



第十三届人力资源共享服务中心年会

2020年11月17日-18日，上海





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打造HRSSC数据零事故文化

Build up Zero Incident Culture in HR Services

Apple Bao, Eaton HR Services, APAC



Powering Business Worldwide

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Agenda

- 1.** 伊顿公司介绍
Eaton Introduction
- 2.** HRSSC零事故文化
HRS Zero Incident Culture
- 3.** 活动分享
Examples Sharing

公司概况

动力，因我们而不同.*

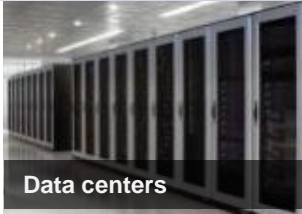
应对全球业内最艰难的动力管理挑战 Solving industry's toughest power management challenges around the world.



Aerospace



Buildings



Data centers



Food and beverage



Government



Healthcare



Machine building



Marine



Mining, metals and minerals



Mobile machinery and equipment



Oil and gas



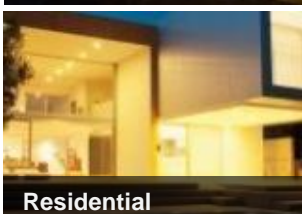
Pharmaceuticals



Rail



Renewables



Residential



Utilities



Vehicles



Water/wastewater

了解我们的业务

电气集团

2019 年销售额为
134 亿美元

- 电气产品
- 电气系统和解决方案

工业集团

2019 年销售额为
80 亿美元

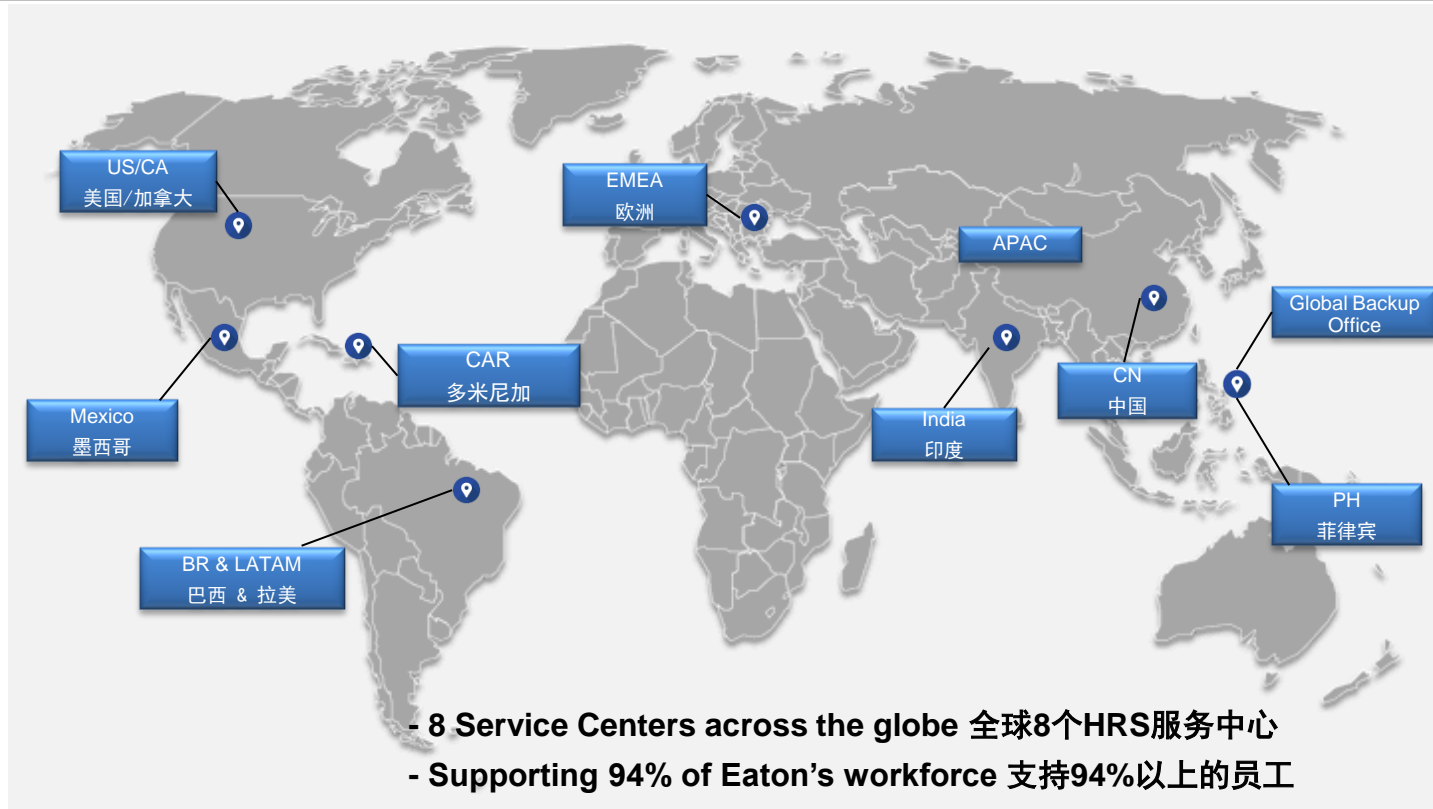
- 宇航
- 液压
 - 过滤
- 车辆
- 车辆电气化

销售 **214 亿美元**
净收入 **22 亿美元**

- 总部：爱尔兰都柏林
- 董事长兼首席执行官 - 骆德 (**Craig Arnold**)
- 区域总部分别位于美国克利夫兰；中国上海；瑞士莫尔日；巴西圣保罗
- 区域工程团队可为产品及定制解决方案提供支持
- 客户遍及全球超过 **175** 个国家和地区
- 员工总数约 **9.2** 万人

