



云时代的HR共享服务2.0

解决方案总监
侯菲律

CDP集团
Solution Director
Phil Hou

侯菲律 先生 方案总监



侯菲律先生现任CDP集团解决方案部门总监

拥有十多年供职于国际和本地顾问公司的咨询服务和团队管理经验，专长领域在通过信息化手段，进行管理流程优化，多模块、多应用系统集成，及HR共享服务中心建设和人力资源流程外包方案设计

作为CDP方案团队的首位成员，参与创建了业务流程外包服务模式 and 实施团队，及质量标准和服务水平的规范制定

领导的创新方案包括：

国内第一个基于SAP HR平台BPO服务的成功案例

国内第一家事业单位和高校的SAP HR实施案例

国内第一家SAP电子招聘实施案例等

参与的项目类型包括人力资源业务流程外包、人力资源管理咨询、业务流程优化、SAP和Oracle等系统实施。主要涉及零售、金融、制造、贸易、物流、教育等行业

毕业于上海交通大学人力资源管理专业

HR共享服务的升级——追求整体成本效率的提高



中国企业共享服务建设的驱动力

Business drivers for shared services in China

Multinationals

Drivers:

- Consistency
- Economies of scale
- Standardisation
- Enhanced service levels
- Better control and transparency

State-owned enterprises

Drivers:

- Access to global best practice or advanced technology
- Process improvement
- Globalization

Privately owned enterprises

Drivers:

