



智享会  
HR Excellence  
Center



# 第十一届人力资源 业务伙伴年会





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**ROQUETTE**

*Offering the best of nature™*

# HR — 成为战略型业务伙伴的实践

**OUR  
AMBITION**

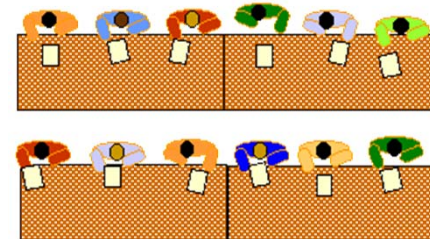
To be the natural source of innovative plant-based ingredients  
and formulations for highly demanding industries

\*此版本为智享会翻译版本，内容仅供参考

  
**ROQUETTE**  
Offering the best of nature™

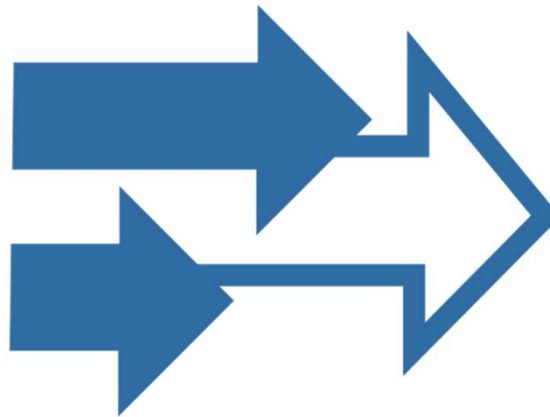


12 Years @ DuPont



## DELIVERING OUTSTANDING TECHNOLOGICAL, NUTRITIONAL AND HEALTH BENEFITS SOLUTIONS

- serve customers globally in **Pharma, Nutrition, Food** and **other Industries**
- Innovate in **natural-based ingredients** • French **family-owned company**
- A century of **industrial** and **operational excellence**



### 700+ winning solutions

- Proteins
- Fibres
- Maltodextrins
- Polyols
- Native and modified starches
- Dextrose
- Glucose syrups

**WE ARE A GLOBAL PLAYER**

 <p><b>Top 5</b> Starch Industry</p>	 <p><b>8.4<sup>Mt</sup></b> Plant-based raw materials</p>	 <p><b>€3.3<sup>bn</sup></b> Turnover</p>
 <p><b>8,000</b> Employees</p>	 <p><b>45+</b> Nationalities</p>	 <p><b>20</b> Industrial sites</p>
 <p><b>40/year</b> Patents</p>	 <p><b>1</b> Global commercial network in more than 100 countries</p>	 <p><b>300+</b> R&amp;D workforce</p>

