



第二十四届中国招聘与任用年会

2020年10月28-29日，北京





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从 0 到 1 搭建高绩效招聘团队

玛氏中国

Ada Fang 方颖

玛氏中国，澳大利亚和新西兰市场 人才招聘总监
2019.1-Now

玛氏中国 人才招聘总监
2016.1- 2018. 12

玛氏中国 人才发展高级经理
2015.8-2016.1

玛氏-箭牌糖果 人力资源业务伙伴 – 销售
2012.1-2015.7

玛氏 - 箭牌糖果 项目经理（校园招聘，销售人力资源项目）
2010.7-2012.1



The world we want tomorrow starts with how we do business today

MARS



The Five Principles

Quality Responsibility Mutuality Efficiency Freedom

115,000+ Associates

are united and guided by The Five Principles of Mars which span geographies, languages, cultures and generations.



1911

Frank C. Mars made the first Mars candies in his Tacoma, Wash., kitchen



80+ countries in operation



454 SITES

FORTUNE

Great Place To Work.

World's Best Workplaces



Global HQ in McLean, Va.



Private, family-owned company



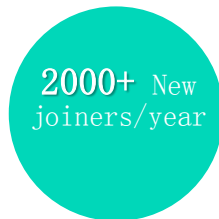
\$35B+ NET SALES



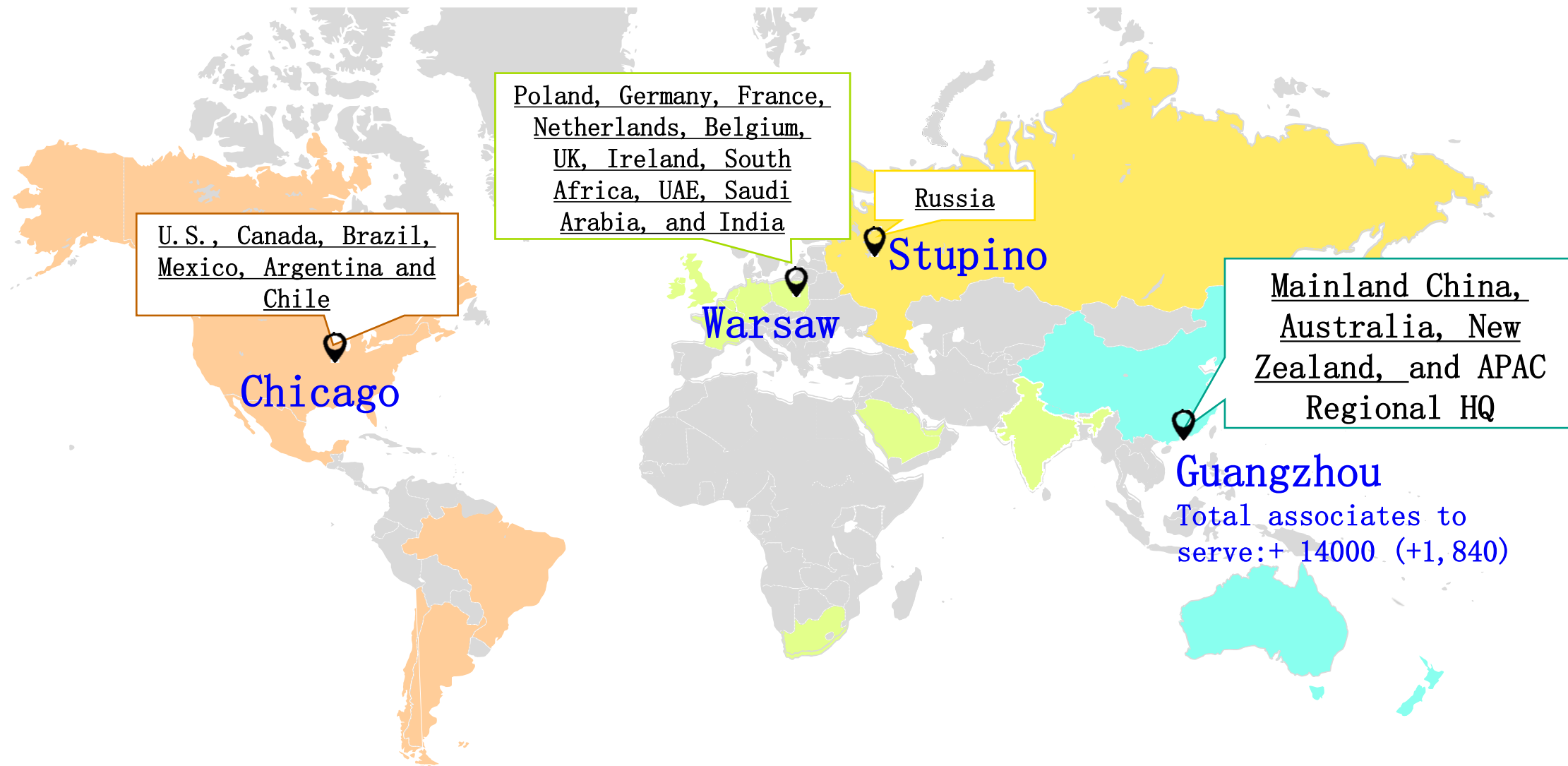
Billion Dollar Brands



玛氏中国一览



我们的服务范围包括中国、澳大利亚和新西兰市场



中国是全球第一个人事三支柱试点国家

珍珠项目是一项服务于玛氏公司2020年愿景的**业务转型项目**，由先进**技术**平台支持，实现更加**简单**的工作方式和更加**高效**的组织

全球项目

中国是第一个实施的国家

效率

标准化

技术



MARS



Project Pearl

业务部门

- 成本优化和可扩展的人事功能
- 更胜任的业务伙伴
- 带动更佳同事体验



同事

- 更好的人事服务
- 简单易用的工具和流程
- 职业机会



人事部门

- 从事务性工作中解放
- 发展能力
- 职业机会

直线经理

- 更好的人事服务
- 简单易用的工具和流程
- 更多团队管理权限



MARS

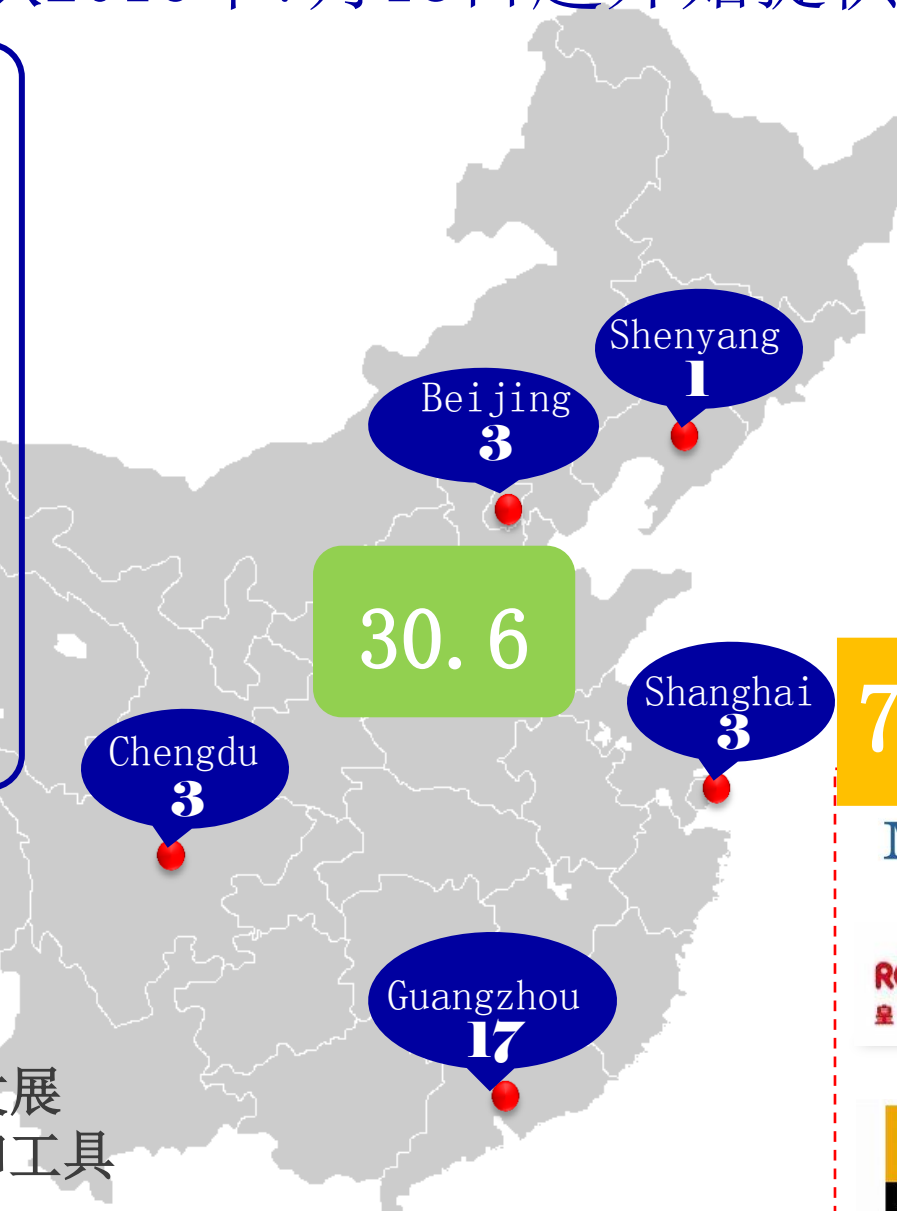
中国人才招募团队从2016年7月18日起开始提供服务

TA Vision



Trustworthy and Innovative Talent Advisor we are, attract talent with strong Mars Employer Branding, Select caliber with functional expertise and tools, engage talent with exceptional candidate experience, fuel earlier talent pipeline with developing strategy

- 玛氏雇主品牌
- 渠道策略和数字化转型
- 社会招聘
- 培训生项目和早期人才发展
- 招聘相关的指引，流程和工具



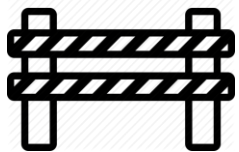
2016 团队人数:
22 同事 + 9 RPOs

2019 团队人数: :
20 同事+ 7 RPOs

Staff Ratio
500:1

70 vs 30





四大障碍等着我们去跨越



复杂的本地流程和操作

13个统一流程 vs 873份文件 = 70%的本地流程没有被统一



前所未有的变革管理

流程+技术+人=改变一切



上级经理的能力，HR BP的思路转变



人手不足 vs 巨大的工作量

团队内部文化冲突和
各种不信任

招聘团队重新定位
从通才到人才招聘专家

与传统招聘能力迥然不同的新能力
(社交媒体运营/ 技术研发/数据分析和洞察)

