



智享会
HR Excellence
Center



第五届工厂人力资源管理 论坛





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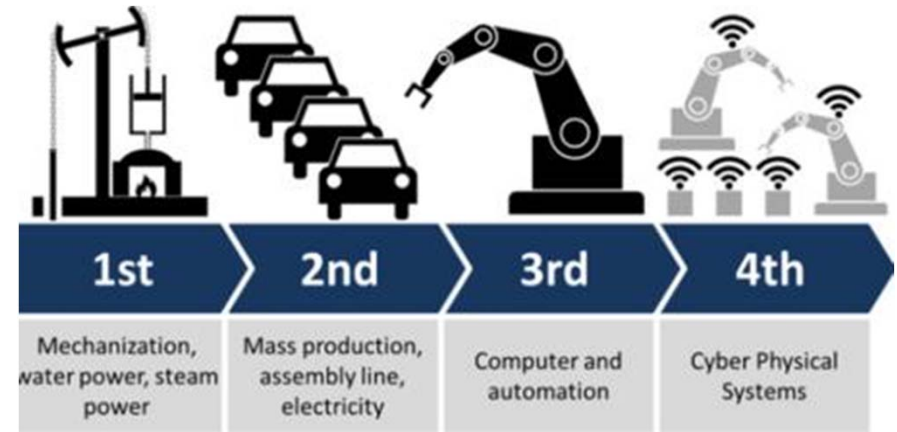
SKF工程师能力发展

Linda Yu



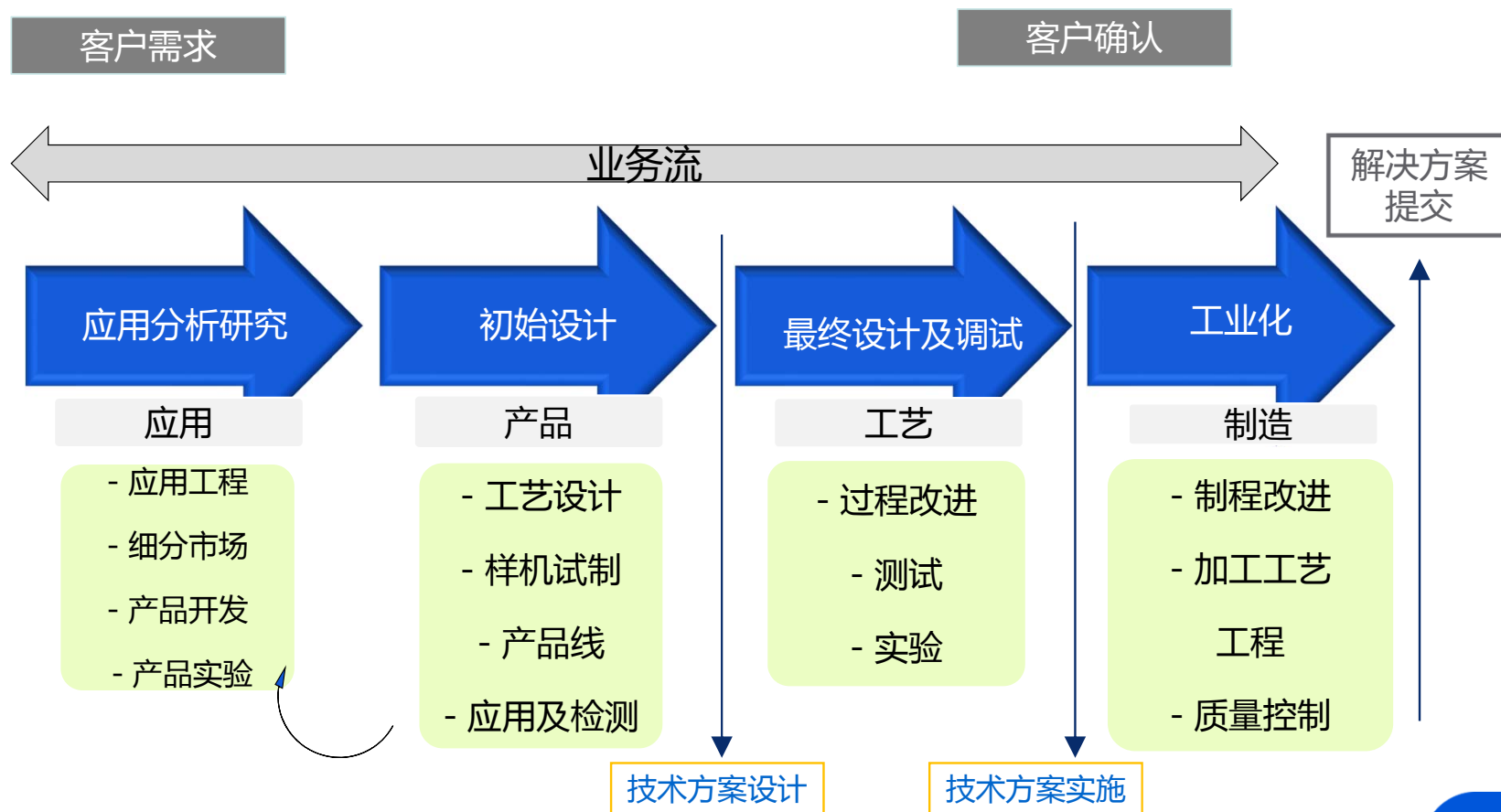
SKF[®]