Where We Are...Global HRS Operations Footprint

伊顿HRS全球布局



HRS零事故文化

HRS Zero Incident Culture

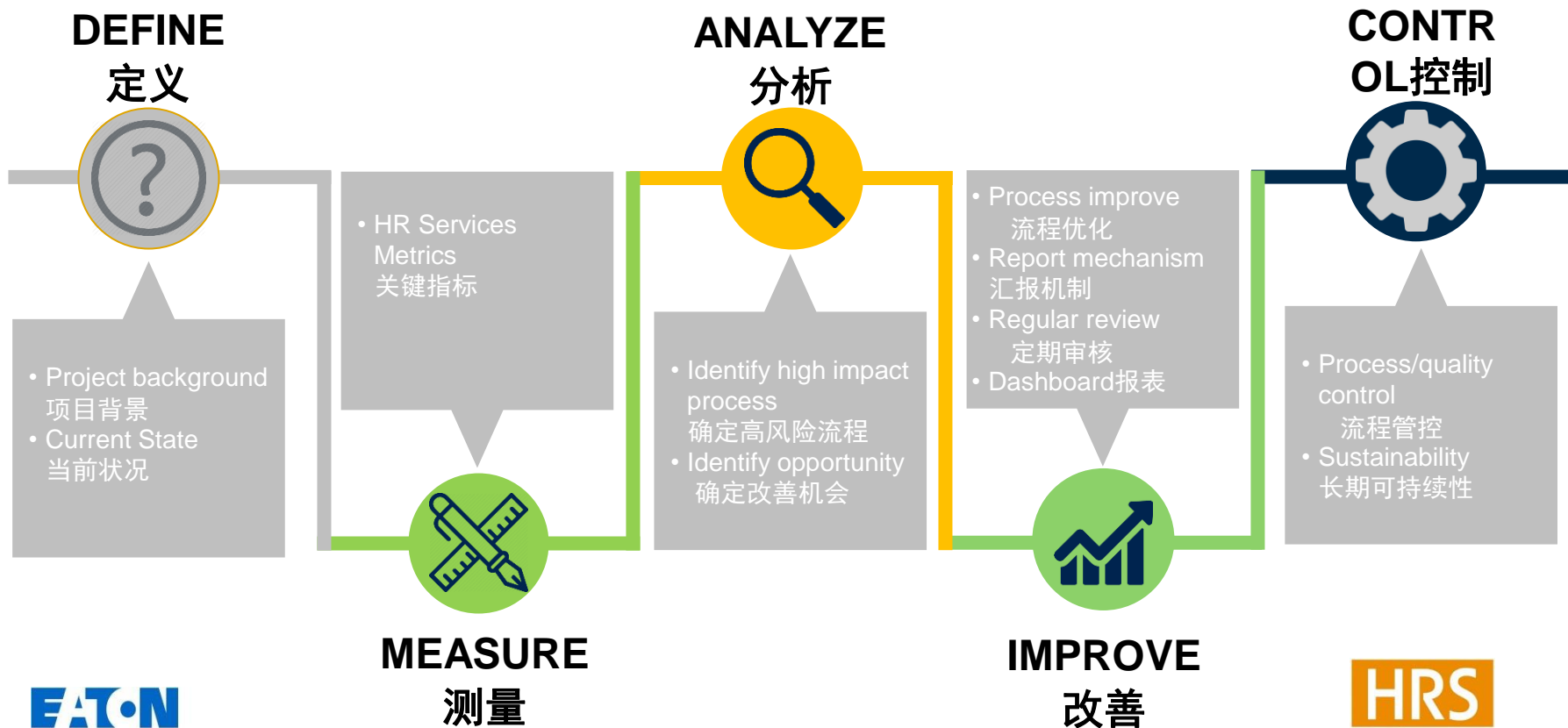


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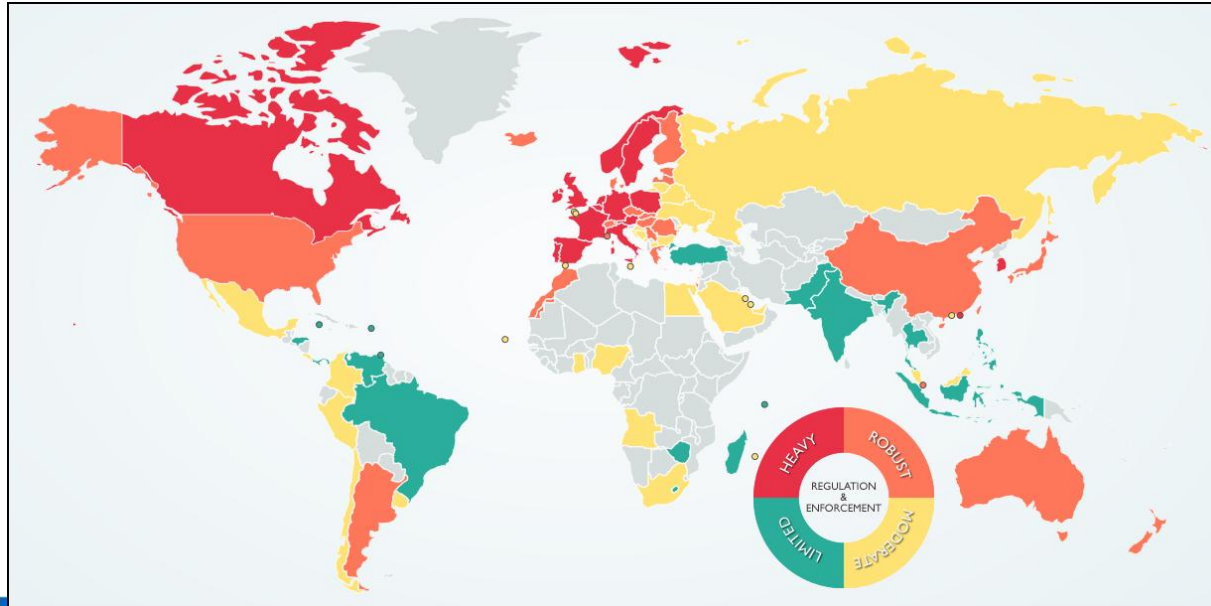
Overview



Zero Incident Culture 零事故文化

Data Protection & Privacy is a global issue 数据保护和隐私是全球性问题

- Laws across the globe are evolving to provide for the protection of the privacy rights of individuals in view of the developments in the techniques used to capture, transmit, manipulate, record or store personal data. This is a trend that we welcome! 鉴于用于获取、传输、加工、记录或存储个人数据的技术的发展，全球法律正逐渐发展到为个人隐私权的提供保护。这是我们喜闻乐见的趋势！



Enforcement Is Picking Up

British Airways – Insufficient security measures and loss of personal data – ~USD 230 Million intended fine in UK

Marriott – Cybersecurity incident and loss of personal data - ~USD 138 Million intended fine in the UK

