全和有效的方式下进行基本的设备作业</li> <li>-可完成<b>一个技术模块</b></li> <li>-与维修人员积极的进行合作</li> </ul>	<ul style="list-style-type: none"> <li>-知道<b>OE，5S，精益，SMED优化的原则来优化流程</b>并结合到业务运作中</li> <li>OE见习认证</li> </ul>

# 发展评估流程



• 介绍项目的意义与目的

• 获得相关人员的理解，明确期望

• 选择目标发展岗位。

• 确定需发展岗位的技能组合方案

• 识别岗位技能要求及评估标准

• 识别技能差距

• 与主管沟通，达成共识，

• 制订个人发展学习计划

• 主动获取相关发展资源实施个人发展，包括参加培训，岗位实践，参加项目

• 定期跟踪回顾学习发展进度

• 评估学习发展效果

• 记录学习发展内容和评估结果（任务卡）

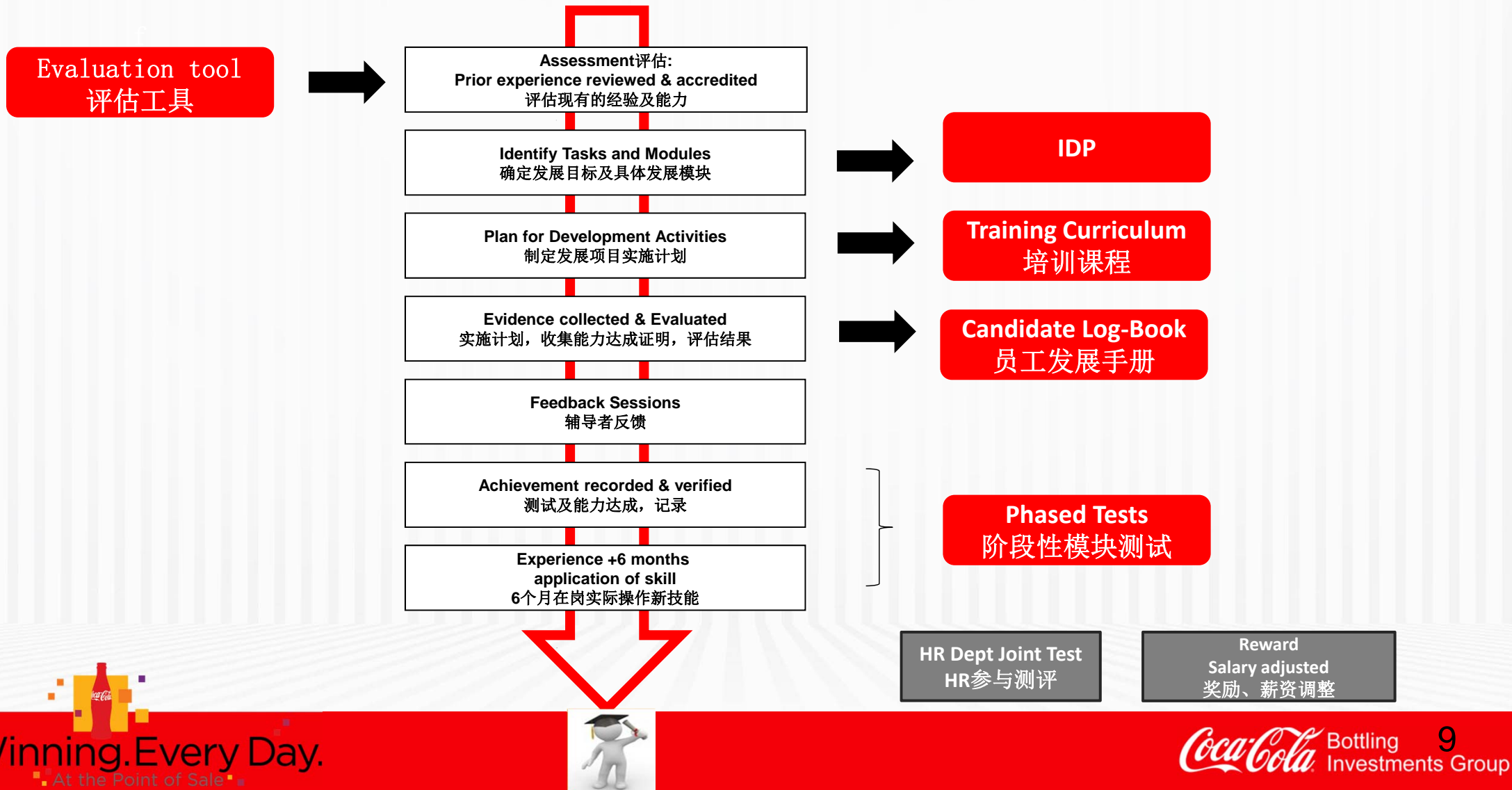
• 申请正式评估包括提供培训/实践证明记录、技能知识考核，日常工作表现记录、PDP