工业4.0开启工程师新时代

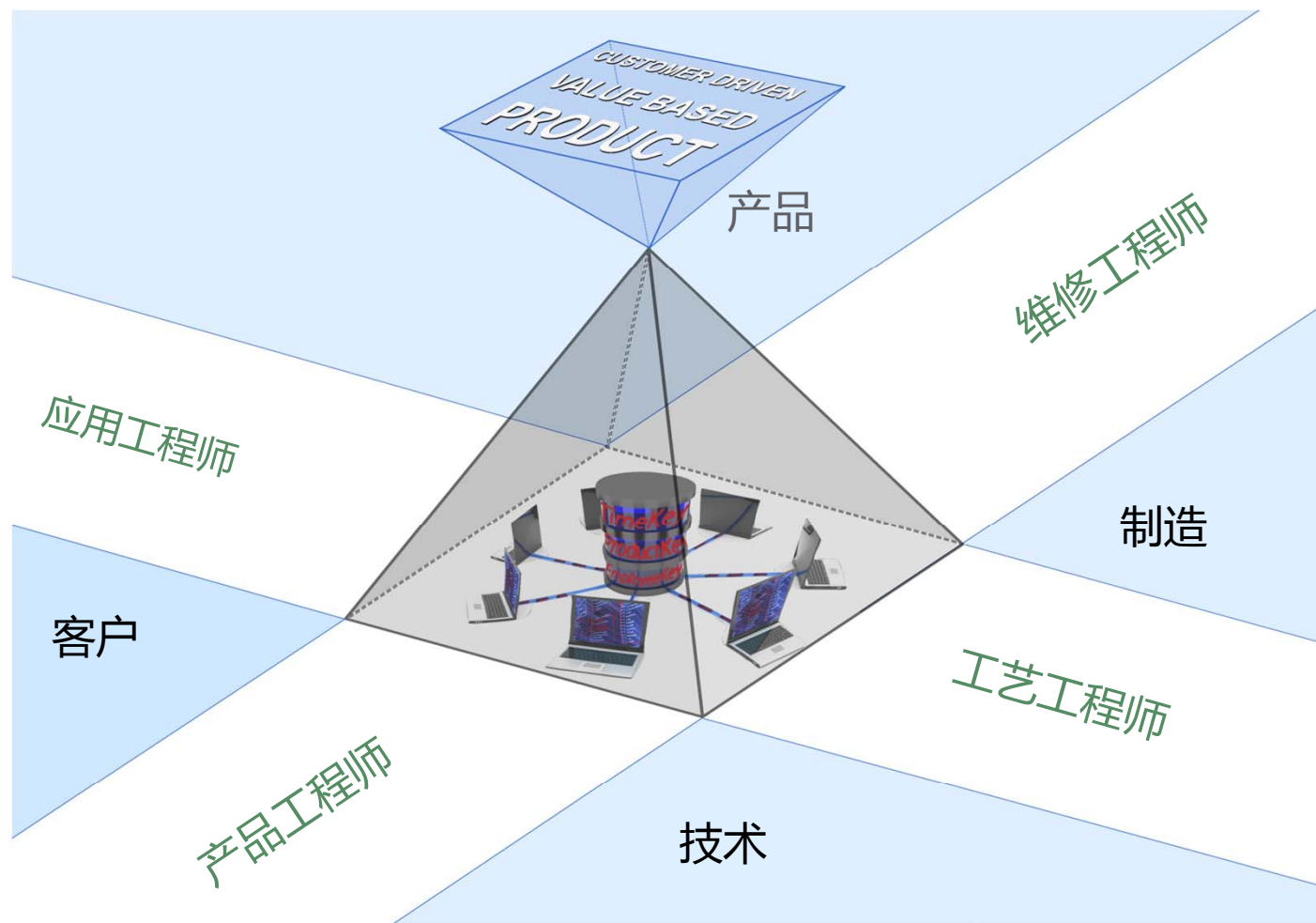


- 更智能
- 更敏捷
- 更高效

全业务流程中的工程师价值



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

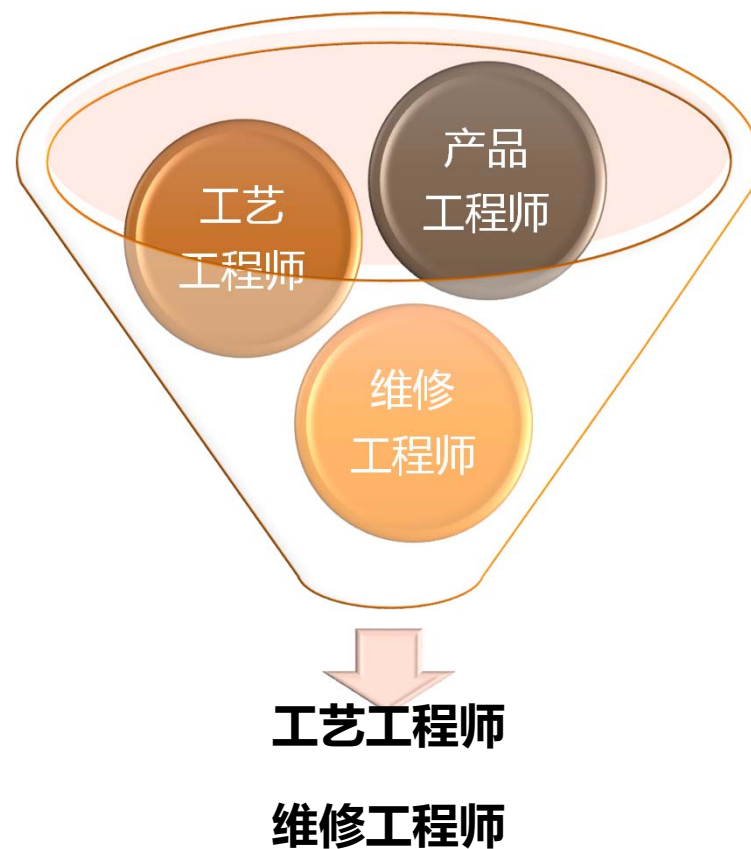


精研

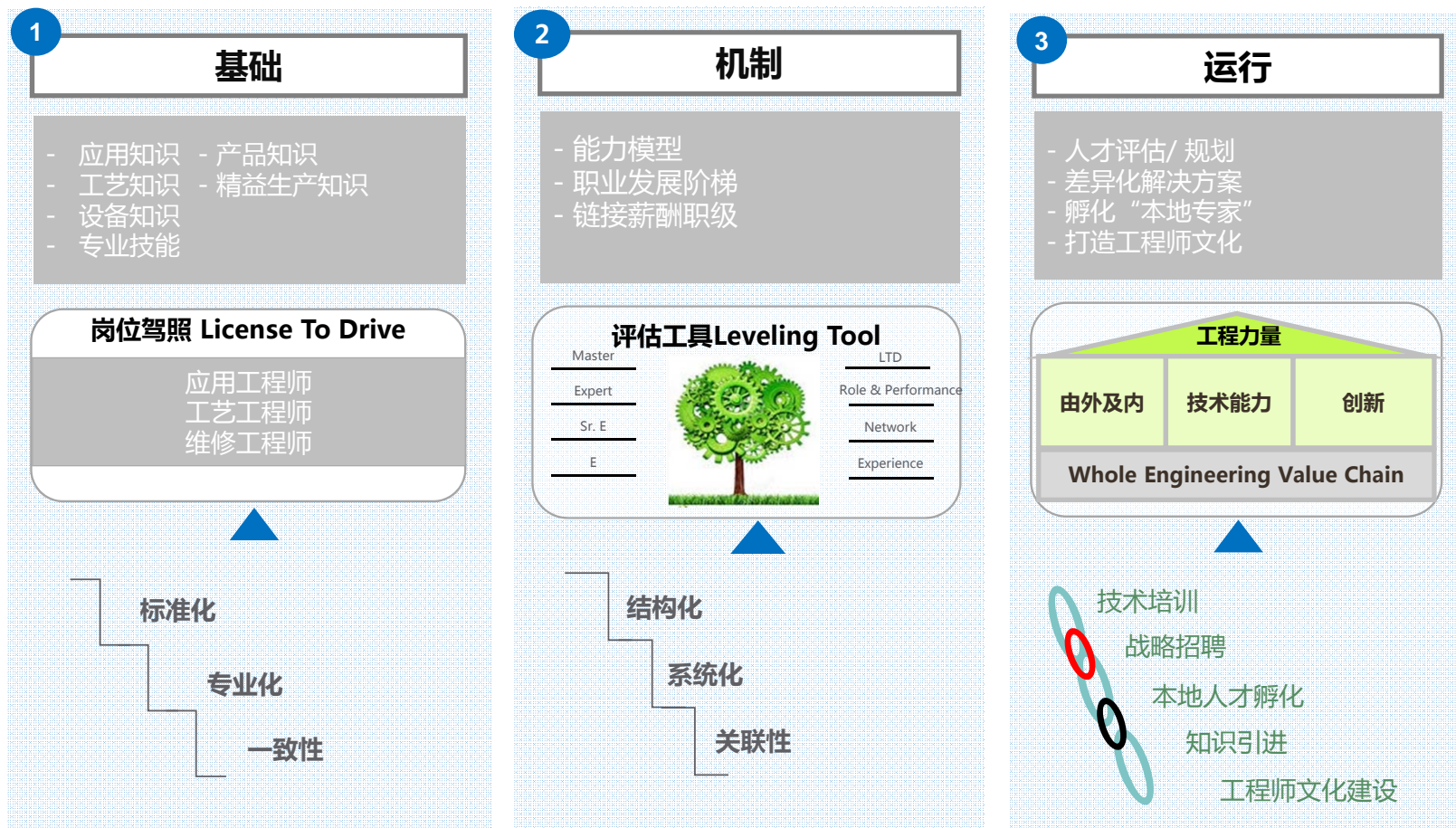


组装

制造工程师目标人群

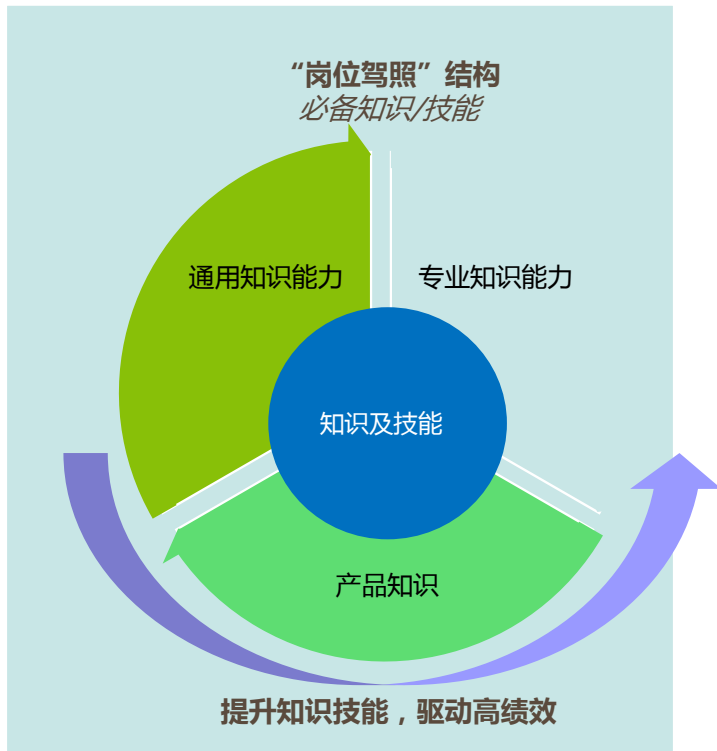


工程师能力发展路线图



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



| Standard Set | (internal) | Min time in relevant level | days | Where | Q1 | Q2 | Q3 | Q4 |
|--|------------|----------------------------|------|------------------|----|----|----|----|
| SKF CH Concept | | | 2 | CHINA BE&QUALITY | x | | | |
| Operation-WI | | | | LOCAL FACTORY | x | | | |
| Safety | | | | LOCAL FACTORY | x | | | |
| Resetting - Organization | | | 3 | CHINA BE&QUALITY | x | | | |
