



智享会
HR Excellence
Center



第十一届人力资源 业务伙伴年会





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HRBP如何与业务经理协作解决问题和制定HR方案

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Greater China HR Director

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业务经理对HRBP的几大期望

选

吸引合适
人才

育

快速发
展人员
能力

用

绩效管理、吸
引的薪酬激励
机制与把合适
人员放在合适
位置上

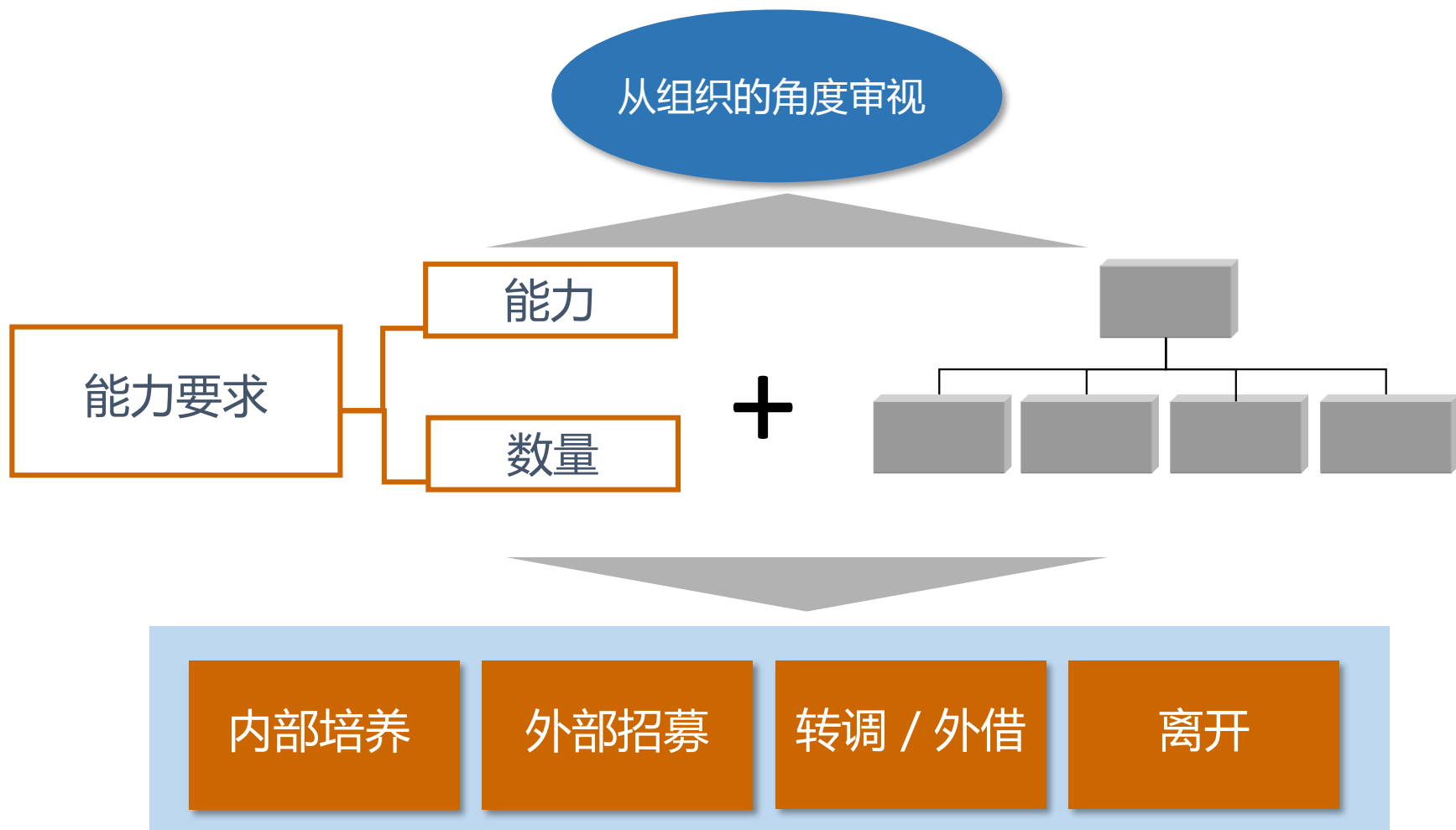
留

企业文化
并创造敬
业乐业凝
聚力氛围

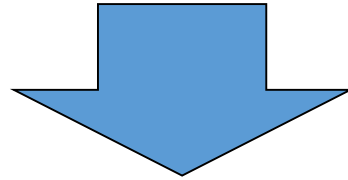
从组织能力到个人能力



合适的组织架构及能力要求



不同的人员经理，评估标准可能不同



职能部门绩效校准的目的：
实现跨团队绩效评估的公平公正

把合适的人放在合适的位置

赋予更大的工作范畴： 晋升

不胜任管理

其它关键决定： 续签， 换岗

原则： 适合现在和未来的岗位

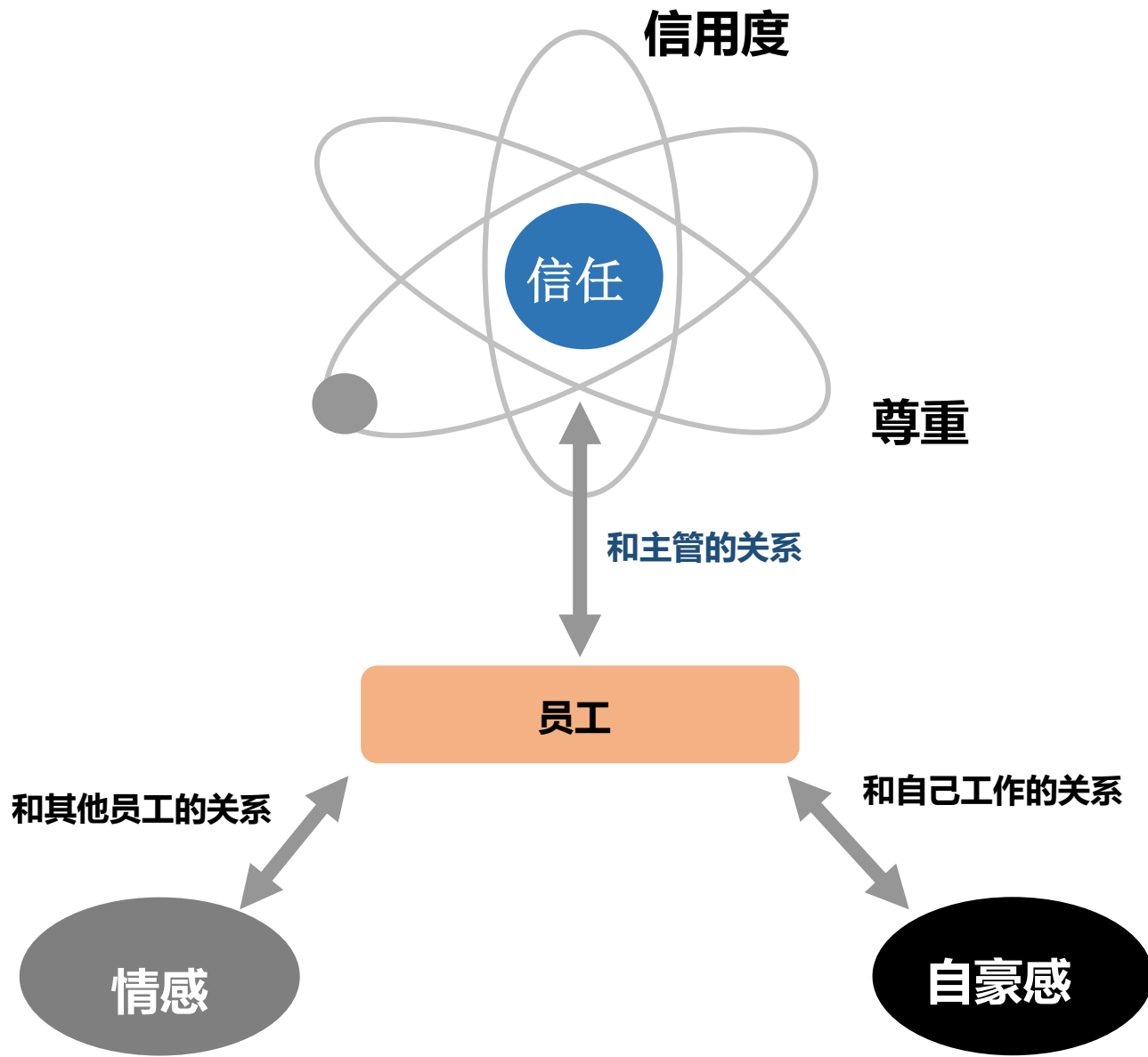
目前

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3年后

员工敬业度的提升依赖于：

- 信任他们为之工作的领导
- 在组织中工作而产生成就感
- 喜欢一起工作的团队



The 12 Engagement Questions

Q12. This last year, I have had opportunities at work to learn and grow.
Q11. In the last six months, someone at work has talked to me about my progress.

Q10. I have a best friend at work.
Q09. My fellow employees are committed to doing quality work.
Q08. The mission or purpose of my company makes me feel my job is important.
Q07. At work, my opinions seem to count .

Q06. There is someone at work who encourages my development.
Q05. My supervisor or someone at work cares about me as a person.
Q04. In the last seven days, I have received recognition or praise for doing good work.
Q03. At work, I have the opportunity to do what I do best every day.

Q02. I have the materials and equipment I need to do my work right.
Q01. I know what is expected of me at work.

