智享会
HR Excellence Center

第五届工厂人力资源管理论坛

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

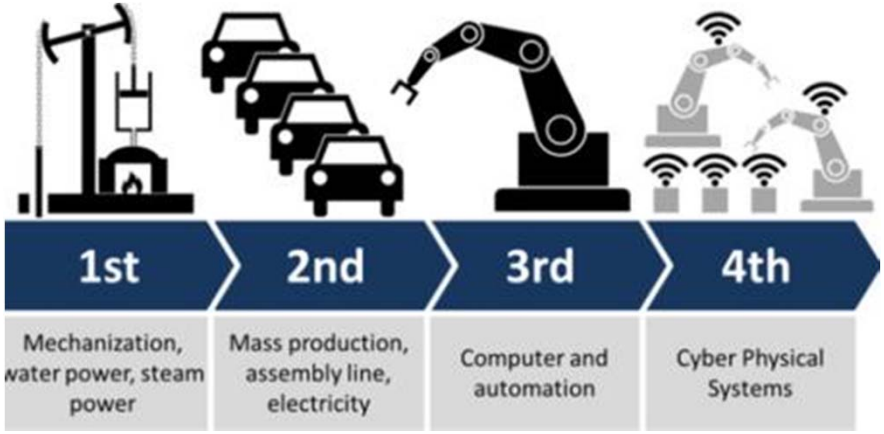
网站: www.hrecchina.org

HR 智享会 HR Excellence Center

SKF工程师能力发展

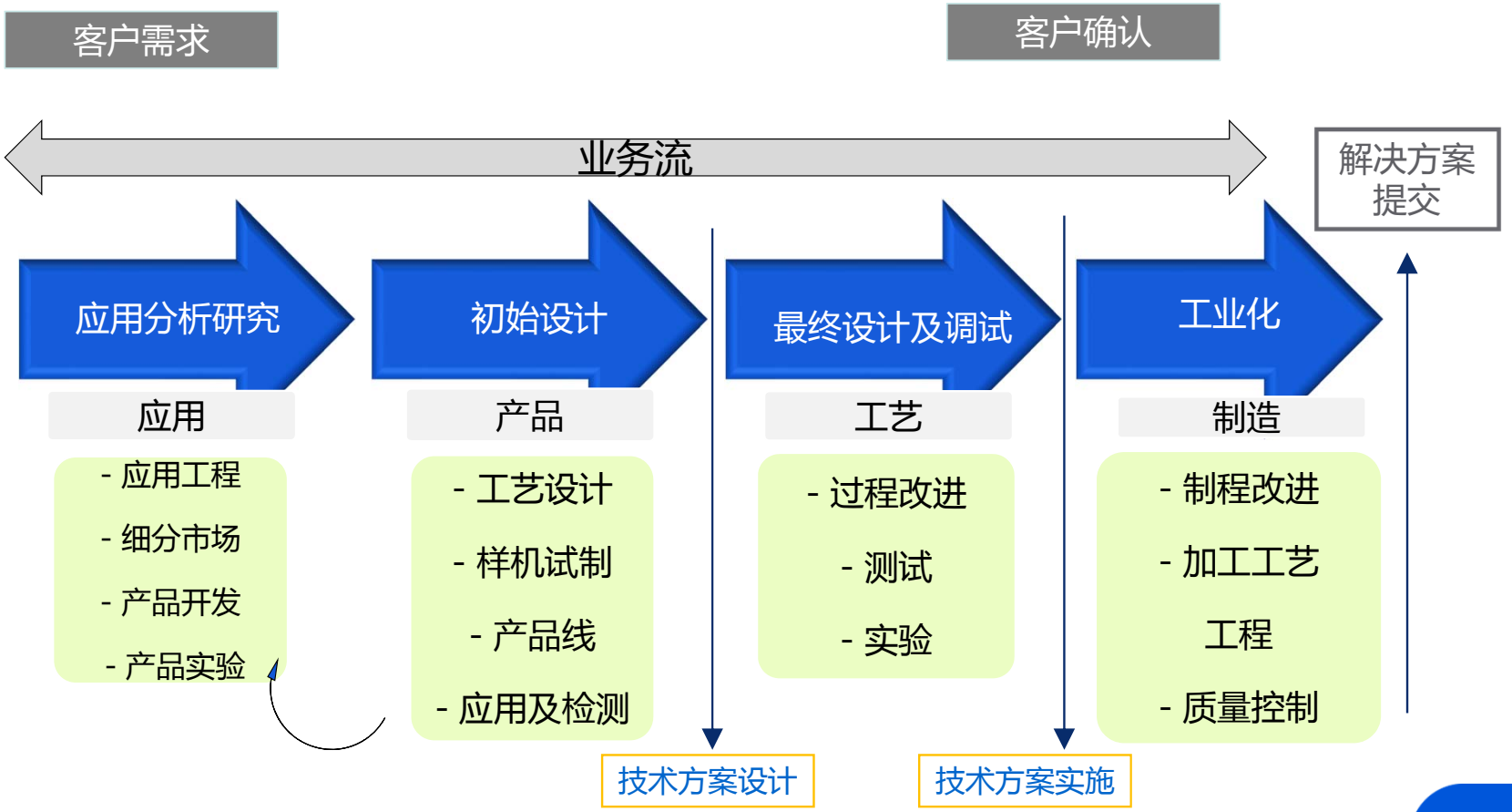
