



# 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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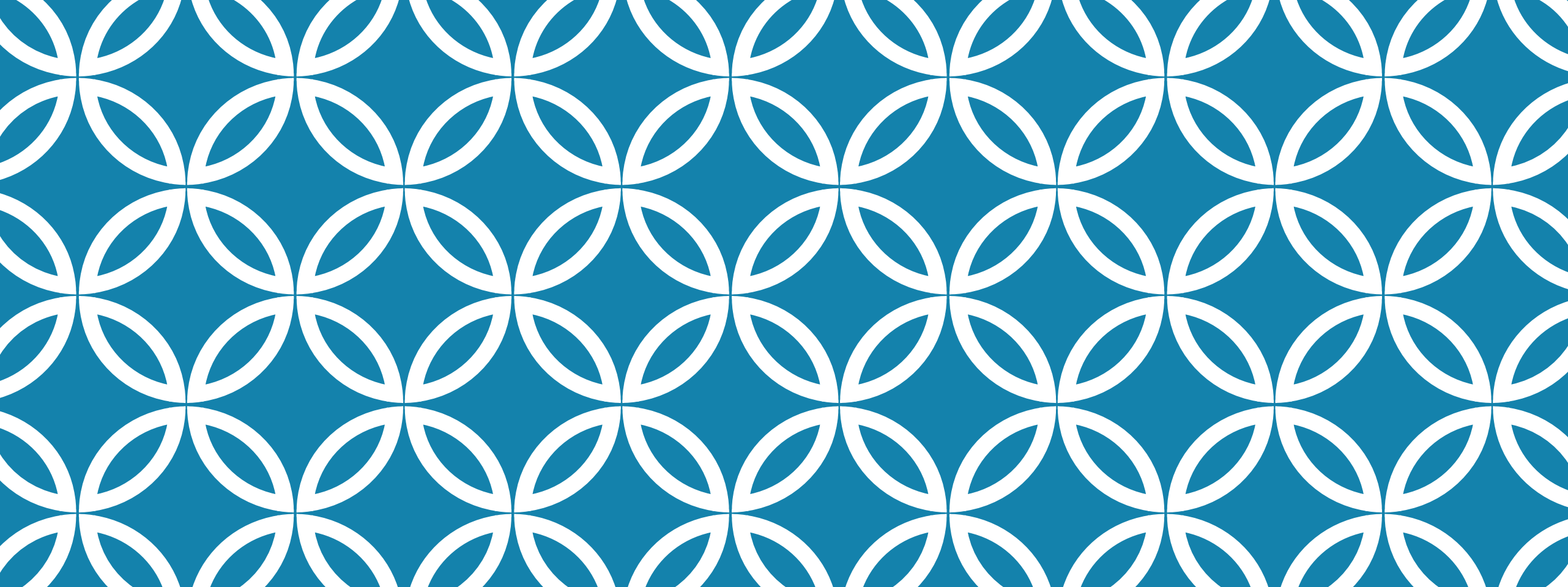