不断攀升的招聘数量和招聘复杂性
来自业务部门的强烈需求，招聘质量和效率



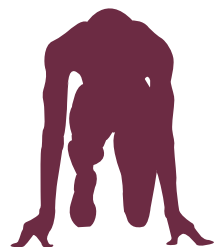
更多的挑战如影随形

四年征程，不变初心

2016

Survive

建立信任，增进合作



2017

Build

夯实基础，提升能力



2018

Accelerate

提高效率，引入创新



2019

Expand

增值业务，赋能组织

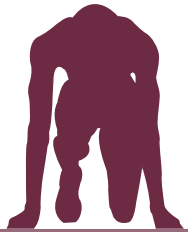


第一阶段

建立信任，增进合作

2016

建立信任，增进合作

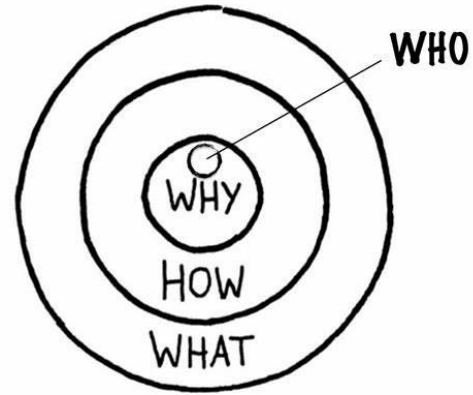


现状和挑战

FRESH START

我们做了什么？

- 变革管理，广泛的沟通
- HPC（高绩效合作工作坊）
- 流程体系的搭建和标准化



过渡流程及解决方案

其他流程标准化
(薪酬福利、体检、转岗)

本地流程

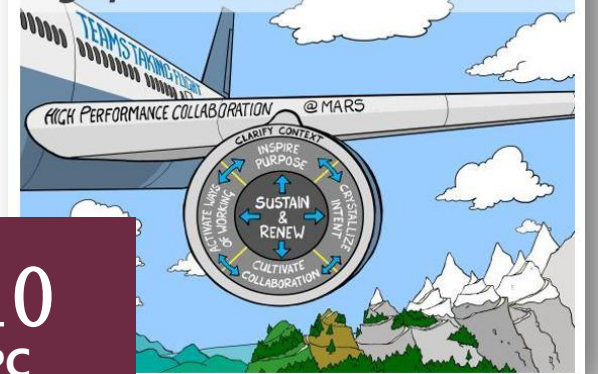
全球标准流程

+50

线上/下沟通会
上级经理培训



Unlock the potential of teams to capture and create value through high performance collaboration