GDPR fines up to 4% of annual revenue

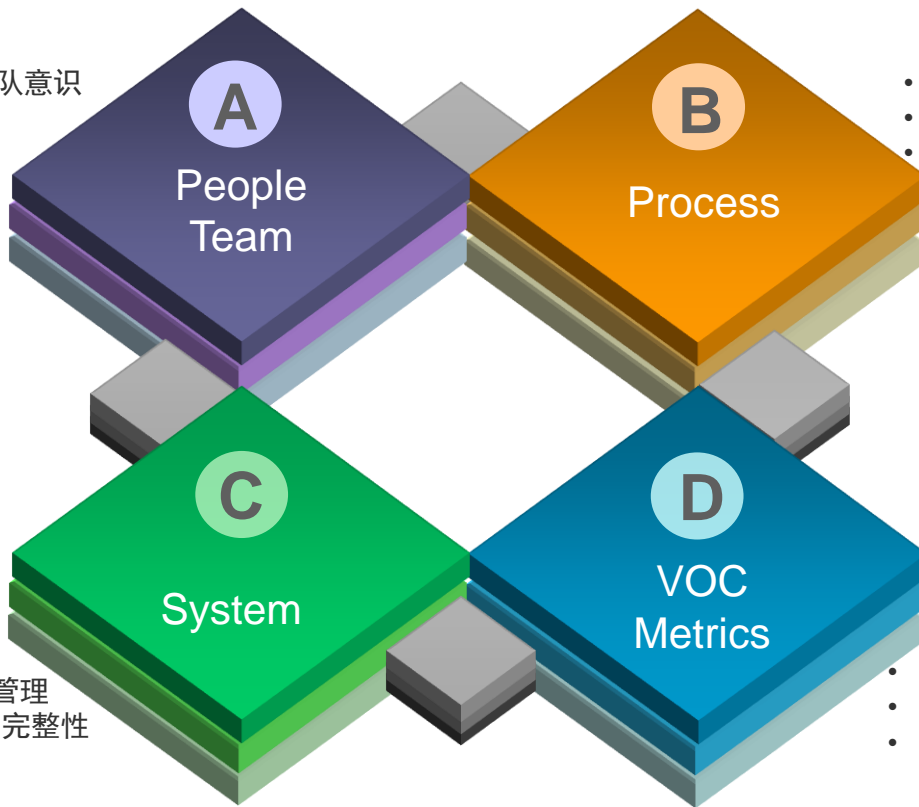
Zero Incident Culture

Overview and Scope

- “Zero Incident Culture” is the hallmark of “*Professional excellence*” and “*Work Ethics*”.
“零事故文化”体现了HR的“专业”和“职业道德”的特质
- In today’s environment, data protection and data privacy is as important to employees as their personal safety
当下，数据保护和数据隐私对员工而言与人身安全一样重要
- HRS handles *sensitive processes* (Payroll, benefits, etc) and *sensitive data* (employee personal data)
HRS负责处理核心敏感流程（工资，福利等）和敏感数据（员工个人数据）
- Error proof, First Time Right process execution is an expectation for HRS, which ensures high quality output for Payroll and Benefits management as well as accuracy of employee data.
防错法，“第一次就把事情做对”的流程执行是HRS的期望，可确保付薪资福利管理的高质量输出以及员工数据的准确性。
- We need a culture that ensures that how we do our work takes every precaution to protect our employees’ data
我们需要一种文化，以确保我们的工作方式能采取一切预防措施来保护员工的数据。

CURRENT STATE/MEASURE 当前状态/数据测量

- Team awareness 团队意识
- Knowledge 知识



- Process in place 流程到位
- Control points 控制点
- Poka-yoke 防呆设计

- Access control 权限管理
- Data integrity 数据的完整性

- Customer feedback 客户反馈
- Incident report 事故报告
- Quality track 质量跟踪

Zero Incident Culture 零事故文化

HRS focus 重点关注



Zero Incident Culture 零事故文化

Data Protection Review Process 数据保护流程 审核

- Each regional center (HRS & OPEX leaders) to identify top 3-5 “high impact” processes with potential data protection/ privacy risk.

- 每个区域中心（HRS和OPEX负责人）确定具有潜在数据保护/隐私风险的前3-5个“重大影响”流程。

- For payroll, key process step will be identified as well.

- 对于工资流程，还将确定关键流程步骤。

Regional OPEX leaders will facilitate reviews and assess each step in identified processes for potential data protection risks; includes assessment of business need and password protection, use of protected data elements, requestor security access etc.