Linda Yu

工业4.0开启工程师新时代

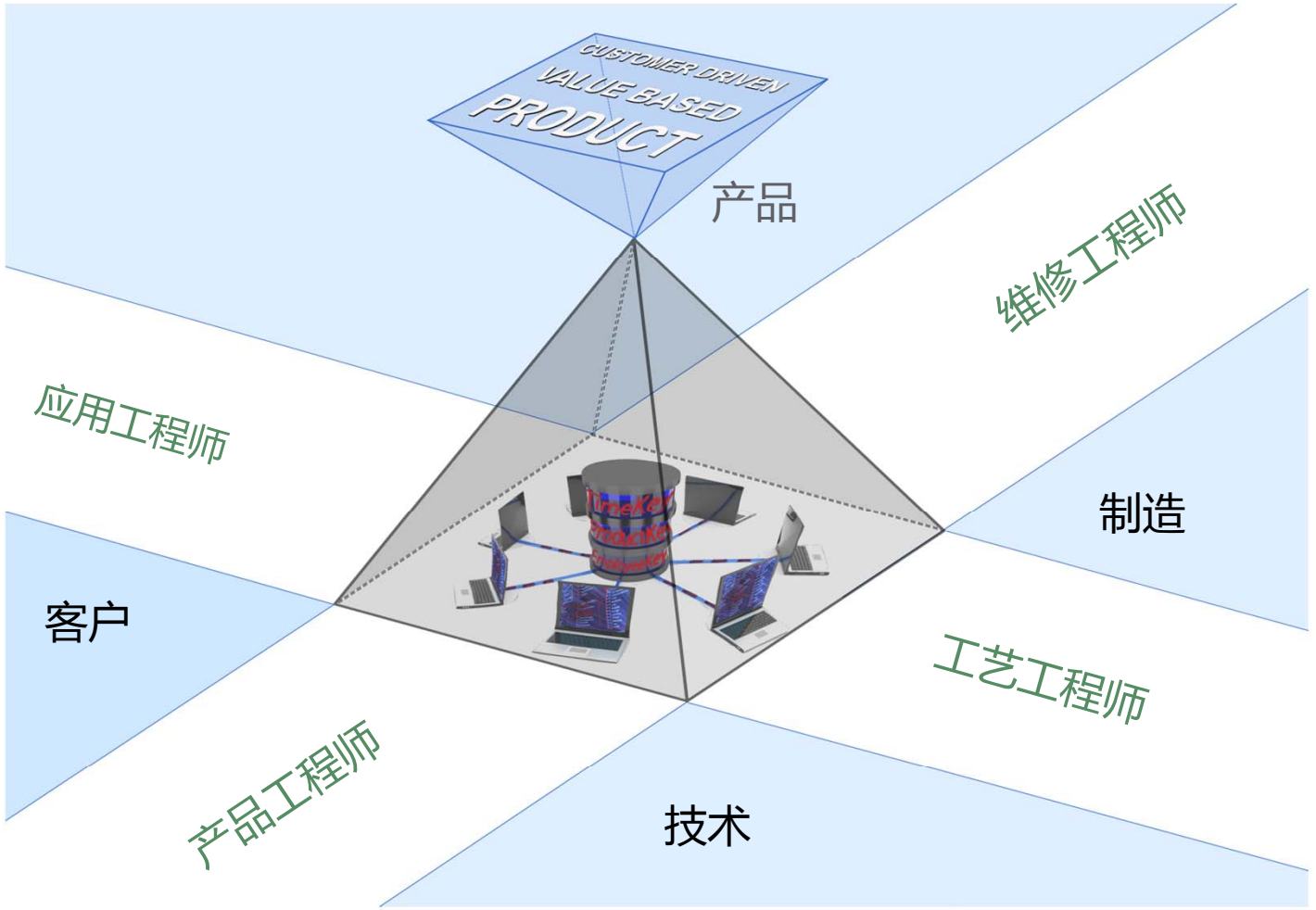


- 更智能
- 更敏捷
- 更高效

全业务流中的工程师价值



工程师发展目标人群



轴承制造流程的工程师价值

车加工

热处理

磨加工

精研

组装

制造工程师目标人群

工艺工程师

维修工程师

工程师能力发展路线图

1 基础

- 应用知识
- 产品知识
- 工艺知识