## 内容

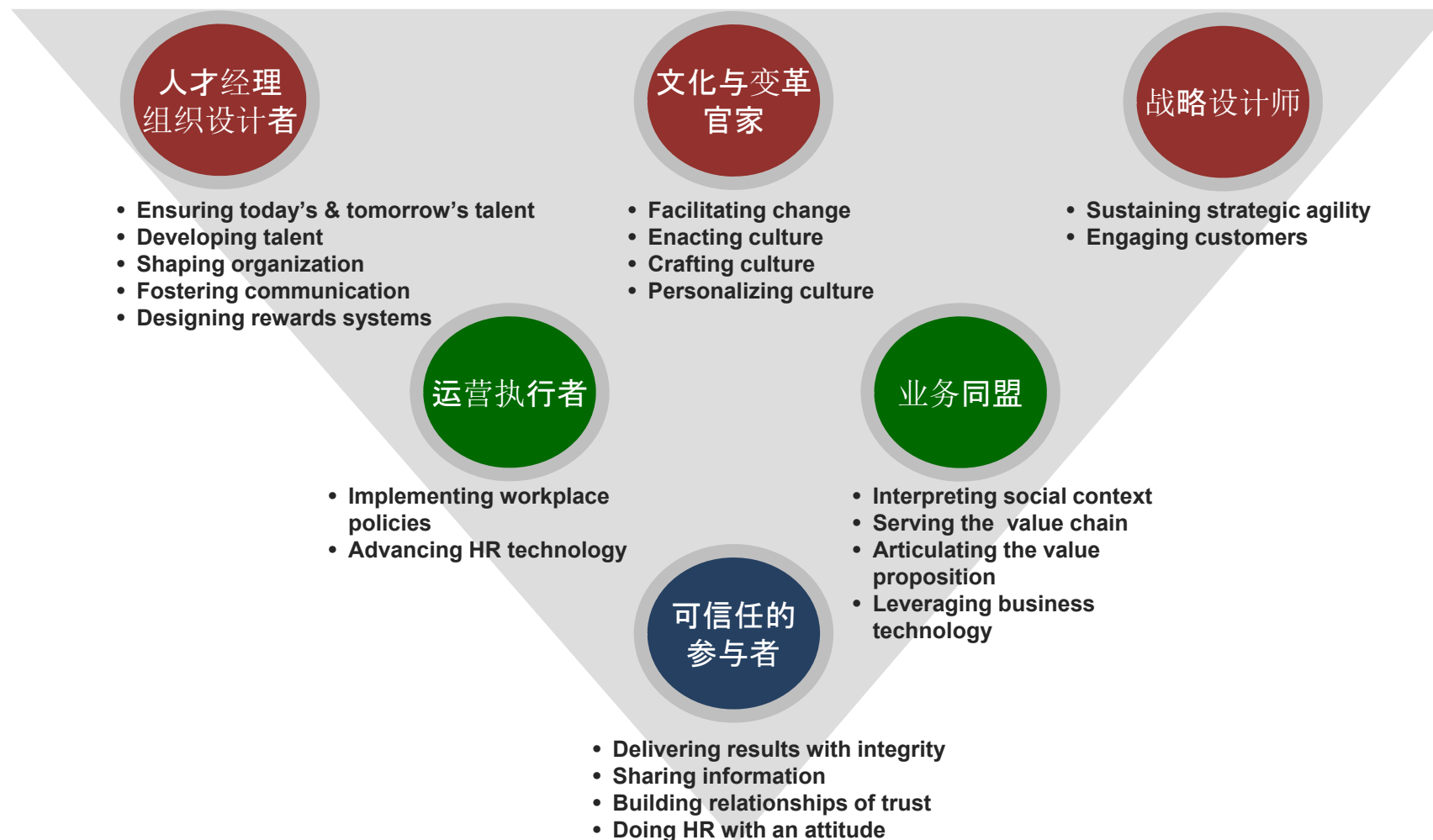
**VUCA时代，业务战略→HR战略→HR实践** 企业大型转型项目（拓展、收并购、裁员等），**HRBP**如何参与业务战略解码到**HR战略**，并发挥作用落地**HR实践**支持业务转型）

- HRBP's Positioning & Values (HR在企业大型的定位和价值)
- SWP+ OD+ OLTR + People Review （核心的工作：SWP，组织设计，人才盘点）
- HR KPI & Dashboard （设立人事核心指标仪表盘）
- EVP: Felt People Care/FPC 设立员工价值定位，员工关怀要区别“体感温度”“vs”“环境温度”
- Build Biz Insights and Drive changes that create values （提升自己业务认知，成为直接驱动业务的HRBP）

## 变化中HR的角色



## HR胜任力模型



## 变化中的HR角色

HR need to adhere to five imperatives throughout the Changes/M&A process to ensure successful integration:

1. Gain early insights into the Strategic Objectives 战略目标, ensuring that HR has the skills and processes in place to support those objectives.
2. Assess and identify Human Capital Risks 人力资本风险 that impact valuation of the target and integration planning.
3. Proactive Responses 积极反馈 to identified human capital integration risks.
4. Key Talent Metrics 关键人才标准 related to performance, retention, and engagement to respond to emerging human capital risks