| Resetting - SMED | | | 3 | MDC | | | | |
| Measurement-UD | | | | LOCAL FACTORY | x | | | |
| Measurement-MVM | | | | LOCAL FACTORY | | x | | |
| Measurement-Preload | | | | LOCAL FACTORY | | x | | |
| Measurement-ET | | | | MDC | | | x | |
| Measurement-UT | | | | MDC | | | x | |
| SS | | 1 | | CHINA BE&QUALITY | x | | | |
| FFMEA | | | | EXTERNAL | | | | x |
| PCP | | | | LOCAL FACTORY | | | | x |
| Critical Tool/Spare parts | | | | | | | | |
| CO/SC | | | | | | | | |
| Grinding Principle | | | | | | | | |
| DMAIC-Green Belt | | | | | | | | |
| API | | | | | | | | |
| ZD | | | | | | | | |
| APQP | | | | | | | | |
| ME awareness | | | | | | | | |
| TPM | | | | | | | | |
| SKF production system awareness | | | | | | | | |
| VSM | | | | | | | | |
| SKF Quality Manual(CA-QD) | | | | | | | | |
| TS16949 | | | | | | | | |
| Process Engineering | | | | | | | | |
| Cleanliness awareness | | | | | | | | |
| Cleanliness assessment | | | | | | | | |
| Non destructive testing awareness | | | | | | | | |
| Advanced Hard Training | | | | | | | | |
| Machine performance evaluation | | | | | | | | |
| Siemens 840 D (Control system dependent) | | | | | | | | |
| Fanuc Control System | | | | | | | | |
| Hard Machining - Level 3 - Grinding Fundamentals a | | | | | | | | |
| Hard Machining - Level 1 - LAM | | | | | | | | |
| HT level 1 | | | | | | | | |
| HT level 2 | | | | | | | | |
| Soft Machining level 1 | | | | | | | | |
| Soft Machining level 2 | | | | | | | | |
| Honing | | | | | | | | |
| Variation | | | | | | | | |
| GPS Global Product Specification(Tolerance) | | | | | | | | |
| SKF Quality Database(D10, D11, and etc) | | | | | | | | |
| Pro-E | | | | | | | | |
| Project Management(GPM) | | | | | | | | |
| DFSS - Green Belt Training | | | | | | | | |
| SKF Channel Costing Concept | | | | | | | | |
| Manufacturing Profile and Key Data Report | | | | | | | | |
| Product Specific | | | | | | | | |
| HBU Induction (MIT) | | | | | | | | |
| MSSU Induction (MIT) | | | | | | | | |
| TRB Induction (MIT) | | | | | | | | |
| THU Induction (MIT) | | | | | | | | |
| dGGB Induction (MIT) | | | | | | | | |
| DGBB Induction | | | | | | | | |
| SABB Induction | | | | | | | | |
| CRB Induction | | | | | | | | |
| ACBB Induction | | | | | | | | |
| SRB Induction | | | | | | | | |
| SRTB Induction | | | | | | | | |
| Y-Bearing Induction | | | | | | | | |