**提升人力资源共享服务中心客户体验**

**IMPROVE HR SERVICE EXPERIENCE**

**Nov. 2020**



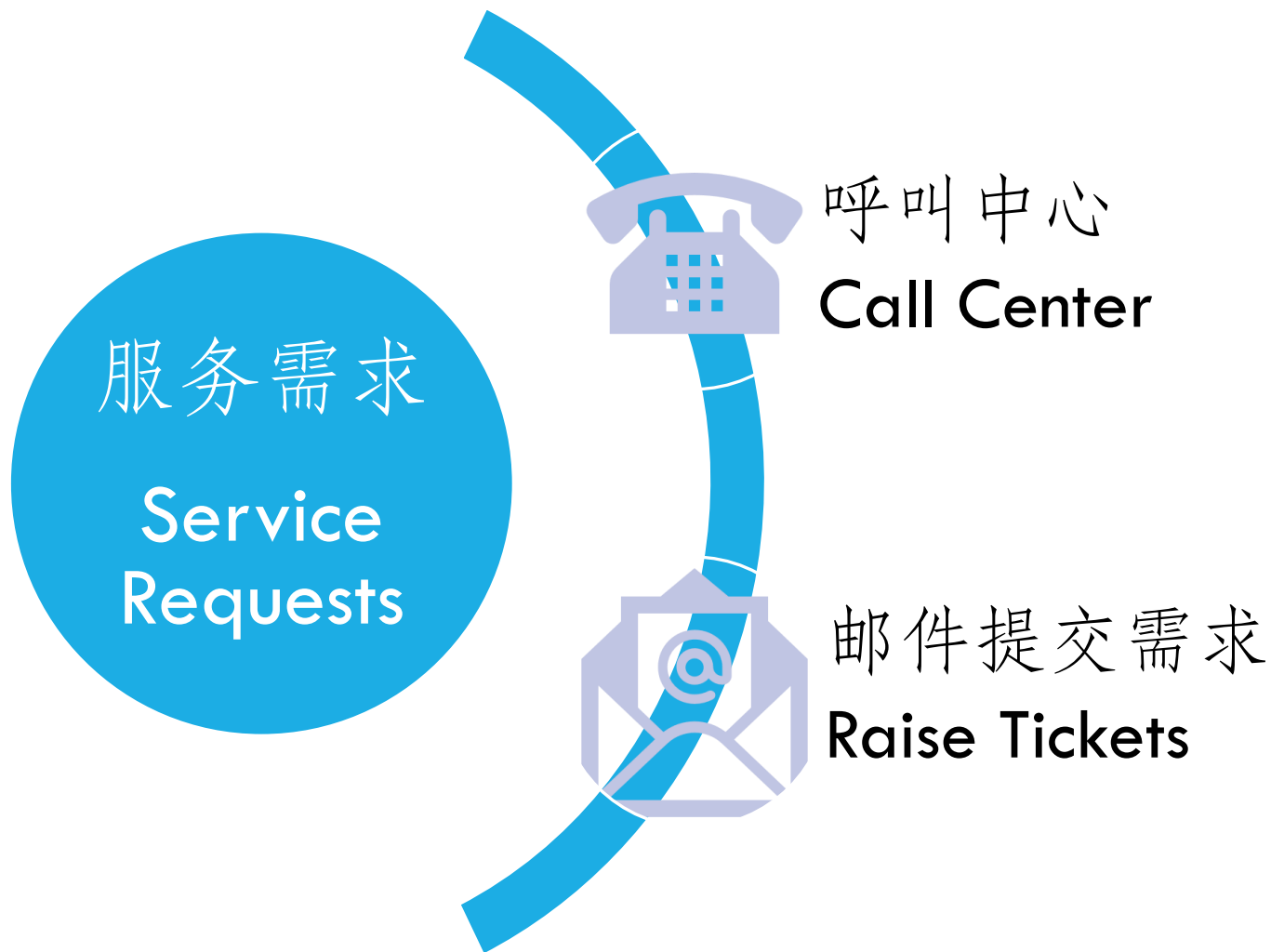


案例分享 – HR Direct 的改进

**Case Sharing – HR Direct improvements**



# 收集需求的渠道



雇佣管理 Employment Administration

工作时间 & 休假 Time & Leave

付薪 & 工资单 Payroll & Pay slip

福利 & 健康 Benefits & Health

薪酬 Compensation

发展 Development

学习 Learning

招聘 & 入职 Recruitment & Onboarding

非人力资源 Non-HR

# CI: 提升HR热线的客户体验

问题描述…

## 问题描述

大量由于等待过久而导致的未接电话对大中华区热线服务团队的绩效产生负面影响，并引起客户投诉

## 团队目标

定义理想的热线电话设置以改进客户体验，同时减少与大中华区未接来电数量，提高热线服务团队的绩效表现

1

Form the Team

2

Understand the Problem

3

Contain  
the Problem  
and Restore  
Basic  
Conditions

4

Perform Root  
Cause Analysis

5

Propose and  
Plan Corrective  
Actions

6

Develop and  
Validate the  
Corrective  
Actions

7

Implement and  
Follow-Up the  
Results

8

Prevent  
Problem  
Recurrence

9

Horizontal  
Expansion

# CI: 提升HR热线的客户体验

## 总结...



### 对客户来说:

- 在热线电话上等待太久的不良客户体验  
Bad customer experience on **waiting too much time** on the hotline
- 有时甚至无法联系到HR热线  
Sometimes even **can not get contacted** to HR Hotline

### 对HR来说:

- 客户满意度调查得分低  
**Low score** on the client satisfaction survey
- 大量的未接来电对HR热线服务的绩效产生负面影响  
The amount of missed calls make a **negative** impact on HR Direct **performance**

问题描述



- 在热线电话相关服务介绍信息中, 工作时间是**8:30-17:00**且没有休息时间的信息, 这与实际情况有所不同。  
In the hotline, the **working time is 8:30-17:00** without break time information, which is different from the actual situation.
- 热线电话的分机和热线服务同事的分机之间没有直接连接, 热线拨入者并不知道热线服务同事正同时与他人通话中。  
There's **no linkage between hotline extension and tier 1's own extension**. So the caller has no idea tier 1 is busy on our line.

语音信箱功能(EWT) 在中国运行效果不佳。  
Voicemail functionality(EWT\*) **doesn't work well**.

- 人力资源团队会议时没有替代热线服务同事。  
**No backup** in HR team activity
- 客户无从知晓他们的排队进度。  
Clients **can't know where they are in the queue**

清晰的根本原因



- GPD与所有LPD达成一致, 采取必要的步骤让GIM使其落实到位。我们的目标是在共享服务中心内部就如下推荐性设置达成一致:

- 移除语音信箱功能的EWT设置 (预计等候时间)
- 所有热线拨入者在等待2段45秒的时间后, 直接进入语音信箱\*

GPD aligns with all LPDs and take necessary steps to get it in place by GIM. The ambition is to align cross SC with the recommended set up as follows:

- Remove EWT (Estimated Waiting Time)
- Offer voicemail to all clients after **2x45 seconds\***

- 重新录制热线录音, 告知可以语音留言  
Re-record the hotline recording
- 确定电话回拨标准作业流程  
Determine the phone calling back SOP

解决方案

**EWT:** System calculates it based on average of all calls waiting time from midnight to midnight (24 hours) last day automatically. It depends on number of calls per day and how long the waited in the queue  
**2x45 seconds** = 2x30 seconds MOH + 'agents busy' recordings

# CI: 提升HR热线的客户体验

下一步是什么...