Sources: CEB

# 组织健康度诊断

Value of Org and Talent Reviews

Weight  
体重

Speed  
速度

Core Strength  
核心力量



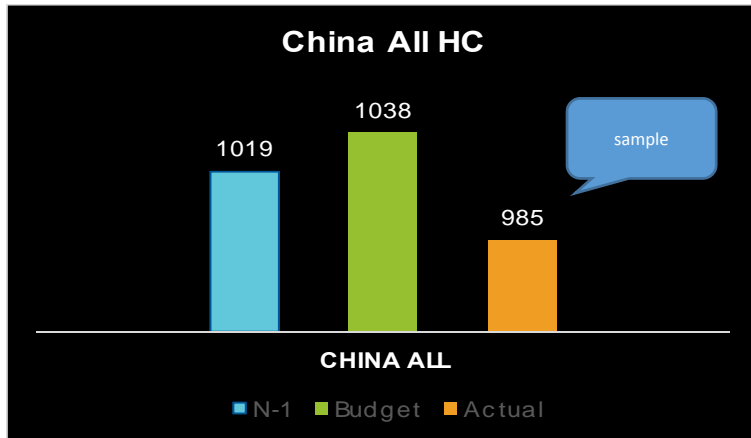
Under Nutrition  
营养均衡

Metabolism  
代谢能力



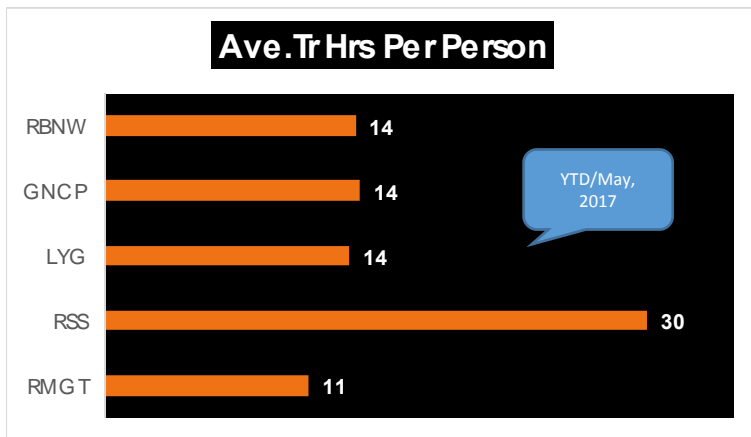
# HR 仪表盘示例

Continuous productivity improvement  
Sales/Total Head goal: 2.2. current, 2.6

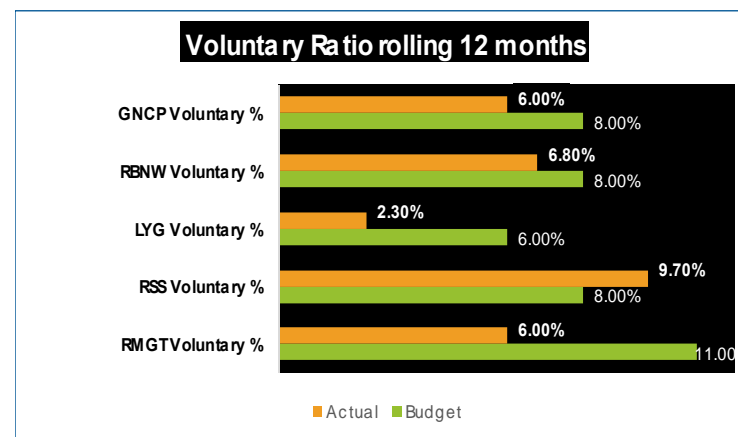


Direct labor ratio % goal: 73%

Roquette China University  
40 training hrs/person