+10

HPC
Workshops

第二阶段 夯实基础，提升能力

2017

夯实基础，提升能力



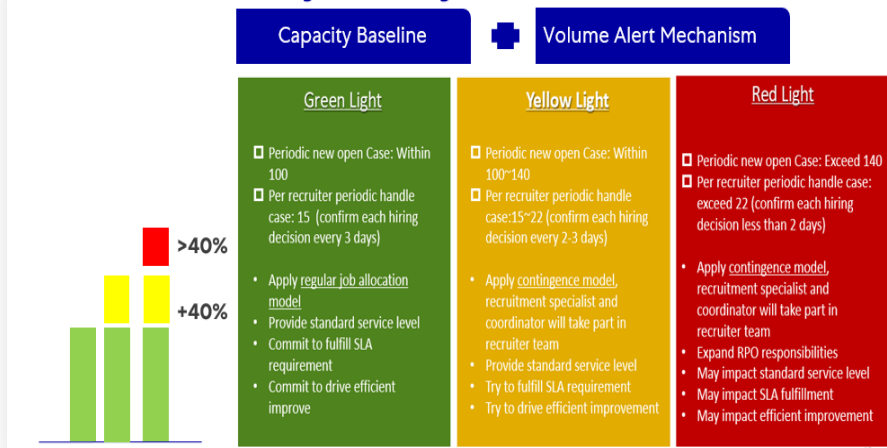
现状和挑战



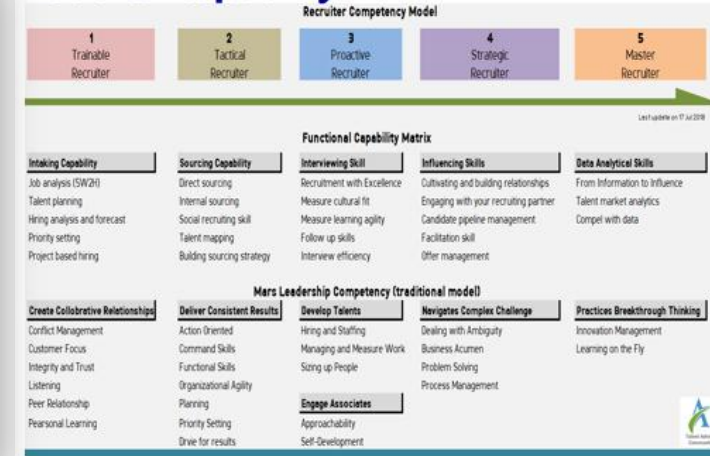
我们做了什么？

- 招聘渠道梳理和优化
- 招聘团队工作量管理机制
- 招聘预警机制和风险防御
- 岗位能力模型
- 团队的使命和能力发展
- 探索招聘数字化转型

Recruitment Early Alert System



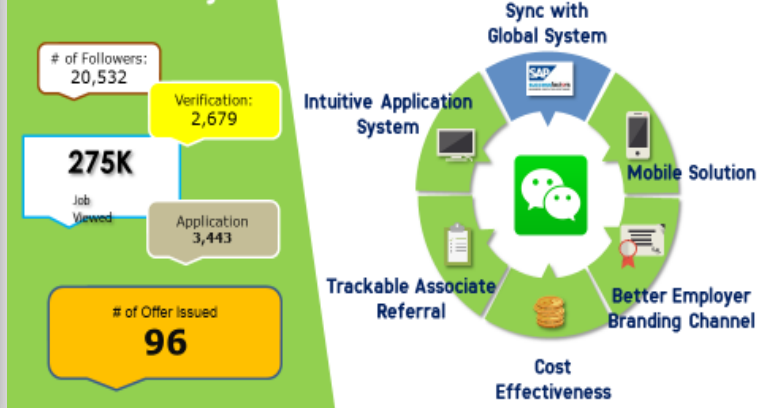
Recruiter Capability Matrix



Recruitment Sourcing Channel Matrix

	Core	Development	Nuisance	Exploitable
Critical	Build strategic supplier relationship		Reduce risk and/or improve relationship	
Bottleneck	Ensure supply security			
Leverage	Drive competitive bidding			
Routine	Drive efficiency			

Wechat Project



第三阶段 提高效率 引入创新

2018



现状和挑战

Transformation
...going beyond change



我们做了什么？

- 微信招聘平台
- 招聘聊天机器人
- 微信入职小程序
- TA dashboard (Power BI)