## 客户

01

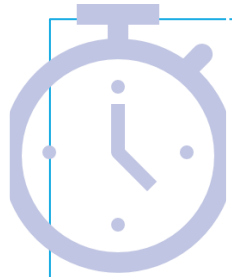
- 与目标员工进行有关其语音邮件体验的调研  
Have a survey with target employees about their experience about the voicemail

## HR

- 通过数据分析，查看未接电话率是否有任何改善  
See if any improvement on Handle Ratio via data analysis
- 再次检查操作是否正确  
Double check the operation is conducted in the correct way
- 每一个未接来电都将触发一封通知邮件  
Email notice for every missing call for further track

02

# PROVIDE WORLD CLASS SERVICE



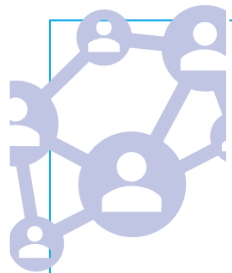
按时解决问题

**On time Resolution**



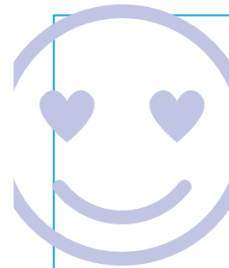
**Low Priority**

低优先级



一级问题解决率

**Tier 1 Resolution**

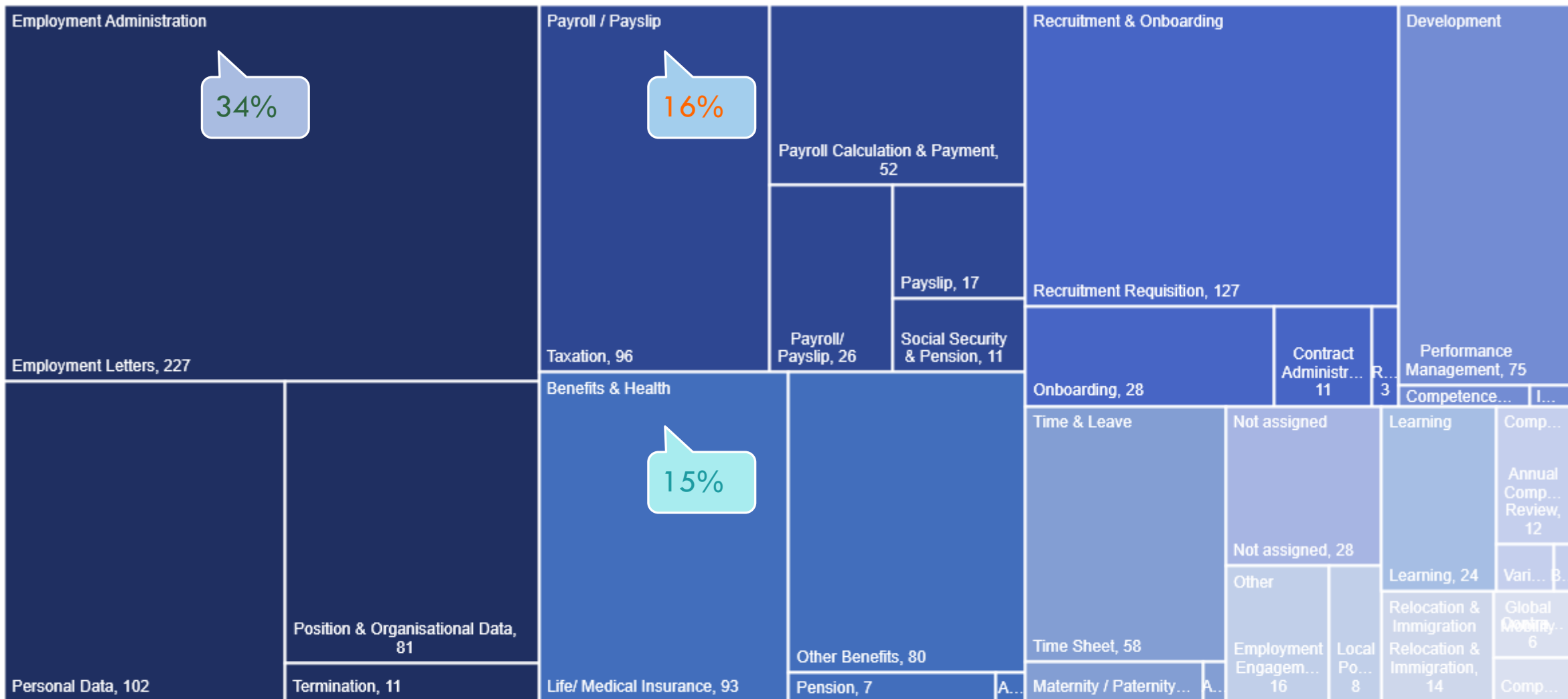


**Client Satisfaction**

客户满意度

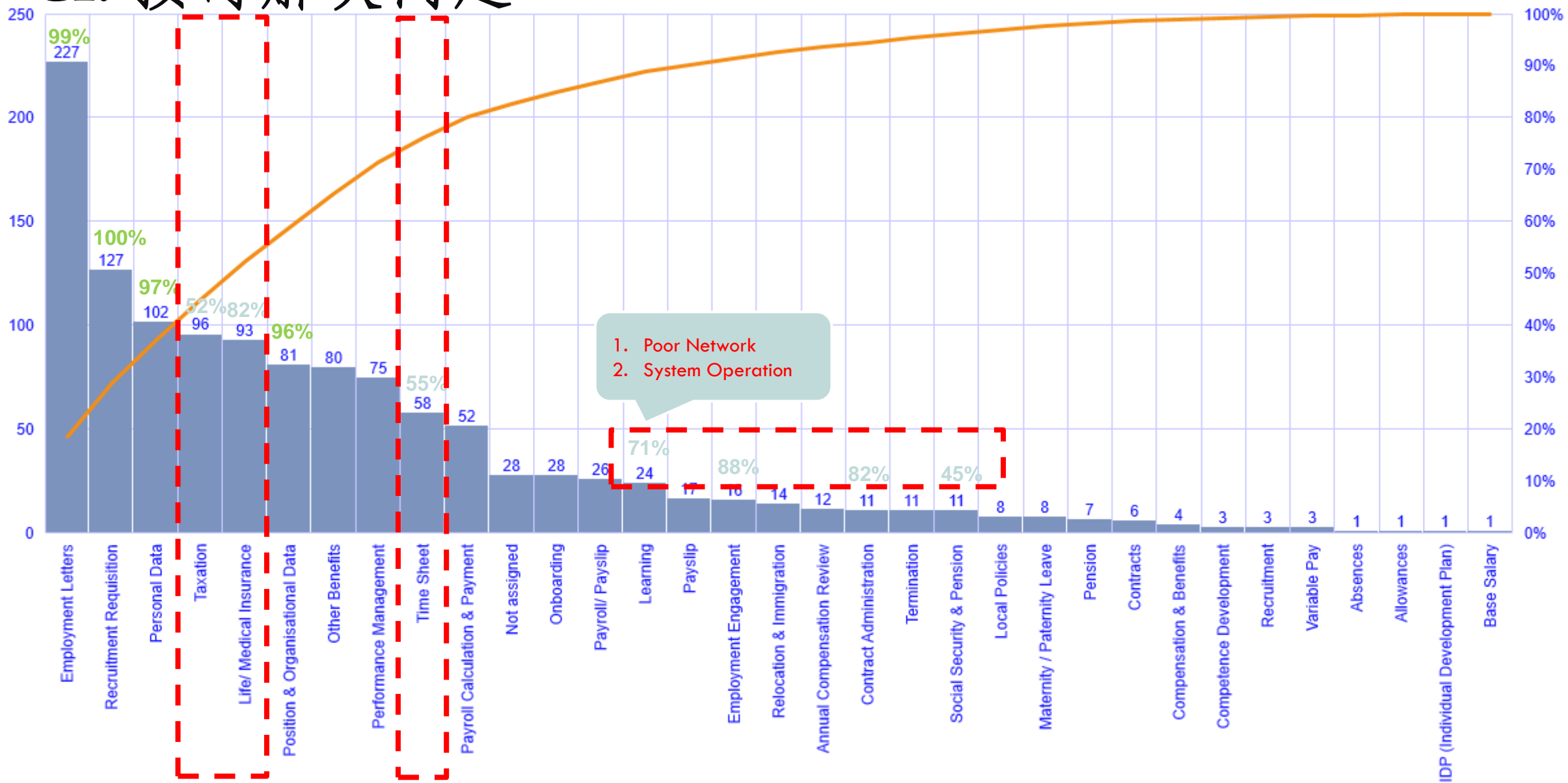
# CI: 按时解决问题

Total Ticket: 1235



- Employment Administration
- Payroll / Payslip
- Benefits & Health
- Recruitment & Onboarding
- Development
- Time & Leave
- Not assigned
- Other
- Learning
- Compensation
- Relocation & Immigration
- Global Mobility

# CI: 按时解决问题



# CI: 按时解决问题

| Subcategory | Jan | Feb | Mar  | Total | Apr  |
|-------------|-----|-----|------|-------|------|
| Taxation    | 73  | 14  | 9    | 96    | 10   |
| Compliant   | 30  | 11  | 9    | 50    | 10   |
| %           | 41% | 79% | 100% | 52%   | 100% |

| Subcategory | Jan | Feb | Mar | Total | Apr  |
|-------------|-----|-----|-----|-------|------|
| Time Sheet  | 27  | 10  | 21  | 58    | 13   |
| Compliant   | 9   | 5   | 18  | 32    | 13   |
| %           | 33% | 50% | 86% | 55%   | 100% |

| Subcategory             | Jan | Feb | Mar | Total | Apr  |
|-------------------------|-----|-----|-----|-------|------|
| Life/ Medical Insurance | 22  | 15  | 56  | 93    | 17   |
| Compliant               | 17  | 11  | 48  | 76    | 17   |
| %                       | 77% | 73% | 86% | 82%   | 100% |