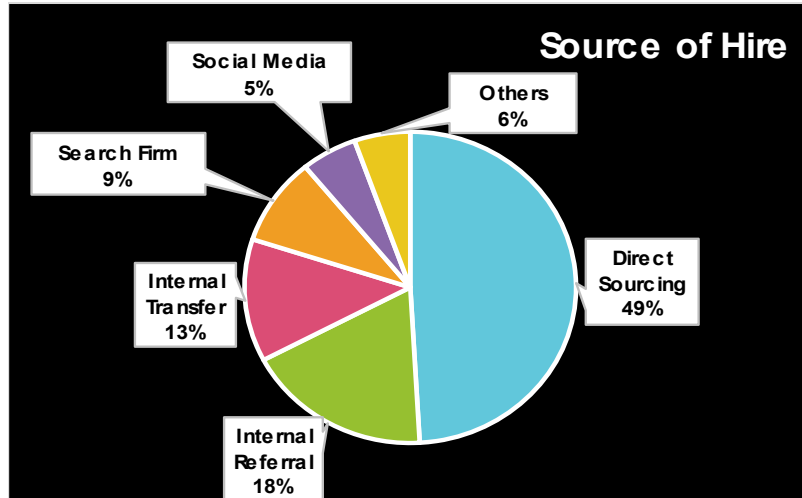


Employee Engagement  
Voluntary Attrition at 6% despite J+ uncertainty

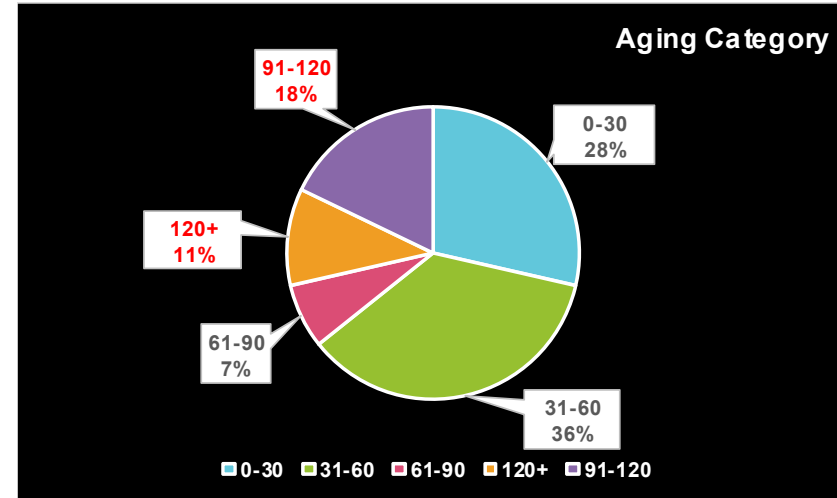


# HR 仪表盘示例

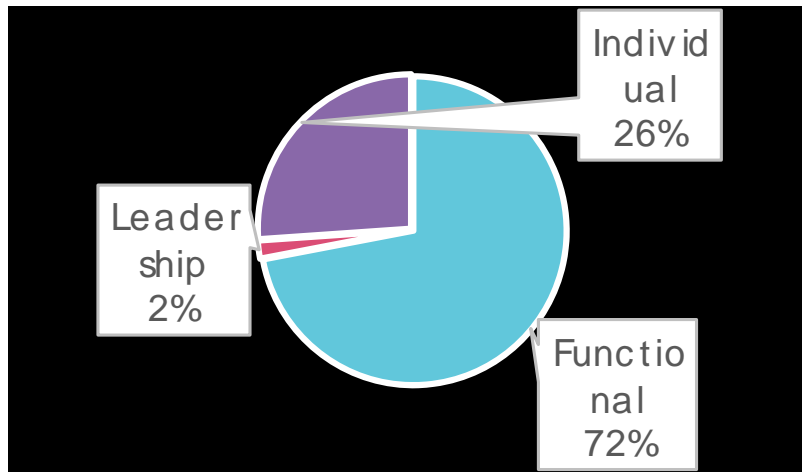
## Sources of Hires



## Hiring Cycle Times



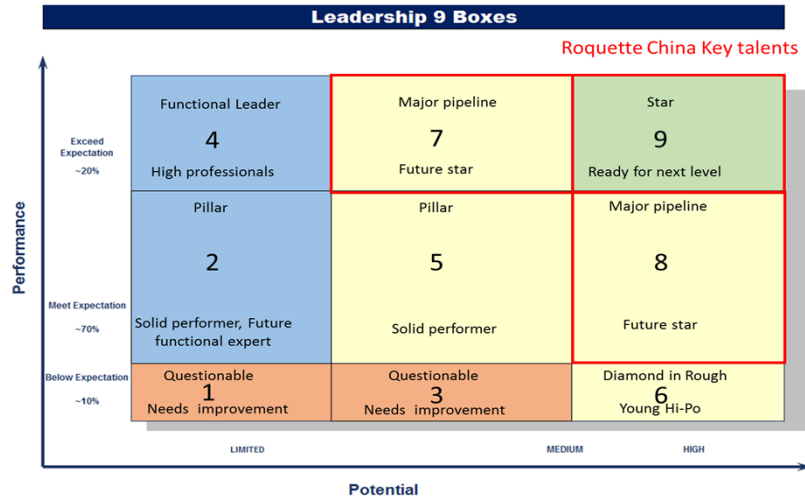
## Training Investment %



If you do not measure, You do not manage.

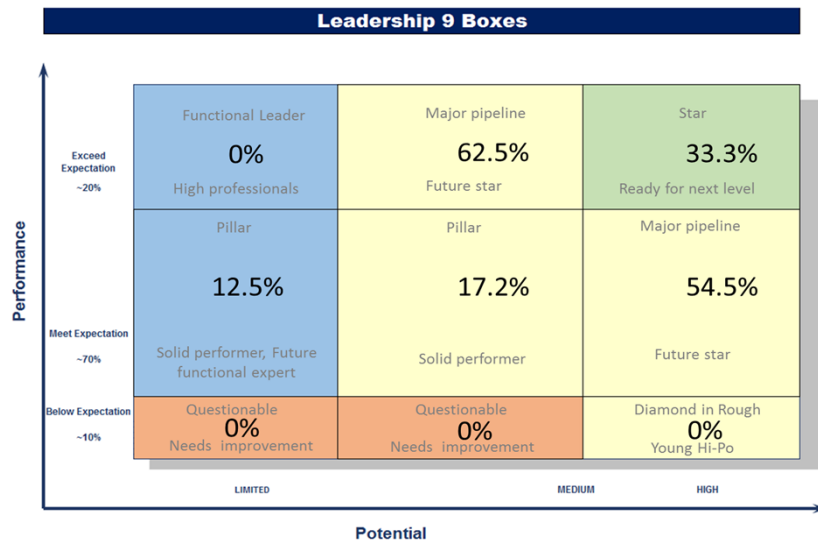
# 人才赋能

Right people: Identify the top 15%: (YTD China Grade 5 & below)