- High growth and expansion
- Being strategic
- Cost efficiency
- Globalization

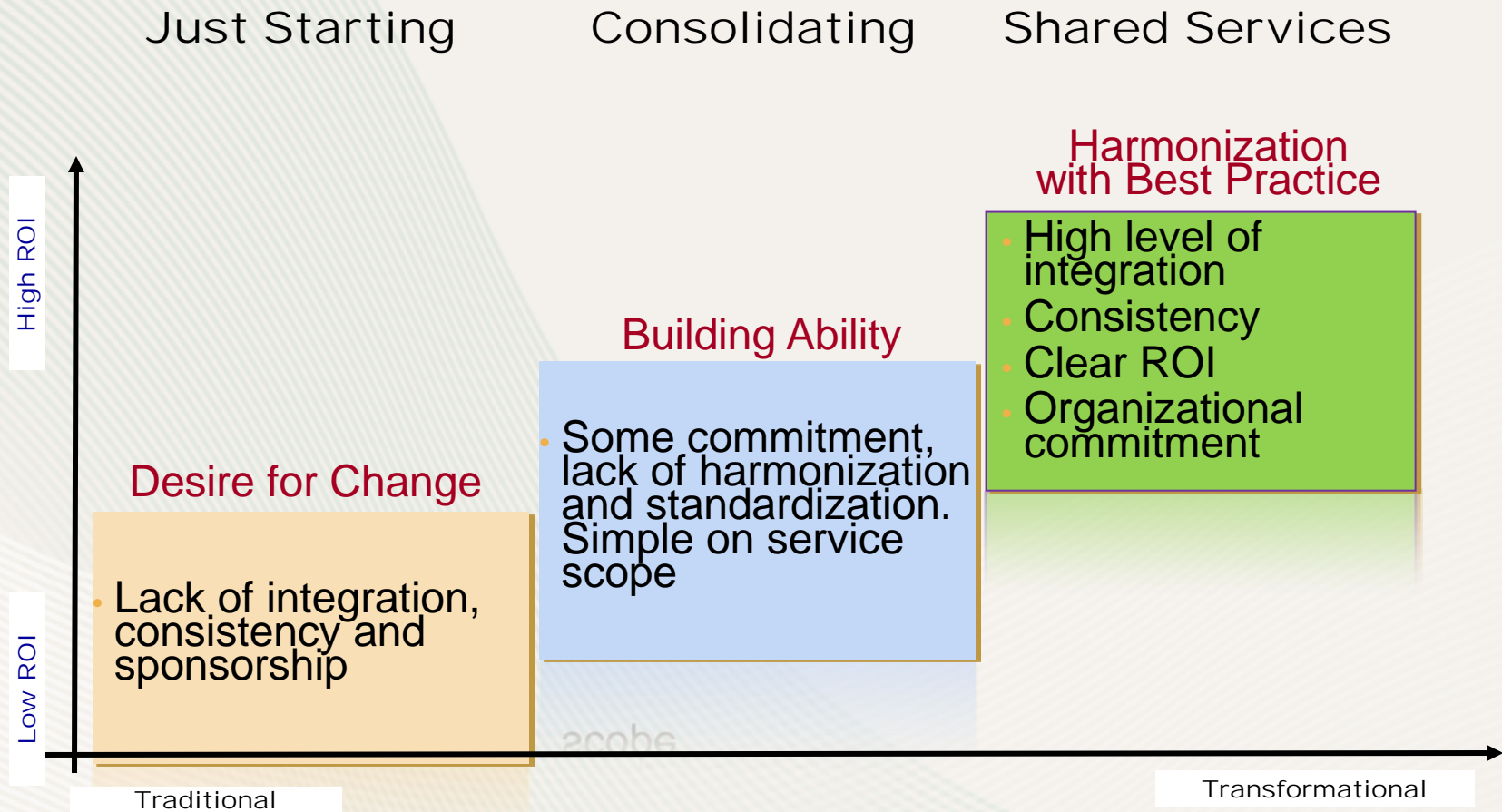
Necessities

**Absolute management
commitment**

**Organisation-wide
restructuring**

**Transformation mindset in
corporate culture**

共享服务并不仅是“合并”



合并只是第一步.....

Stage I Consolidation

- Focused on bringing processes and systems under one roof
- Located near Corporate or major customer
- Viewed as part of Corporate
- Centralization rather than true shared services
- Disparate IT systems
- Relationship with Customers characterized by anger and conflict
- Silo based organization
- Cost Focused - clerical skills and processing efficiency
- Scope restricted to pure-play transactional processes
- Funded by Corporate

Stage II Standardization

- Focused on standardization of policies, procedures and technology
- Outsourcing of non-core activities
- Informal Governance Board
- Multiple systems in use by customers
- Customer relationship managers identified
- Contact embedded in functions, some use of Contact Centers in selected functions
- Team based organization around process, sub-functions, or applications
- Functional experts
- Some performance reporting
- Service offerings defined; charge backs established

Stage III Optimization

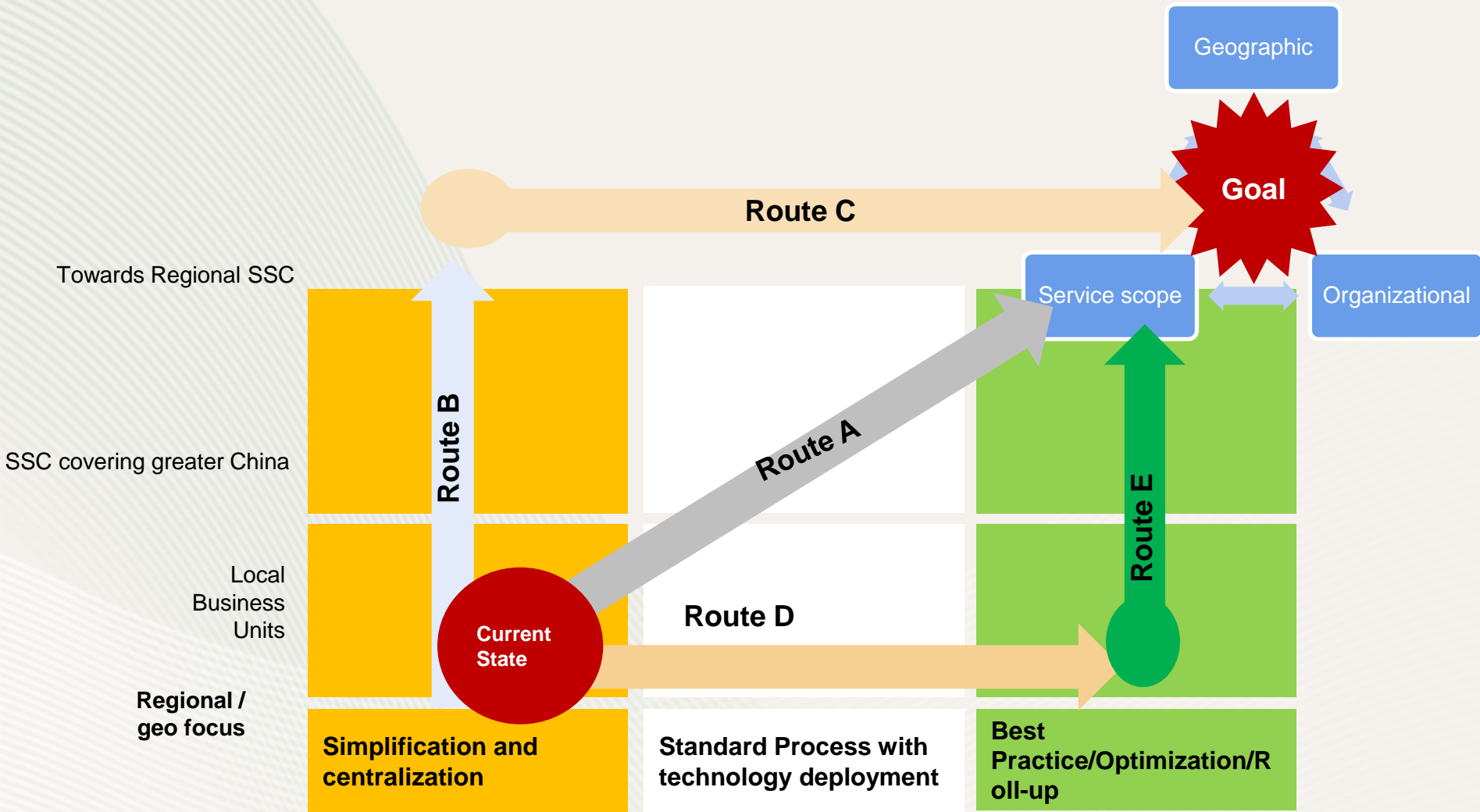
- Integration of optimized processes, technology and organization
- High degree of process improvement
- Continuous improvement imbedded
- Move to optimal location(s)
- Greater outsourcing
- Standardized enterprise system
- Use of imaging; workflow & other enabling IT tools
- Customer focused; self-directed teams
- Contact Center
- Balanced Scorecards
- Detailed SLA
- Variable pricing
- Formal Governance Board