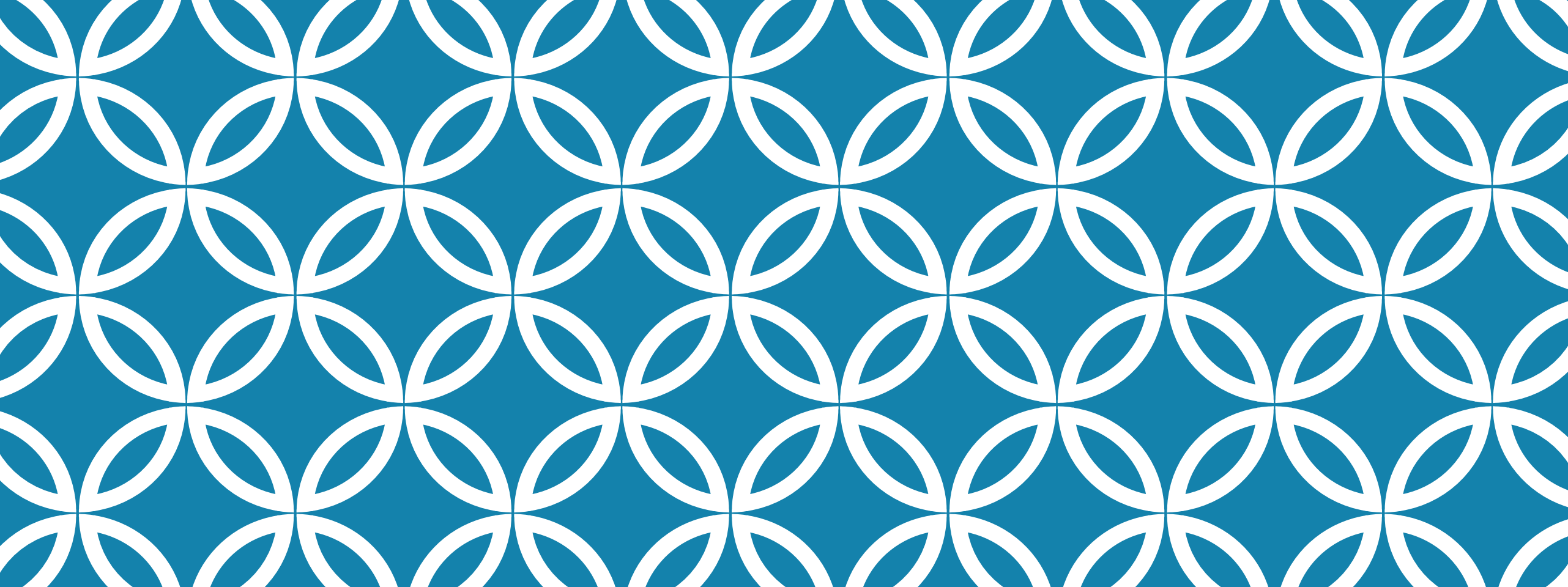
|                    | Jan | Feb | Mar | Apr |
|--------------------|-----|-----|-----|-----|
| Payroll Specialist | 114 | 41  | 56  | 37  |
| Compliant          | 42  | 20  | 53  | 36  |
| Total              | 490 | 287 | 458 | 337 |
| Ticket %           | 23% | 14% | 12% | 11% |
| Compliant %        | 37% | 49% | 95% | 97% |



| Priority | Avg Lead Time(D) | Ticket |
|----------|------------------|--------|
| Normal   | 4.08             | 5      |
| Low      | 5.13             | 6      |
| Low      | 16.37            | 6      |



94%



案例分享 - 入职体验优化

**Case Sharing -**

**Onboarding Experience Optimization**



# CI: 新员工入职体验优化

## 项目章程 Project Charter

| 总体项目目标  |
|---|
| <p><b>描述问题或机遇</b></p> <p>利乐公司的目标是通过多个职能部门、新员工及其直属经理之间的协作，为新员工提供良好的就职体验和对公司的快速适应。尽管有Global的指导意见，但是大中华区的当前流程仍然缺乏一致性和清晰的R&amp;R。发展体系仍需通过逻辑和实际架构进行重新设计。</p> <p><b>预期达成</b></p> <ul style="list-style-type: none"> <li>整合从入职到发展的流程</li> <li>为新员工和直属经理补充明确的指导</li> <li>优化新员工发展路线图，以提高敬业度</li> </ul> |

| 承诺收益   |
|--|
| <ul style="list-style-type: none"> <li>新员工入职和发展的整合化流程</li> <li>在新员工体验过程中每个职能提供的清晰指导</li> <li>新员工的素质发展和敬业度</li> </ul> |

| 承诺其他关联性项目   |
|---|
| <ul style="list-style-type: none"> <li>Global入职培训和本土亚太地区在线入职培训</li> <li>DL项目</li> </ul> |