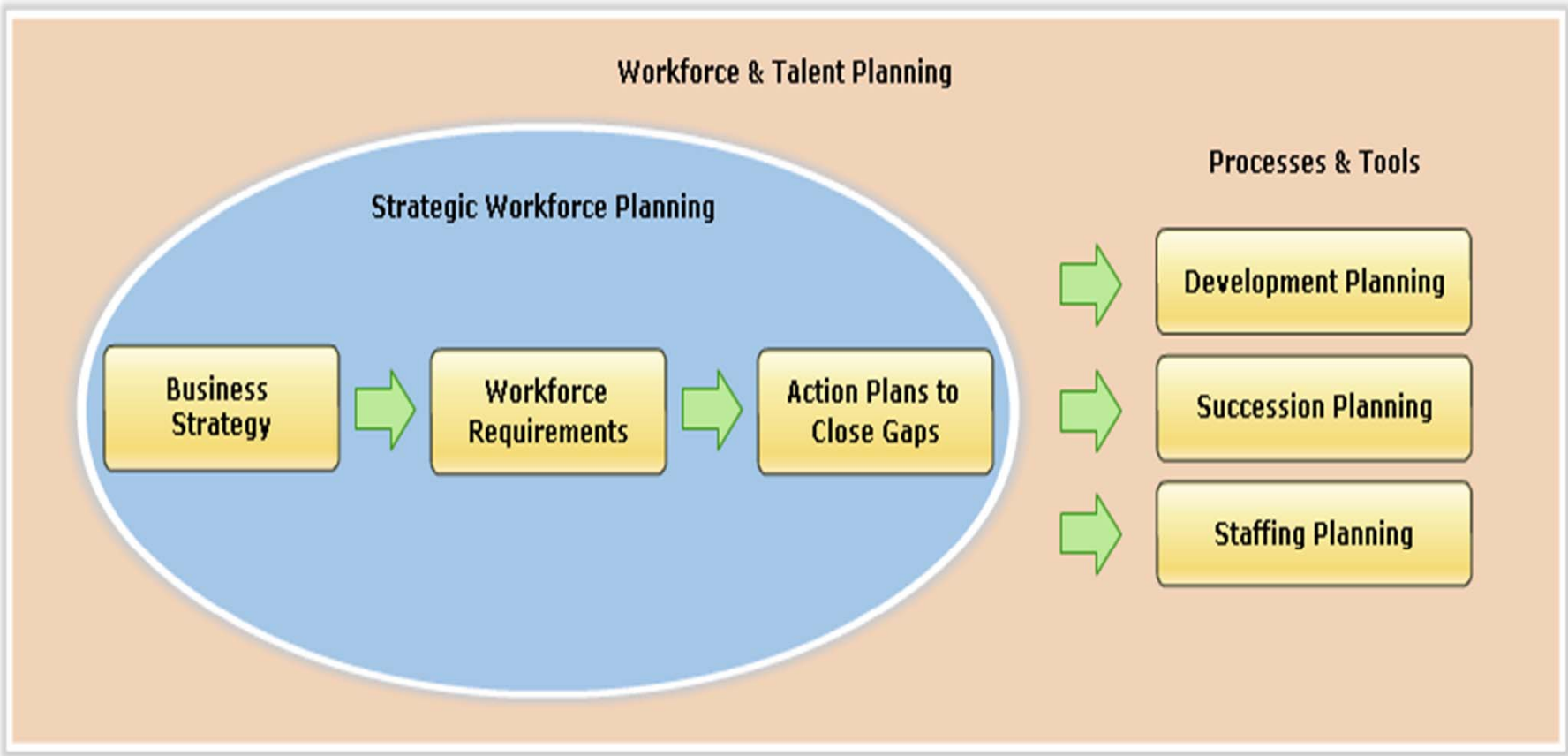
Right place: Put talents to stretchy/critical positions