Stage IV Virtualization

- Leverage advanced technologies
- Physical location(s) less important
- Contact Centers established to support stakeholder inquiries
- Continuous re-invention
- Expansion of services / scope including expertise services
- Open for competition with external providers; Outsource where not best-in-class; External profit center approach
- Balanced scorecards integrated to customer strategy
- Menu pricing
- SLA / strong customer focus
- Governance Board stresses expansion of SSC model
- Growth oriented business model to leverage scale
 - Marketing & Business Development team
 - R&D: new service offering development
- Optimal organizational structure



向共享服务2.0迁移的路线图



Partnering on the road to success

CDP客户共享服务整合案例的启示



从集中到共享的某客户案例

28 legal entities (7 types of data collection templates, 28 sets of data reports)



28 legal entities, Centralized by 9 regions

Payroll Data

Finance system

- Integrated with CDP system (posting account)

HR SSC

- Data validation
- Compliance
- New business requests
- SLA
- Reporting

Global HRIS

- Master data control
- Integrated with CDP system (master data)

HR SSSC

CDP SSC Service Team

- Data management, Payroll processing, tax deduction, expenses, social insurance, flex-benefit
- Policy tracking
- Report delivery
- SLA, SOP

CDP technical and system support team

- System performance
- Change requests
- ESS portal, e-leave,
- Harmonization

- 7 types of data template
- 28 sets of data reports
- Payroll rules standardization
- Complexity payroll rules
- Compliance with law and policy

- HR / EE number: 1/200
- EE Headcount: 3000
- Legal entities: 28
- HR number: 14 (exclude COE/HRBP)
- SSC: 5
- Local HR: 9
- CDP team members: 3