- 精益生产知识
- 设备知识
- 专业技能

岗位驾照 License To Drive

应用工程师
工艺工程师
维修工程师

标准化

专业化

一致性

2 机制

- 能力模型
- 职业发展阶梯
- 链接薪酬职级

评估工具Leveling Tool

Master
Expert
Sr. E
E

LTD
Role & Performance
Network
Experience

结构化

系统化

关联性

3 运行

- 人才评估/ 规划
- 差异化解决方案
- 孵化“本地专家”
- 打造工程师文化

工程力量

由外及内 | 技术能力 | 创新

Whole Engineering Value Chain

技术培训

战略招聘

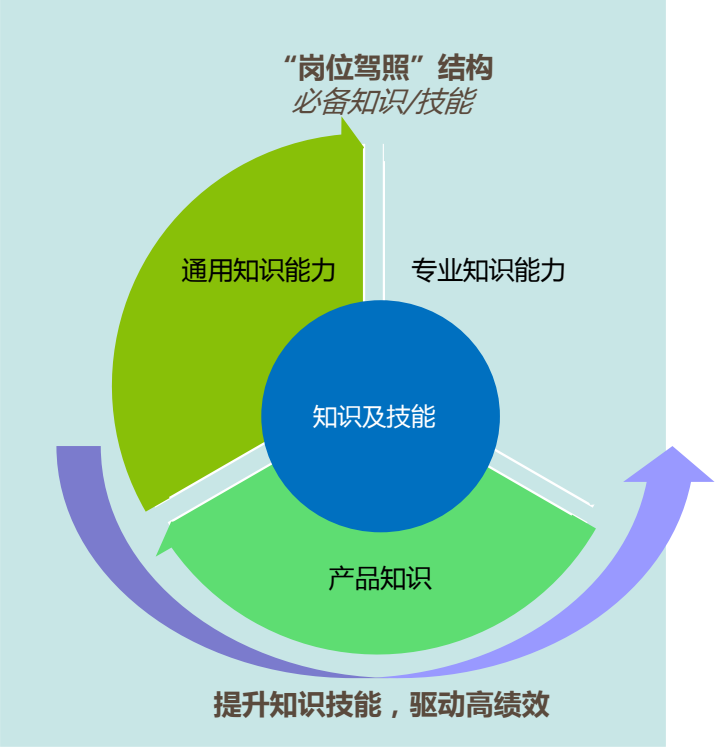
本地人才孵化

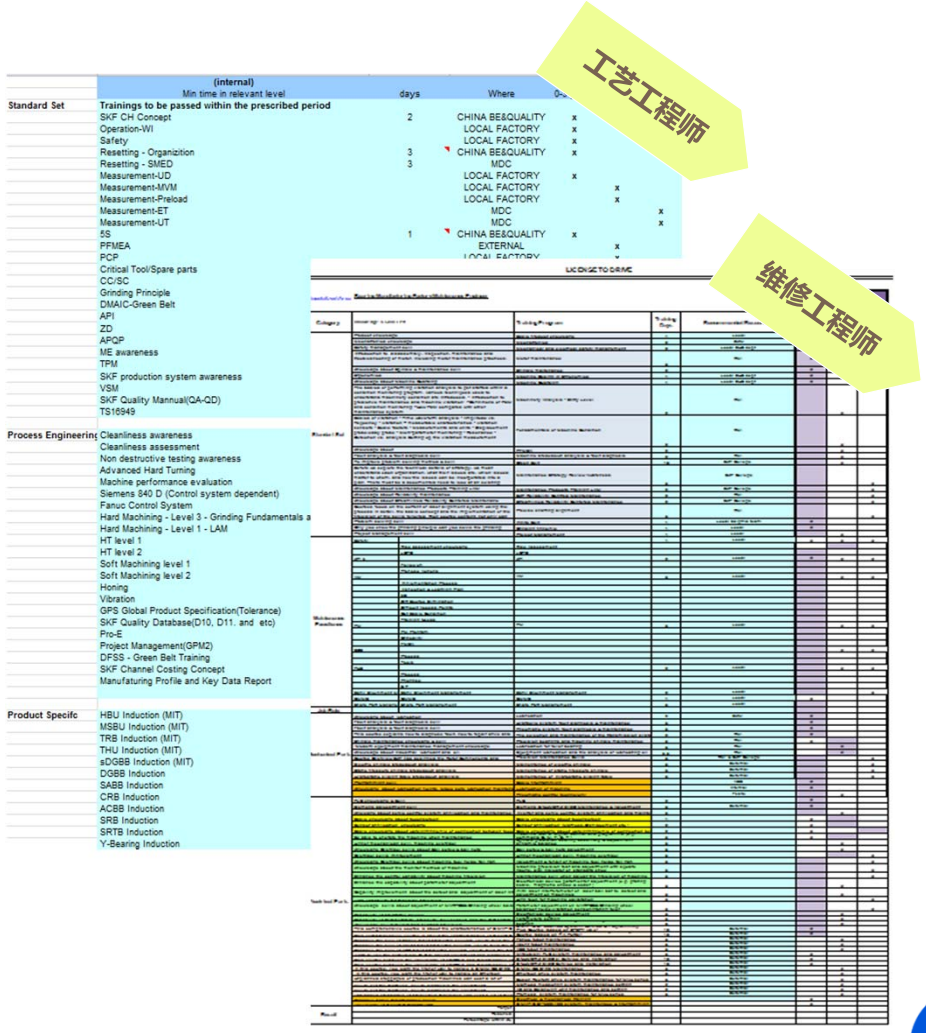
知识引进

工程师文化建设

License to Drive – 工程师的“岗位驾照”