Acceleration: Roles changes/promotions last 18 mth



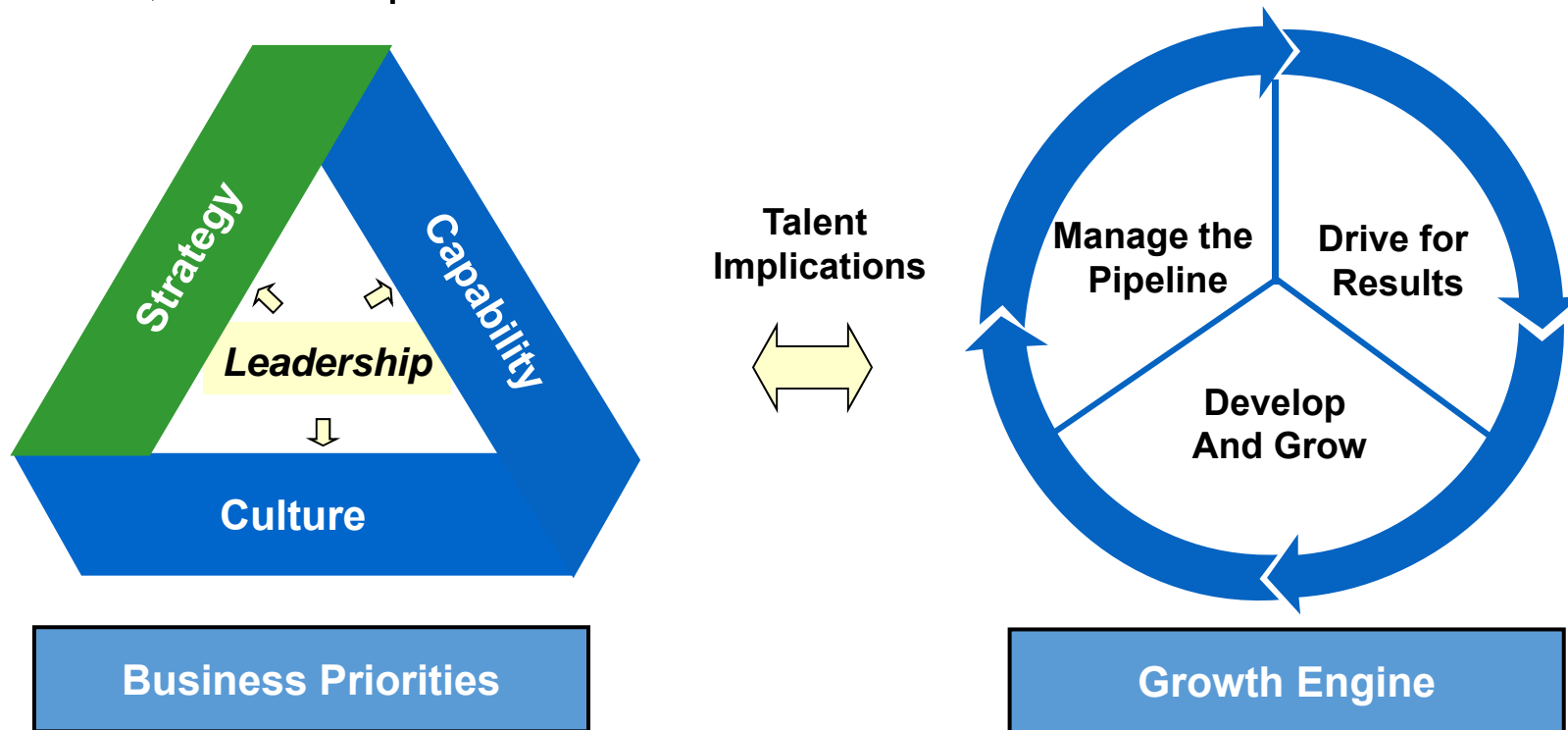
Pipeline: Build and monitor Bench strength

Du Pont SWP Brief (Strategic Workforce Planning)  
杜邦 战略型人员规划



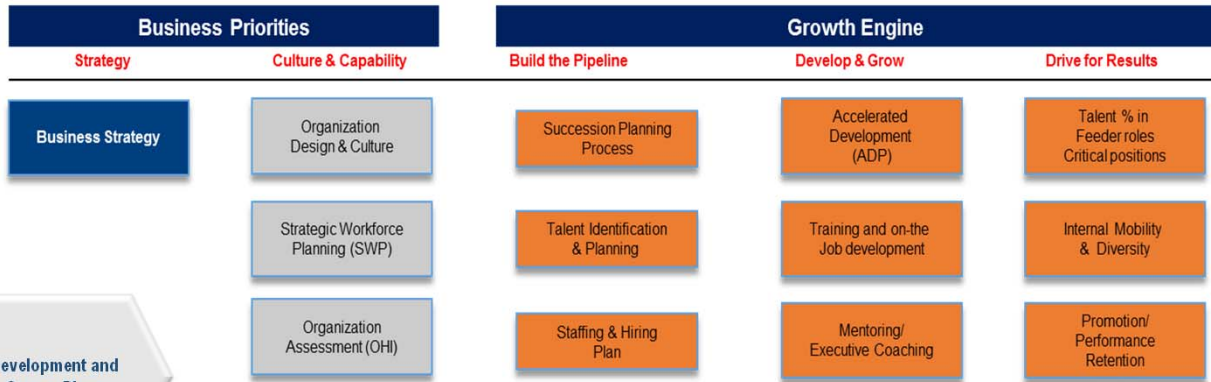
## 优先链接业务到结果

清晰发现战略如何链接到组织文化、领导力以及价值观的能力  
Capability to articulate how strategies connect to organizational culture, leadership and values



# 人才赋能- 人才盘点与加速

It is True,  
It's all about PEOPLE!