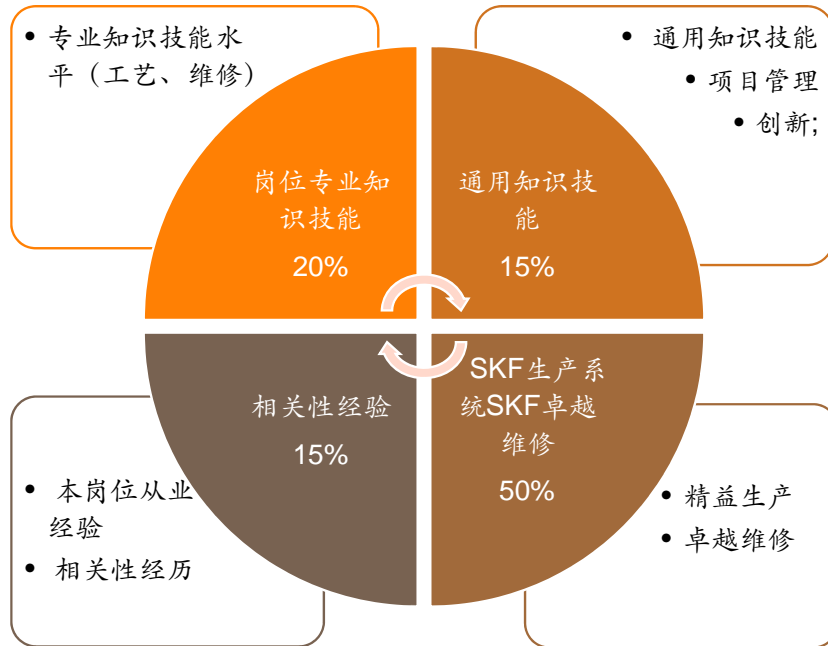
工艺工程师

维修工程师



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 | |

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

| 50% | ME Implementation | Area | Level | Comments and Explanations |
|-----|----------------------------|---------------------|-----------|---------------------------|
| | 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 | |

| 15% | Job role behavior & performance | Frequency | Performance | Comments and Explanations |
|-----|---|-----------|-----------------|---------------------------|
| | Network to relevant departments | 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 | |

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

ME Competence Level Summary

| | Competency | | Comments and Explanations |
|---------------------------------|--------------|--------|---------------------------|
| | Points | Weight | |
| 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®