区域OPEX负责人将协助审核和评估已确定流程中的每个步骤，以发现潜在的数据保护风险；包括业务需求评估和密码保护，受保护数据元素的使用，权限管控等。

- Process improvements will be determined and implemented for each risk identified through review process

- 通过流程审核来确定风险点和改善机会并实施跟踪，以确保数据保护的可靠性

ANALYZE分析 - 重大影响流程

Global solution: File sharing and retention
全球统一方案：文件分享方式和留存期限

India 印度中心

- Payroll input and output process 薪资输入和输出过程
- 保险流程 Insurance process
- Onboarding and background check process 入职和背景检查流程

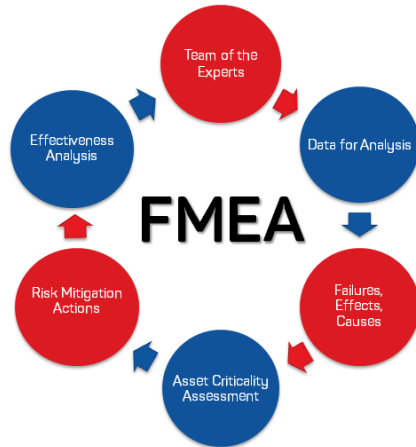
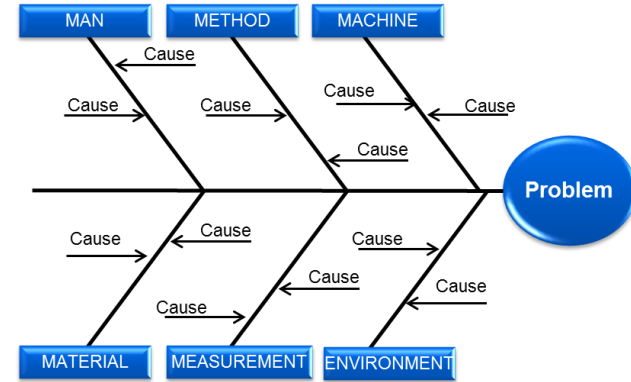
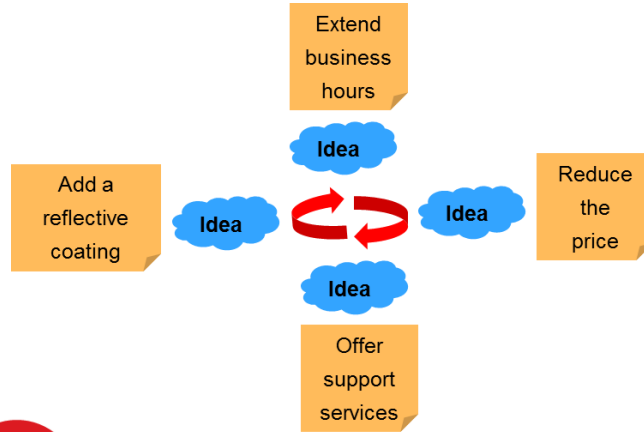
PH 菲律宾中心

- Payroll Inquiry 工资查询
- Government Mandated : Certificate of Contributions Request 政府授权：社保缴费证明等

NAEA 东亚/北亚中心

- Job pay change process 职位和薪资变更流程
- Payroll Loader 薪资变化项收集和分享流程
- Payroll Details Report Observation 工资明细报表监控

Lean/6 Sigma Leverage精益/六西格玛影工具使用



Solution Selection Matrix						
		Cost	Implementation time	Effectiveness		
Rating of importance to customer		10	8	6		
Item	Solution Proposal				Total Score	Implement? Yes/no
1	Solution Idea #1	10	3	1	130	Yes
2	Solution Idea #2	4	3	4	88	No
3	Solution Idea #3	2	2	2	48	No

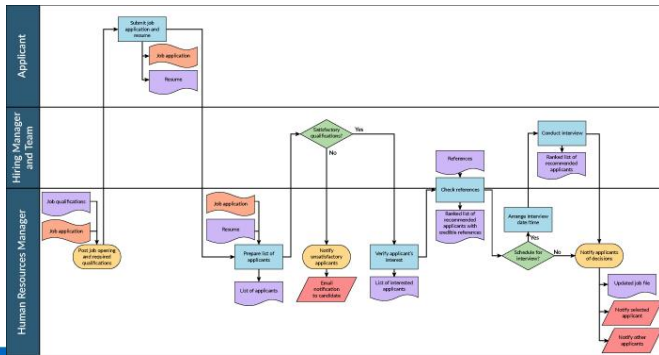
IMPROVE改善阶段

Zero Incident Culture Data Protection Training/ Awareness for HRS

- The Global OPEX team will provide 1-2 slides per quarter for HRS with data privacy/ protection topics
- HRS leaders will present slides to all analysts each quarter in a regularly scheduled team meeting
- Annual data protection/ privacy training for all HRS
- Signage posted in HRS centers
- Visual reminders for analysts personal workspace
- Weekly fun fact on data privacy to reinforce the need for accuracy delivered on the HRS Yammer channel