Talents are developed most  
When be put into stretchy assignments  
And be in critical positions

10% learning, 20% coaching, 70% by doing

## 战略型人力资源管理流程蓝图 – COE&HRBP

<b>SWP</b> Strategic Workforce Plan		Proactive people planning with future and forward looking view of a 2-3 years perspective.	Business vision and People Implications
			Resourcing and Capability Plan
			Diversity, Productivity & Org design
<b>People Review</b>		Individual Performance, Potential, Promotion review to ensure organization healthy and robust	Individual Performance and Development Review
			Potential Rating/People Movements
			Career Progression/Promotion Plan
<b>OLTR</b> (Organization & Leaders, Talents Review)	<b>Organization Review</b>	Define People related Strategic enablers, effectiveness improvement initiatives	Headcounts and Hiring Plan
			Annual Development Planning
			Sub Org or Reporting line changes
	<b>Leaders Review</b>	Review Leadership Team competency and performance, review succession plans for key positions	Leadership Assessment (Performance & Competency)
			Succession Depth Plan
			Key Leadership Vacancies
	<b>Talents Review</b>	Review the talents pipeline and their engagement and development planning	Career Planning Reviews
			High Potential Development Planning
			Retention Risks and Engagement Plan

# 罗盖特大学


**罗盖特大学 - 创新学院**  
 Roquette University - Innovation Academy


**创新引领未来**  
 Innovation leads the future




**罗盖特大学** **制造学院**  
 Roquette University Manufacturing Academy


**精益与生产**  
 Lean & Manufacturing

Mixed Learning linked to daily actions  
Not dead knowledge



Internal Trainer Process  
learn twice when you teach

**培训精英**  
Excellent Trainer

工作核心，全员参与是唯一正确之路。  
清除一切无效劳动和浪费是。

Skill Square / 4 Bar Assessment  
Effective and Visual

Having Received a basic training, but is not capable to operate along

Being capable to ensuring work quality but still is not skillful enough to work along

Able to ensure both quality & quantity. This level is the requirement for the job holder

Not only capable to ensure the work quality & quantity, but also can be the coach of trainer to the others when necessary

姓名 Name of Staff	四道杠 4 Bar Status	目标-四道杠 Target Bar	姓名 Name of Staff	四道杠 4 Bar Status	目标-四道杠 Target Bar
卡利娟 Nicole BIAN	Mkt	<input type="checkbox"/>	吕志强 Evan LV	Comm	<input type="checkbox"/>
周晶 Yvette ZHOU	Mkt	<input type="checkbox"/>	王琳 Cyndi WANG	Comm	<input type="checkbox"/>
杨荣芳 Rita YANG	Mkt	<input type="checkbox"/>	吴英斌 Jason WU	Comm	<input type="checkbox"/>
樊瑞胜 Christina FAN	Mkt	<input type="checkbox"/>	殷昊 York YIN	Comm	<input type="checkbox"/>
葛汉哥 Grégory GUILLEMANT	PLM	<input type="checkbox"/>	郑超 ZHENG Chao	Comm	<input type="checkbox"/>
何越 Beyond HE	Comm	<input type="checkbox"/>	党慧刚 Frank DANG	Comm	<input type="checkbox"/>
合作 Brent CANG	Comm	<input type="checkbox"/>	张伟 Summer ZHANG	Comm	<input type="checkbox"/>
姜威 Lavina JIANG	Comm	<input type="checkbox"/>	全莉娟 QUAN Lichan	Comm	<input type="checkbox"/>

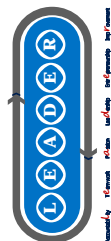
# 2017 创新学院: 文化、结果、人才

创新学院

我们的使命：打造创新文化，加速创新人才发展



Innovation academy



创新能力

1. 客户洞察与价值主张
2. 市场确认
3. 创新流程与项目管理
4. 经济性评估

协作平台

跨职能成员之间的项目

TGI 奖项

目标成长与创新  
Target Growth & Innovation (TGI)



技能立方评估

姓名 Name of Staff	事业部 4 Bar Status	目标 - 事业部 Target Bar
卞利媛 Nicole BIAN	Mkt	<input type="checkbox"/>
周磊 Yvette ZHOU	Mkt	<input type="checkbox"/>
杨英芳 Rita YANG	Mkt	<input type="checkbox"/>
樊瑞莹 Christina FAN	Mkt	<input type="checkbox"/>
刘敏 Lynn LIU	Mkt	<input type="checkbox"/>