| 项目范围   |
|--|
| <p><b>项目范围内:</b></p> <ul style="list-style-type: none"> <li>新员工入职流程的有效性</li> <li>新员工敬业度等级</li> <li>HR、新员工和新员工经理在每个入职环节中的角色和分工</li> </ul> <p><b>职能范围外:</b></p> <ul style="list-style-type: none"> <li>其他职能部门的流程</li> <li>向新员工的直属经理发送的报告/提醒</li> </ul> |

| 受影响的流程和组织  |
|--|
| <p><b>受影响的流程</b></p> <ul style="list-style-type: none"> <li>入职流程和新员工入职培训实施</li> </ul> <p><b>受影响的区域</b></p> <ul style="list-style-type: none"> <li>亚太大中华区市场</li> </ul> <p><b>受影响的运营单位/组织/人群</b></p> <ul style="list-style-type: none"> <li>新员工和直属经理</li> <li>入职流程责任人</li> <li>业务部门和工厂的相关协调同事</li> </ul> |

| 项目管理     |  |
|----------|--|
| 项目       |  |
| 指导小组主席   |  |
| 其他指导小组成员 |  |
| 业务项目负责人  |  |
| 工作小组     |  |

| TG分析和计划批准* |                          |
|------------|--------------------------|
| 计划指导小组     | <input type="checkbox"/> |
| 全球流程讨论会    | <input type="checkbox"/> |
| 变革 & 能力委员会 | <input type="checkbox"/> |

| 费用 (k€) / 员工(hrs) |  |     |
|-------------------|--|-----|
| 整体费用              |  | 已花费 |
| 员工小时数             |  | 已使用 |



| Estimated tollgate               | 2020-1  | 2020-1  | 2020-1 to 2020-2   | 2020-2 to 2020-3  | 2020-4 to 2020-6  | 2020-6 to 2020-12  |
|----------------------------------|---|---|--|---|---|--|
| <b>Deliverables (+ Comments)</b> | <ul style="list-style-type: none"> <li>成立委员会</li> <li>确认项目范围</li> </ul> | <ul style="list-style-type: none"> <li>了解当前入职流程中的R&amp;R</li> <li>分析新员工的需求优先级</li> <li>巩固现状并评估差距</li> </ul> | <ul style="list-style-type: none"> <li>重新设计发展体系</li> <li>入职流程补充</li> <li>参考标准统一</li> </ul> | <ul style="list-style-type: none"> <li>新员工入职和发展流程集成</li> <li>发展规划</li> <li>R&amp;R检查表和参考标准统一</li> </ul> | <ul style="list-style-type: none"> <li>项目实施时间线</li> <li>变化管理</li> <li>沟通计划</li> </ul> | <ul style="list-style-type: none"> <li>上线 (2020-07)</li> <li>计划实施反馈(2020-09)</li> <li>评估计划优化的有效性 - 对新员工进行事后调研</li> </ul> |

# CI: 新员工入职体验优化

了解入职流程，倾听新员工声音

Understand the onboarding process and voices from new hires



分析新员工入职  
调研结果  
**Analyze new  
hire onboarding  
survey result**



分析员工敬业  
度调研结果  
**Analyze EES  
result**



分析新员工的  
**HR**服务需求  
**Analyze HR  
ticket  
distribution  
from new hire**



对**HR**内部流程负  
责人进行面谈  
**Interview process  
owners within HR**



外部对标  
**External  
benchmarking**

# CI: 新员工入职体验优化

新员工入职调查 回复率 Response Rate : 66.7% (54/81)

## 显著发现 Highlight

- 总体评价得分是4.4 (1-5)  
Overall evaluation score is 4.4(1-5)
- 与人力资源/人员领导的沟通使入职前体验令人满意  
**Pre-onboarding** experience is satisfactory with communication from HR/people leader
- 98%的伙伴分派制度获得新员工认可  
98% **buddy** assignment and new employee recognize it
- 直属经理发起定期面谈支持新员工 98%  
**Regular review** initiated by line manager to support new employee
- 在线/课堂入职培训完成率达到89%  
89% online/classroom **Induction completion rate**
- 83%的新员工认可新员工培训(11%的新员工加入公司不满三个月还未加入新员工培训)  
83% new employee recognized **NEO**(11% joined company less than 3 months who didn't join NEO yet)

## 挑战 Challenge

- 硬件和授权 **Hardware and authority**
  - 第一天有42%的新员工未安装笔记本电脑/智能卡或相关授权/软件  
42% new employee didn't get laptop/smart card or related Authority/software installed at first day
- 试用期审核 **Probation Review**
  - 17%的新员工不清楚自己试用期的绩效目标  
17% new employee not clear about his probation performance target
- 入职培训 **Induction**
  - 迄待覆盖早期入职培训以及其它主题的反馈  
Feedback for an earlier Induction and additional topics to be covered