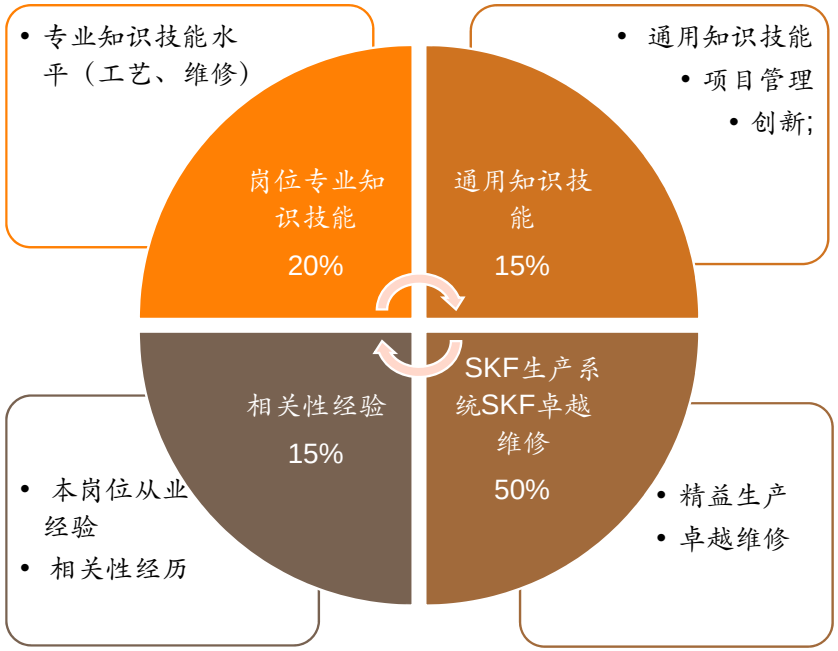
- 梳理提炼岗位必备专业知识技能
- 建立L1-L3知识技能矩阵
- 知识技能管理





工程师专业能力评估工具

- 确立能力评估工具结构
- 细化工具使用规范
- 明确评估结果的关联应用



ME Competence Rating Input

维修工程师

ME Name	
Screening Date	
ME Manager Name	
Organization & Location	
Career planning	

	Knowledge & Skill	KL	Level	Comments and Explanations
20%	Standard set	KL1	Creating	
	Maintenance excellence	KL2	Creating	
	Job role specific	KL3	Creating	

	ME Implementation	Area	Level	Comments and Explanations
50%	KPI & Cost Management	Electrical problems	Take lead	
	Autonomous Maintenance	Mechanical problems	Take lead	
	Planned Maintenance	Electrical problems	Take lead	
	Breakdown Elimination	Mechanical problems	Take lead	
	CMMS(API)	Record	Take lead	
	Planing & Scheduling	Electrical problems	Take lead	
	Spare Parts Management	Mechanical problems	Take lead	
	Reliability Engineering	Electrical problems	Take lead	
	Early Equipment Management	Mechanical Problem	Take lead	

	Job role behavior & performance	Frequency	Performance	Comments and Explanations
15%	Network to relevant deptartments	Always	Outstanding	
	Involvement in projects	Always	Outstanding	
	Innovation & continues improvement	Always	Outstanding	
	Training and Mentoring	Always	Outstanding	
	Language level	Both	Advanced	
	Average performance of the last 3 years	Always	Top achievement	

	Relevant Experience	Area	Working experience	Comments and Explanations
15%	General Maintenance Experience in SKF	Electrical area	≥15 years	
	Additional relevant experience outside SKF	Mechanical area	≥15 years	

ME Competence Level Summary

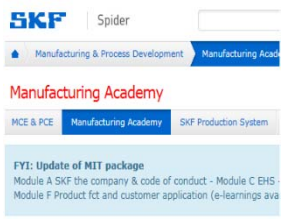
	Competency		
	Points	Weight	Comments and Explanations
Knowledge & Skill	15	20%	
ME Implementation	45	50%	
Job role behavior & performance	30	15%	
Relevant Experience	10	15%	
Total	32.25		
ME Seniority Level	Master		

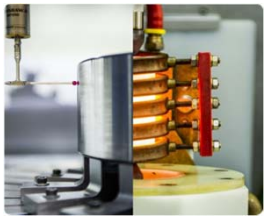
工程师学习平台

1. 沟通交流网络平台 – Yammer

2. 在线学习 – SKF制造学院







3. 知识引进 / 工作坊






SKF
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