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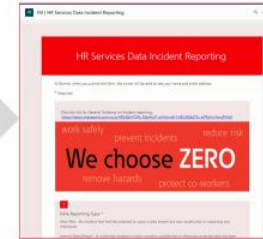


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Zero Incident Culture Reporting a Breach – Teams form

HRS team to report all concerns of data privacy/ protection or sensitive process spills by submitting form at this [link](#) in our Zero Incident Culture Team space.

- Provide:
- Data incident Type
 - Where incident occurred
 - Description
 - When did it happen
 - What's been done so far



Email notification sent to HRS and OPEX global leaders (Moe and Bonnie) to assess and notify HRLT as needed



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Zero Incident Culture Visual controls/ marketing – Posters in HRS Work Place



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HRS Services

CONTROL控制阶段

Zero Incident Culture Metrics



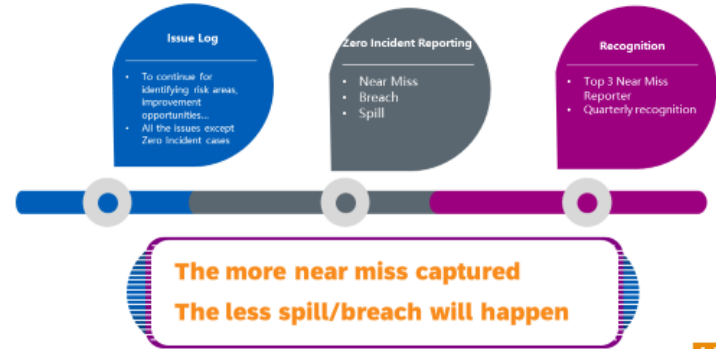
HRS OPEX will track and report out monthly through PowerBI dashboard



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Spill/Near Miss/Breach Reporting



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SharePoint Site Approach for Internal Receivers

HD HRS Document Data Privacy
Private group

Home + New Page details

Conversations
Notebook
Documents
Storage Metrics
Reference Documents
Site contents
Recycle bin
Edit

Access Requests

HRS

HR Services

Documents

Name	Modified	Modified By
APAC	April 23	Grisanti, Bruno
EMEA	April 23	Grisanti, Bruno
GBO	April 23	Grisanti, Bruno
LATAM	April 23	Grisanti, Bruno
US_CA	Yesterday at 7:28 AM	Grisanti, Bruno
US_CA	April 23	Grisanti, Bruno