• 通过者获得岗位资格认证

• 薪资调整



# 认证过程



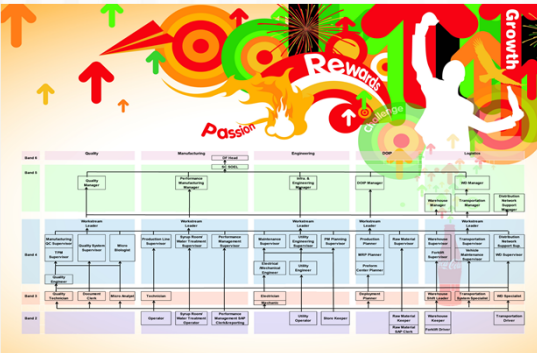
# 推动一线员工发展

Clear Career Path  
明确的职业发展通路

Clear Development Plan  
at Individual level  
详细的个人发展计划

Clear Development Levels  
清晰的发展层级

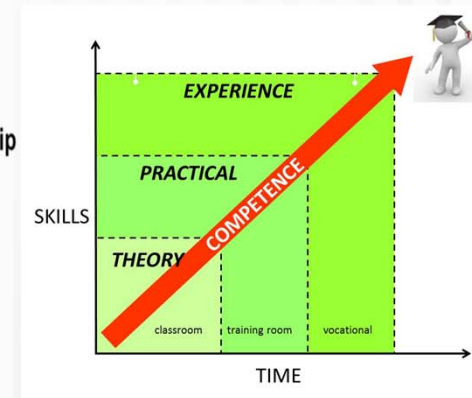
Clear Salary Reward and  
Certification  
完善的薪酬架构及认证流程



	Operation	Quality	Maintenance	OE
<b>Level 5</b>	Successfully supervises a team to achieve required performance expectations. Creates development opportunity for team Drives Continuous Improvement	Ensures full compliance and drives improvement in GMP, Hygiene, Food Safety (HACCP)	Drives maintenance strategy. Optimizing maintenance activities (lubrication, spares, cost)	Leads OE workshops and can teach OE principles. SI, Kaizen, SMD, etc. as well as optimization memo & participates in activities
<b>Level 4</b>	Successfully supervises a team to achieve required performance expectations. Creates development opportunity for team Drives Continuous Improvement	Understands the KOBES Food Safety risk requirements for beverage manufacturing process. Aids capability within the facility Can teach quality items	Consistent with maintenance strategy, can plan & arrange maintenance activities	Effective use of OE to drive improvement. SI, Kaizen, SMD, etc. as well as optimization memo & participates in activities
<b>Level 3</b>	Can OPTIMIZE line output, set-up system (upstream/downstream) to achieve performance expectations Capable to train others on operation of equipment Consistent on 24 pieces of equipment	Contributes with TL, QA, LMS, etc. in case of changes Uses SPC tools for continuously improvements Understands HACCP process	Completed EBM/ACT program Concepts +1 technical module Can identify, repair prevent equipment component failures	Knows the principles of OE, SI, Kaizen, SMD, etc. as well as optimization memo & leads in activities
<b>Level 2</b>	Can SET UP and adjust 2 machines based on parameters and to enhance operational performance. Completed Module - Loading & Dismounting "Facility" with Modules	Conducts routine quality checks and understands trends Product & Package specification GMP, Hygiene, Food Safety (HACCP), Recycling, Water and Energy use	Completed EBM program Concepts 3 technical module	Active participation and use of OE, Kaizen, SMD, etc. as well as optimization memo & participates in activities
<b>Level 1</b>	Performs Production Process for 2 machines at 84 performance expectations Completed 3 Common Core Tech Modules Coca Cola Ambassador	Recognizes quality issues and act accordingly Conducts routine quality checks Product & Package specification GMP, Hygiene, Food Safety (HACCP), Recycling, Water and Energy use	Performs Basic Equipment Care in a safe and effective manner Completed 1 technical module Completes activity with maintenance personnel	Knows the principles of OE, SI, Kaizen, SMD, etc. as well as optimization memo & participates in activities Certified OE ENTRY LEVEL



Cross Function Projects and leadership  
Lead OE projects, leadership skills  
OE, Advanced Technical & Quality Modules  
OE, Technical & Quality Modules  
Basics to meet Performance Expectation



# BOP/POP 岗位津贴

- 津贴发放模型



✓ 岗位津贴随当月工资一同发放



谢谢！