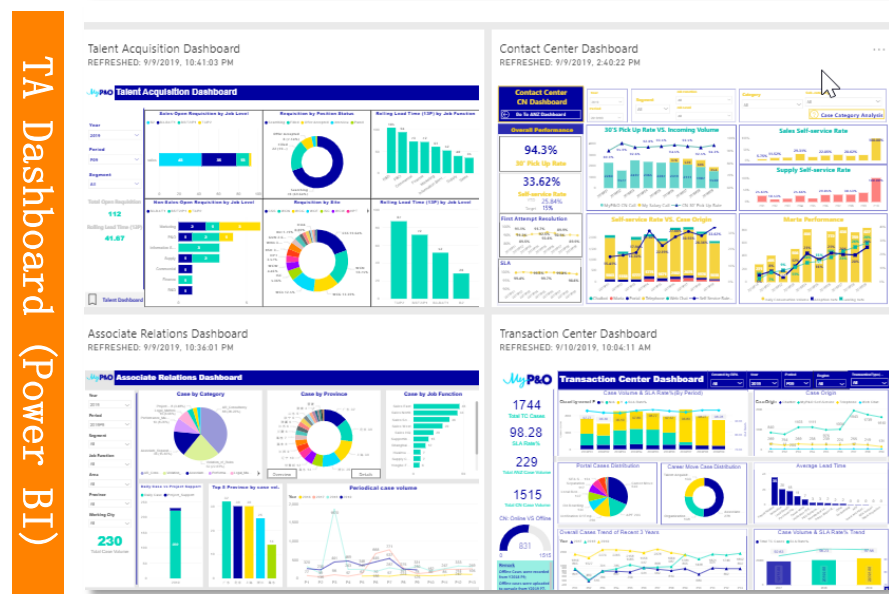
iMars
智能聊天机器人



入职小程序的界面



上级经理界面



项目结果大大超出了原先的预期

<p>效率</p> <p>数字化入职流程大大释放了候选人和招聘经理在相关任务上的工作量</p> <p>提高了MGS的效率</p> <p>等待时间从14天缩减到7天 招聘经理从120分钟到20 从2天到30分钟</p>	<p>功能</p> <p>登陆前基本步骤 + IT 基于角色的配置 + 新同事培训模块 + 参与会议 = 360° 的登陆前关怀</p>	<p>体验</p> <ul style="list-style-type: none"> • 为应聘者 and 招聘经理提供更快, 更数字化的面试体验 • 与用户的单触点 • 多提前互动 <p>9.8/10 满意度</p>
<p>过程</p> <ul style="list-style-type: none"> • 精简透明的候选人和经理的招聘流程 • 在MyP&O, 数字技术, 工资单和和商业保险之间进行清晰的R&R和WoW 		<p>强大的性能</p> <p>支持600多名候选人和招聘提供顺畅的服务</p>

第四阶段 增值业务 赋能组织

Expand

2019



现状和挑战



- ## 我们做了什么？
- 服务领域的扩张
 - 定制化的招聘项目交付
 - 人才市场洞察分析
 - 招聘数据和业务数据对接可行性
 - 树立和巩固创新中心的全球定位
 - 更坚定的新生代人才发展策略

What we learnt from last KIND Recruithon Campaign

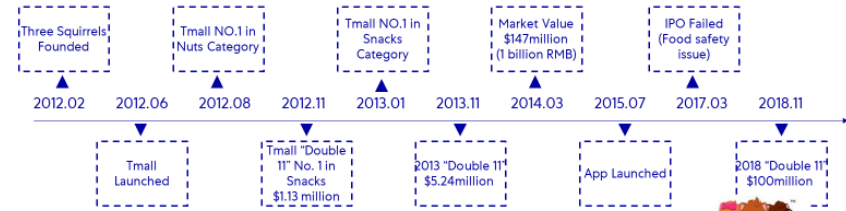
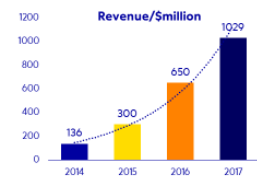
- Agile Sourcing Channel
- Simplified Process
- Dedicated Project Team

Meanwhile, these are what we will additionally bring in KIND Expedition

- WoW
- Be Nimble and Sprinted**
- Selection Quality
- Interview SWAT Team**

Three Squirrels- \$1,029million in 2017

Base	Founder	Time	Tmall Followers	SKU
Wuhu, Anhui	Liaoyuan Zhang	2012	24.69million	600+



MARS Global Services People & Organization

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Agile in Talent Acquisition with a spice of lean

Why Agile

What we don't know we don't know (The unknown)

What we know we don't know

What we know in the beginning

Waterfall - or 'Faith Driven Development'

Agile - or 'Incremental Development'

crisp
mia.kolmodin@crisp.se
Free download: blog.crisp.se

Ways of Working

Waterfall Approach

Agile Approach

50% of knowledge gets lost in handoffs

Teamwork to find Value

Modern Agile

Incremental Delivery

Product Backlog

The Scrum Team

Sprint Backlog

Sprints

Working Agreement

To Be Agile

Less visible - more powerful

More visible - less powerful

Cynefin

Complex Sense

Complicated Sense

Chaos Act

Obvious Sense

Agile Onion by AWA, Simon Powers
Cynefin by Dave Snowden
Modern Agile by Joshua Kerlevsky

3 Pillars to Achieve the Ambition

Transform

- Build up Mars positive Employer Branding image among Generation Z and Millennials through **digital innovation** and **Social media transformation**

Scale-up

- **Scale up** to recruit early talent annually and bring more diversity and operational efficiency enabled by **new technology** and **overseas sourcing strategy**.