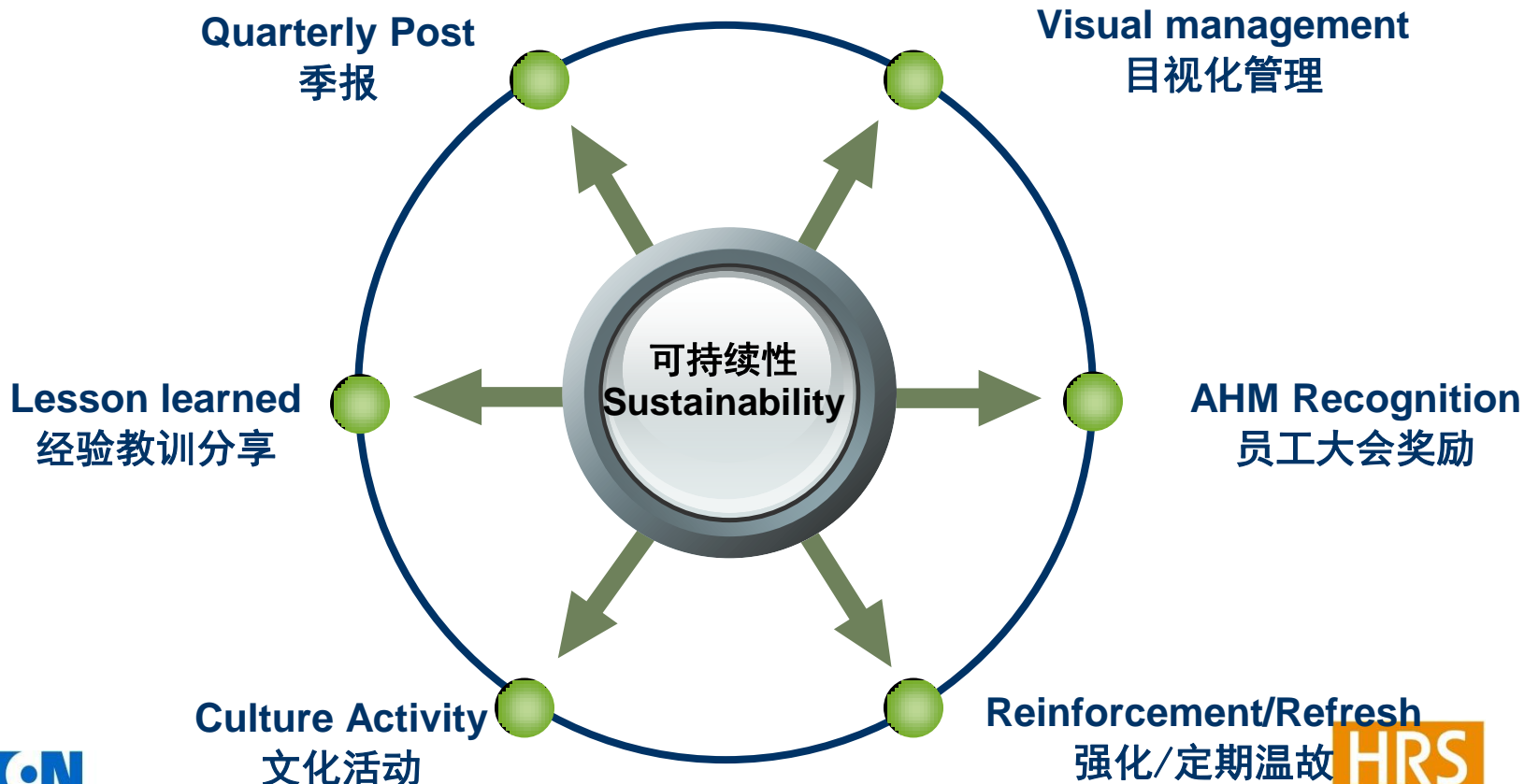
Reference Documents

Name	Modified
Password Protection Flow.vsd	5 min
Pinning a folder Job Aid.docx	About
Region Path Quick Links.docx	3 min

- [Document Library](#) – Repository of all saved files.



可持续发展 SUSTAINABILITY

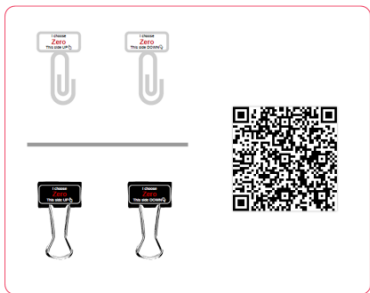


Culture Activity--创意化标语制作大赛

I choose zero

该设计旨在让我们装订完纸质材料后，及时提醒不要将正面朝上，哪怕是在自己的办公桌，以最大限度规避从材料整理到材料归档间存在的潜在风险。

工业简洁风的配色可以更加突出“Zero”的重要性，时刻提醒自己做好数据保护。



A creative slogan design for "日用品" (Daily Necessities). It features four pink mugs in a row, each with a different icon or text. Below them is a QR code and a single pink mug. The text reads: "胖胖杯：粉色少女心，胖胖的杯身超可爱，泡茶保温皆可，养生girl值得拥有！专属属于你的刻字，随时随地陪伴你，让伊顿与你同行！"

周边-SHE

海报/屏保：

随着“大数据”时代的到来，在提高我们生产效率、对个人信息的过度挖掘开发的同时，也带来了一系列隐私泄露的问题，而这往往也最容易被我们忽视掉。所以我们选择了日常生活工作中最常见醒目的海报/屏保，能长期坚持、每时每刻的提醒大家注重个人数据保护，培养数据保护意识，只有这样我们才能更好的开展工作，享受生活。



A data protection wallpaper design featuring a Windows desktop background. The desktop has several icons and a taskbar. The text reads: "Data Protection Wallpaper". Below the desktop, it says: "每日工作最常使用之桌面看一次，就提醒一次Data Protection 让我们一起Choose ZERO！桌面整洁，心情愉悦，重要事项(Data Protection)不再忘！"



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Lesson Learned Sharing Session



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Case Sharing 1#

Employee's personal file was left on the desk after work.