# CI: 新员工入职体验优化

## 外部入职最佳实践

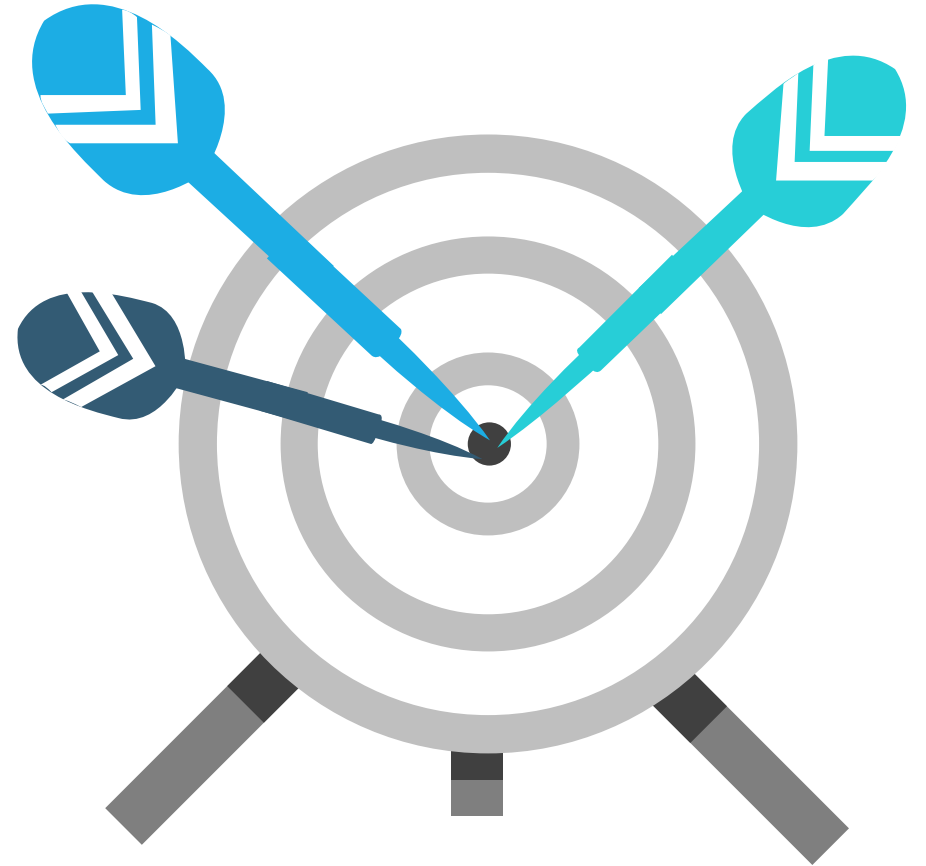
|                         | 外部趋势 External Trend   | 反思 Reflection   |
|-------------------------|---|---|
| 入职前<br>Pre-Onboarding   | <ul style="list-style-type: none"> <li>• 邮件联系 Email contact (82.1%)</li> <li>• 体检通知 Health check(74.9%)</li> <li>• 定期电话沟通 Regular call(60.6%)</li> <li>• 业务管理者针对业务项目进展进行实时沟通 Business project update(33.1%)</li> <li>• ...</li> </ul>   |   |
| 入职培训<br>Onboarding Day  | <ul style="list-style-type: none"> <li>• 入职计划 Onboarding Plan(40.8%)</li> <li>• 线上入职 Digital Onboarding(34.6%)</li> <li>• 关键同事会议 Meeting with stakeholders</li> <li>• 正式的欢迎仪式 Formal Welcome(37.6%)               <ul style="list-style-type: none"> <li>• 欢迎信 Welcome letter(49.7%)</li> <li>• 欢迎午餐/晚餐 Welcome lunch/dinner(44.5%)</li> <li>• 入职培训 Induction(27.1%)</li> <li>• ...</li> <li>• 公司定制礼品 Company custom gift(11.6%)</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• 对经理 For managers:               <ul style="list-style-type: none"> <li>• 入职前通信 Pre-onboarding comms</li> <li>• 欢迎午餐 Welcome lunch</li> <li>• 推荐关键同事见面会 Recommend stakeholders to meet</li> </ul> </li> <li>• 入职包 Onboard package:               <ul style="list-style-type: none"> <li>• 欢迎信 Welcome letter</li> <li>• 礼物包 Gift package</li> </ul> </li> </ul> |
| 入职后<br>After Onboarding | <ul style="list-style-type: none"> <li>• 入职培训 Induction(98.9%)               <ul style="list-style-type: none"> <li>• 预调研或面谈 Pre-survey or interview(50.1%)</li> <li>• 混合式学习 Blended learning</li> <li>• 差异化促进者针对差异化主题 Diff facilitators for diff topics</li> </ul> </li> <li>• 导师制 Mentorship (42.1%) 和伙伴 buddy (27.9%)</li> </ul>   |   |