Fuel

- Fuel China and global leadership through **strategically future-oriented capability development**

MARS WRIGLEY

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有三样事情，
我们四年来一直**从未放弃**

- 共同的使命和目标
- 团队能力发展和凝聚
- 数字化创新



我们以成为**备受信任**和**创新**的人才招聘专家为目标



加强玛氏的雇主品牌



提供卓越的候选人体验



助力年轻人才梯队的培养



打造能力和凝聚力一流的团队

ORDER TAKERS

- Trust hiring manager assumptions.
- Fill requisitions effectively.
- Drive for satisfaction.

CRITICAL "DEMAND-SIDE" CAPABILITIES

Firm-Wide Talent Strategy Knowledge

Firm-Specific Business Acumen

CRITICAL "SUPPLY-SIDE" CAPABILITIES

Labor Market Expertise

Lead Generation

Hiring Manager Persuasion

DECISION INFLUENCERS

- Challenge hiring manager assumptions.
- Frame requisitions strategically.
- Drive for impact.



Source: CEB analysis.



We are *Trustworthy and Innovative* Talent Acquisition Partner, we are decision influencers instead of order takers. We earn the right to influence by informing hiring decisions with acute knowledge of the organization and deep expertise.

We attract talent with strong Mars Employer Branding, Select caliber with functional expertise and tools, engage talent with exceptional candidate experience, fuel earlier talent pipeline with developing strategy

2018年学习发展活动

12 sessions,
1984 hrs

01

玛氏领导力培训

e.g. L1, L2, Think on Your Feet, Story Telling, CI Workshop

2 weeks, 14 sessions,
561.5 hrs

02

招聘专业技能培训和内部分享

e.g. RWE, Data & Analytics,
Lite Bite (Quality IDP, Digital HR, Innovation Project Management)

5 sessions,
225 hrs

03

业务分享

e.g. Segment Business strategy Sharing, Introduction of SOP+, SDL
CMI Sharing---China external landscape,

2 sessions,
18 hrs

04

跨文化分享

e.g. Australia Culture Training, ANZ Experience Sharing

12 sessions,
408 hrs

05

外部研讨会 & 在线课程

e.g. SSON & HREC. Mars U on-line courses

Talent Development Talk

Through the review, we hope our talent are inspired to...

Building visibility of talent in My I&O team

13, 60% 团队成员得到晋升、转岗或职责扩大

Prioritize talent development as an on-going investment, commitment and follow-through

0 2019年团队离职率

Driving authentic development conversations and enriching the quality of development plan

2017

4.29 60% tier

Engage and inspire talent to take ownership and initiatives for their development

See...

See...
• Engaged, cared and motivated
• Empowered by meaningful inputs and different suggestions to achieve development goals



4.77

Hear...

Hear...
• Engaged, cared and motivated
• Empowered by meaningful inputs and different suggestions to achieve development goals

Do

Do
• Continue to ask for feedback
• Continue to ask for feedback

2019

93% tier

我们的创新之旅始于.....

2019

自主+合作开发

Audio Interview + E-scheduling

Video Interview (Hirevue)

Recruitment Pad 2.0

Reg. assign bot

RPA for Onboarding platform and reporting

2018

本地创新

Chatbot

Recruitment Pad

Project Shell-onboarding

2017

iTMS + Sales Force

Recruitment Wechat Account

Auto-scoring System

下一站：招聘生态系统

目标:

能够提供更加多元化的发展机会

我们能否构建一个更好的招聘生态系统让所有喜欢玛氏的候选人都能找到多元化的职业机会？

External referral
Proactive Engage with
intelligent reach



Loyalty

Project Shell
E-Contract



Onboarding

Migrate CRM
platform with
automatic labeling



Awareness

Massive reach
Drive Traffic

Attraction



Internal /External Referral
Chatbot
Intelligent reach

Convert

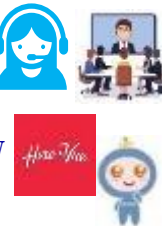


ATS
Chatbot

Engage
Selection



AI audio bot
Video interview
E-scheduling



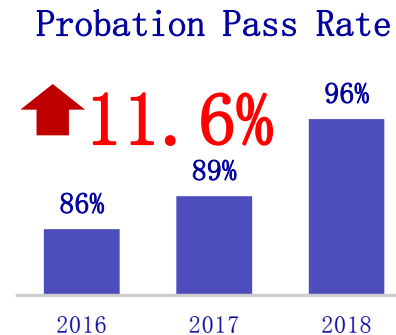
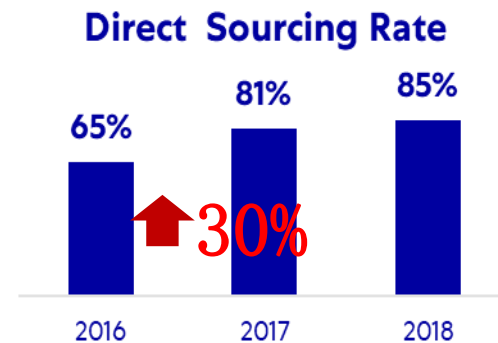
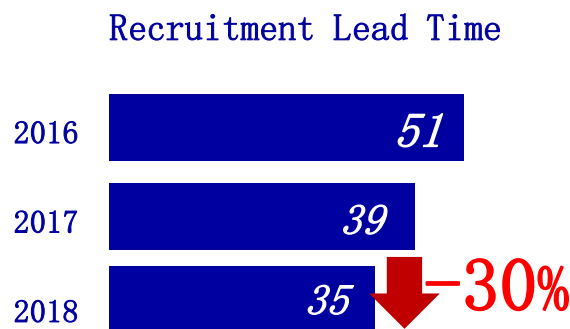
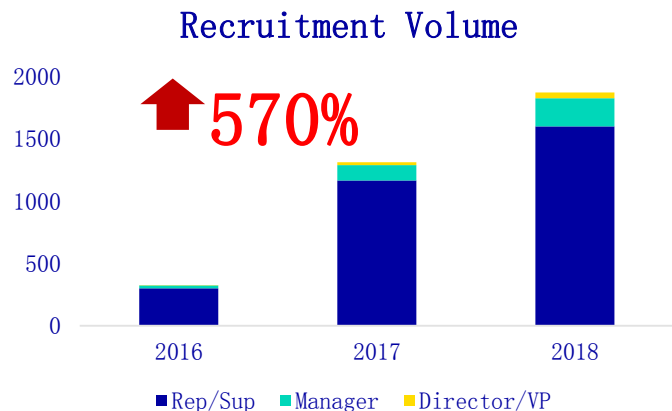
Recruitment PAD system

The Feeling is Mutual



走在高绩效路上的玛氏中国招聘团队

招聘团队表现逐年提升



五大培训生项目 全方位年轻人才梯队



- Build up Mars positive Employer Branding through **digital innovation** and **Social media transformation**



- Scale up** to recruit early talent and bring more diversity and operational efficiency enabled by **new technology** and **overseas sourcing strategy**.



- Fuel China and global leadership pipeline through **strategically future-oriented capability development**.

三大策略为培训生项目保驾护航




玛氏中国招聘
微信官方公众号




玛氏校园在线
微信官方公众号



领英二维码名片



Ada Fang
Talent Acquisition Director at Mars



扫描上面的二维码, 加我领英

LinkedIn



Don' t downgrade your
dream to match your
reality,

Upgrade your faith to
match your destiny

Thank you!!

MARS