- All files with employee personal information should be kept well, only authorized person can view that.
- When leave desk, be sure to lock all personal files/records, such as resume, application form, employment contract, pay change record, ID copy...
- Same for laptop, be sure to lock when leave
- Self-check and cross check



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Case Sharing 2#

File was handled to the requestor who raised tickets on behalf of peer.

- Work with HRBP to educate employees raise ticket through self-service
- If not, HRBP or direct supervisor is the better one to help raise ticket
- Verify who is the real receiver before hand out.



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Case Sharing 7#

Employee used Unpaid Leave type when apply VULA Leave in leave system, which will impact the bonus, 13th month pay...

- Work with HRBP to educate employees how to use system.
- Payroll has the validate before deduction in payroll processing to prevent issue happened.



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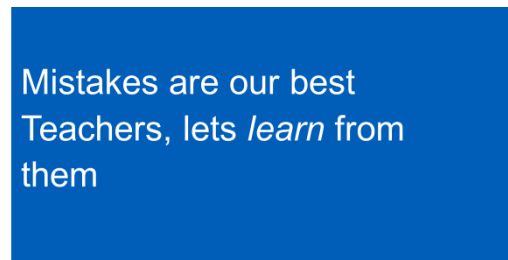
Case Sharing 4#

Password was in the same email with attachment, when receiver forward to others, the unauthorized person saw the data.

- Follow global standard sensitive file sharing approach: send through SharePoint, password in a separate email.
- All HRS team members should follow this standard process.



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PERSONAL DATA VS SENSITIVE PERSONAL DATA

Understanding the difference



PERSONAL DATA

Identifies an individual directly or indirectly



Needs to be protected



Name



IP Address



Birthday



Work Title



Email Address



Home Address



Employee Number



Work Address



Ethnicity & race



Religion



Biometrics



Gender & Sexual Orientation



Health Data



Geolocalization



Bank & Credit Data



Social Security, National ID or Similar

Examples, not a comprehensive list



SENSITIVE PERSONAL DATA

Information that if revealed can make an individual vulnerable to harrasment, threat or lead to fraud



Needs to be *more* protected



A ZERO INCIDENT CULTURE STARTS WITH US!!

BE SURE TO:



Create secured file link when sharing with Eaton requestors and HRS team members



Utilize File and Password naming convention for enhanced User Experience and ease of use

Password protect files that contain sensitive information and files being shared with External parties



Save files to HRS SharePoint for Record retention adherence



CHECK OUT THE HRS DATA PRIVACY SHAREPOINT SITE REFERENCE DOCUMENTS FOR WORK INSTRUCTIONS AND JOB AIDS

work safely prevent incidents reduce risk
We choose ZERO
remove hazards protect co-workers



IDENTIFY

Type of data and how to protect it



ESCALATE

Ask questions until you are sure how to manage the data



REPORT

If something doesn't seem right, report it

Zero Incident Culture 零事故文化

How to identify a Data Incident and Report Out?

如何识别数据事故并报告?



A Data/Report that includes **Personal Data** is exchanged without password protection- submitted to HRS by requestor or sent out by HRS.
包含个人敏感数据的文件/报告发送的时候没有加密



A Data/Report or hidden fields on spreadsheet that includes **Personal Data** is sent to unauthorized requestor/unintended employee by HRS.
HRS将包含个人数据的数据/报告或电子表格上的隐藏字段发送给未经授权的需求方/接收方。



Employee receives incorrect pay due to HRS transaction.
因HRS导致的薪资错误



Government requirements not filed within required timelines.
未在规定的时限内提交政府要求的文件数据等。



Anytime you think data is not being handled safely.
任何您认为数据没有得到安全处理的时候。

It might be a **Data Incident**, and YOU have obligations to fulfill:

这可能是**数据事故**，您有义务履行：



IDENTIFY when ,where and how the Data Incident happened and who is affected.**确定**何时，何地，如何发生数据事故以及谁受到影响。



ESCLATE the Data Incident to your direct manager and HRS leader.**将数据事故告知**您的直接经理和HRS负责人。



REPORT the Data Incident by submitting form at this [Link](#) immediately.**通过在此链接立即提交表格来报告数据事故。**

Report person should be the one who captured the Data Incident.

发现数据事故的人有责任报告事故的发生。

EATON

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