# CI: 新员工入职体验优化

## 需要优化的区域

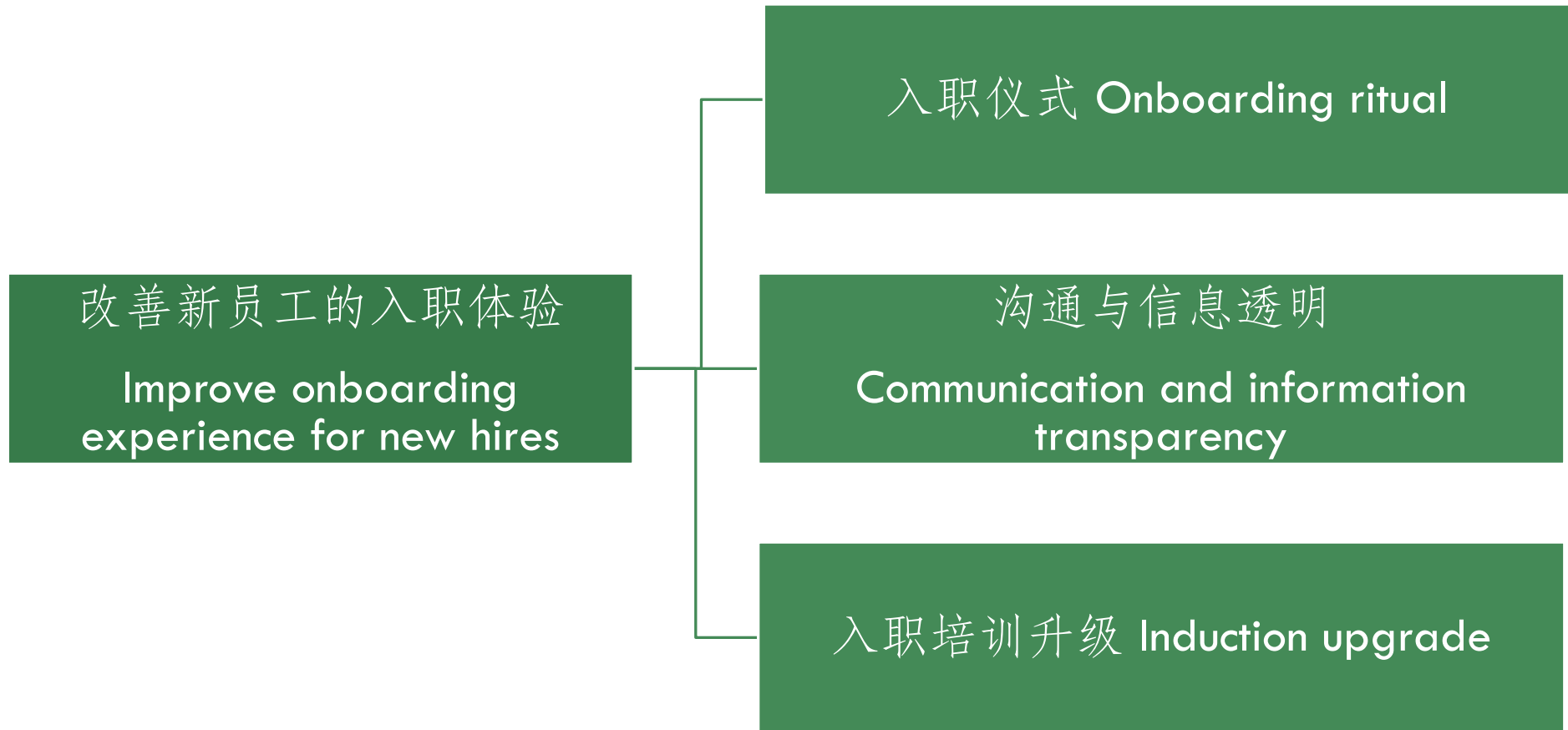


- 新员工无法及时获得办公设备（PC，智能卡，系统访问权限等）以开始工作  
New hires cannot get office equipment ( PC, smart card, system access etc.) ready timely to start working
- 新员工并非总是及时沟通或在多渠道资源中迷失  
New hires are not always timely communicated or get lost from multi-channel resources
- 新员工/经理不清楚他们的（试用）绩效目标  
New hires/Managers are unclear about their (trial) performance objectives
- 当前本土的入职培训未涵盖一些相关的主题  
There are some topics of interest not covered in current Local Induction



# CI: 新员工入职体验优化

项目目标



# CI: 新员工入职体验优化

## 行动方案

01

新员工常见问题快速指南/经理清单  
**New Hire FAQ quick guide/ Manager  
Checklist**

02

绩效/ 试用期回顾沟通  
**Performance/ Probation Review  
Communication**

03

本土入职培训  
**Local Induction**

# CI: 新员工入职体验优化

新提议

**C** = 持续改进

入职前 Pre-onboarding

入职当天 Onboarding Day

入职后 After Onboarding

myLink中的经理清单  
Manager Checklist in  
myLink **C**

电脑和智能卡准备  
PC and smart card  
preparation

入职包中的欢迎信  
Welcome letter in  
Onboard Package

入职包中新员工常见问题解答  
New Hire FAQ in Onboard  
Package & Orbis **C**

更新的礼物包 Refreshed  
gift package **C**

给新员工的试用期回顾通知  
Probation review notice to new  
hire

通知新员工携程旅行账户  
C-trip account notification to  
new hire

Webex NEO  
- 更新架构和平台 Update the framework  
and deck  
- 对培训员的职业培训师培训 TTT to  
rotated trainers **C**

F2F 新员工入职培训  
- 更新架构 Update framework  
- 吸引新员工和培训师（每日测验和回顾、优胜  
者礼物、培训师投票） Engage new hire and  
trainers (daily quiz and review, winner gift,  
favorable trainer vote) **C**

\* 招聘人员和人力资源部将在经理清单/新员工常见问题解答中获得赋能。