获得知识



研习知识



证明成功



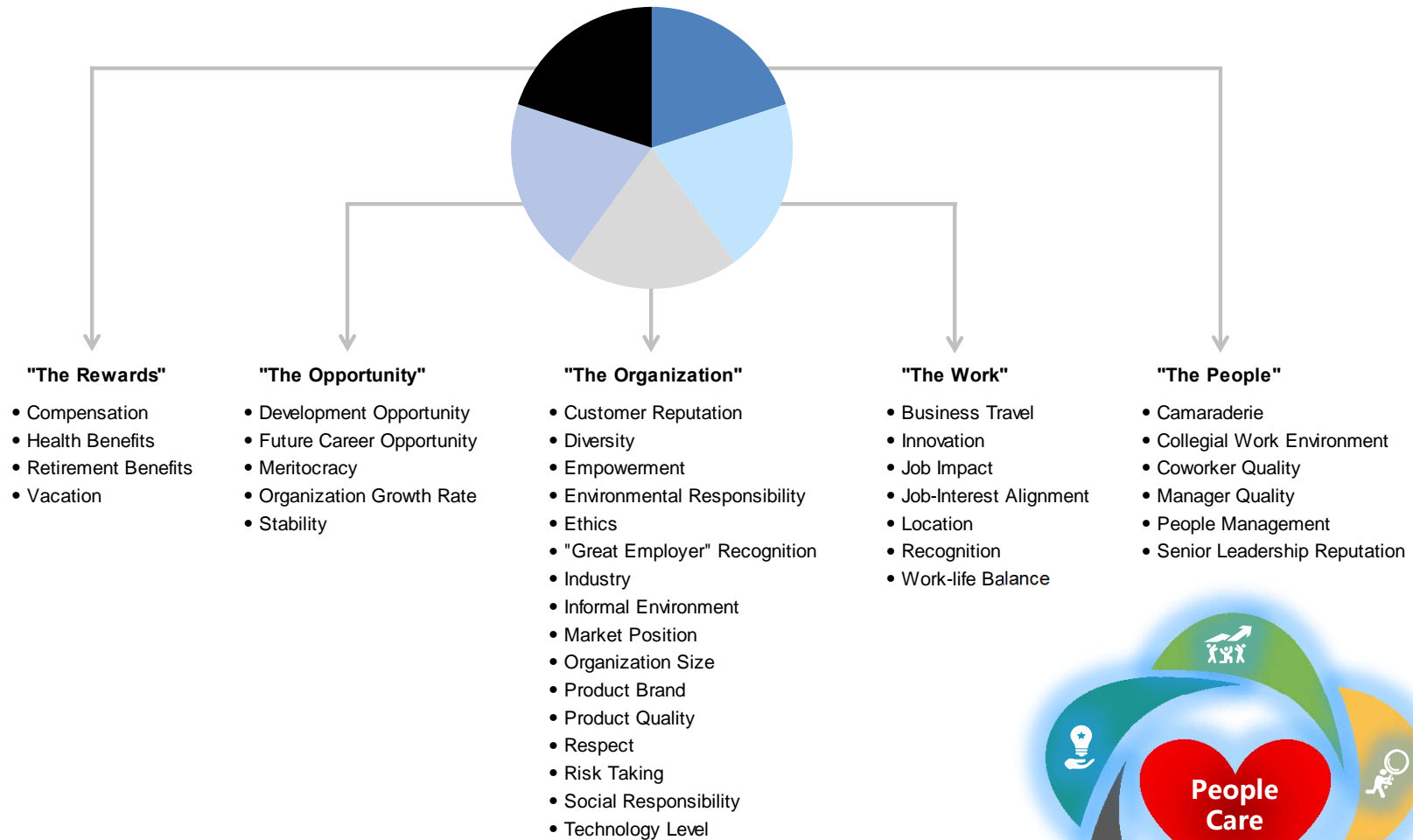
教练他人



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# The Employment Value Proposition Framework



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# HR IS AN ART THAT COMES FROM HEART.

人力资源是由心而来的艺术

Employees get paid to Eat, but when HR Hears employees' inner Tears, you get them transformed with Heat.

*EAT*     *ART*  
**HEART**     *TEAR*  
*HEAR*     *HEAT*



# HR做点儿“人事儿”

## Felt Leadership — 区别体感温度与环境温度，

### 身体健康

迷你马拉松  
健康角/健康讲座  
宿舍配备健身器材/活动室布置  
公司微信群正能量贴士

### 福利计划

弹性福利计划  
疾病/困难慰问基金  
体感温度福利调整



### 走心交流

员工家庭日活动  
优秀员工家属访谈  
“非常近距离”员工座谈  
“爱心天使关怀行动”

### 后勤保障

深夜食堂 改善夜宵  
高温区域空调休息区域



**OUR  
VISION**

Improving well-being by offering the best of nature