共享服务的流程设计与落地

附件1: CDP入职流程_薪酬外包服务、福利外包服务和CDP与外联机构或清华指定的福利服务供应商合作的服务流程

Global SAP HR Mini Master Data

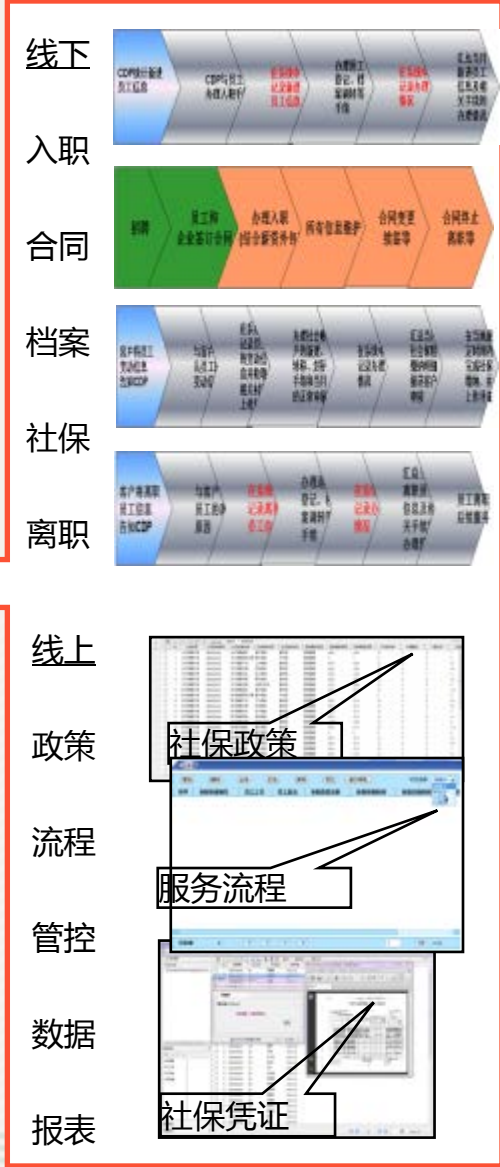
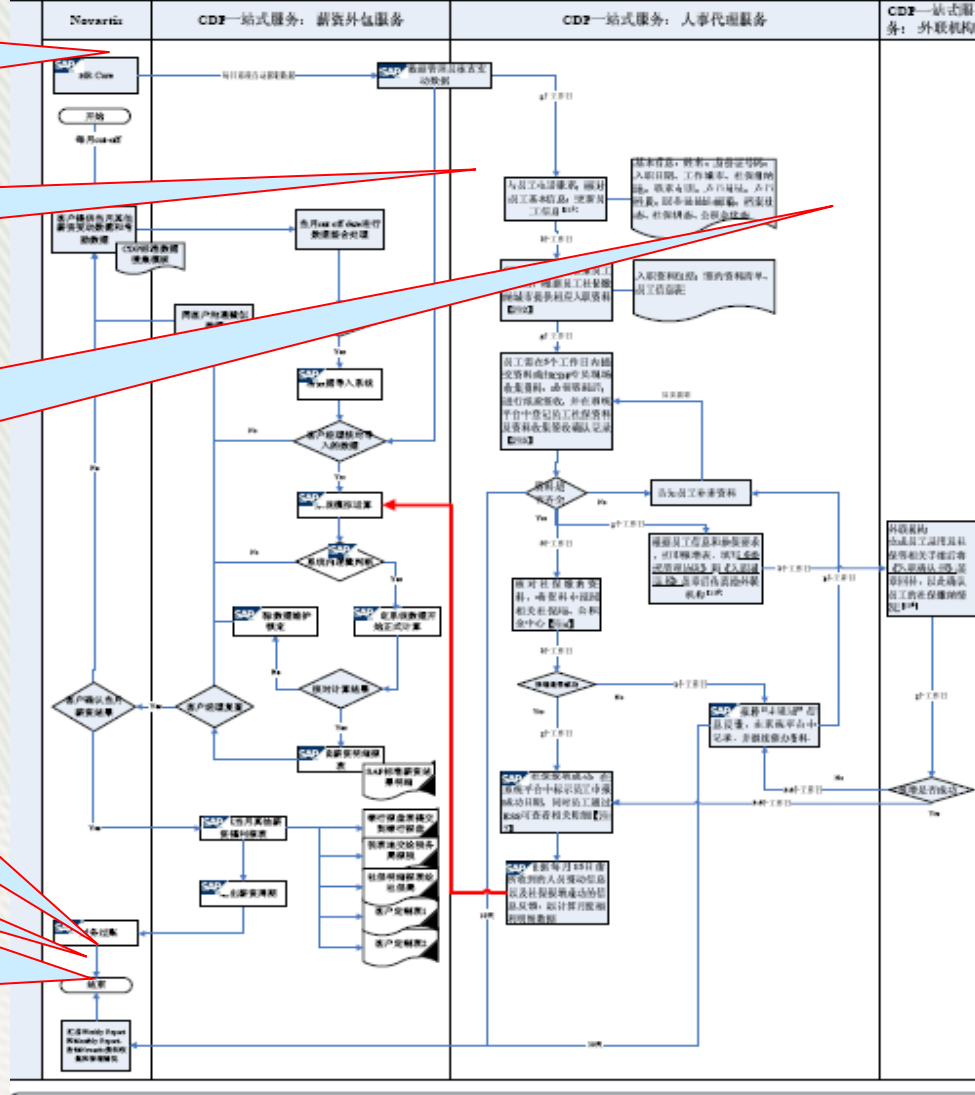
Payroll Process

Social Insurance/File Management/Supplementary Insurance

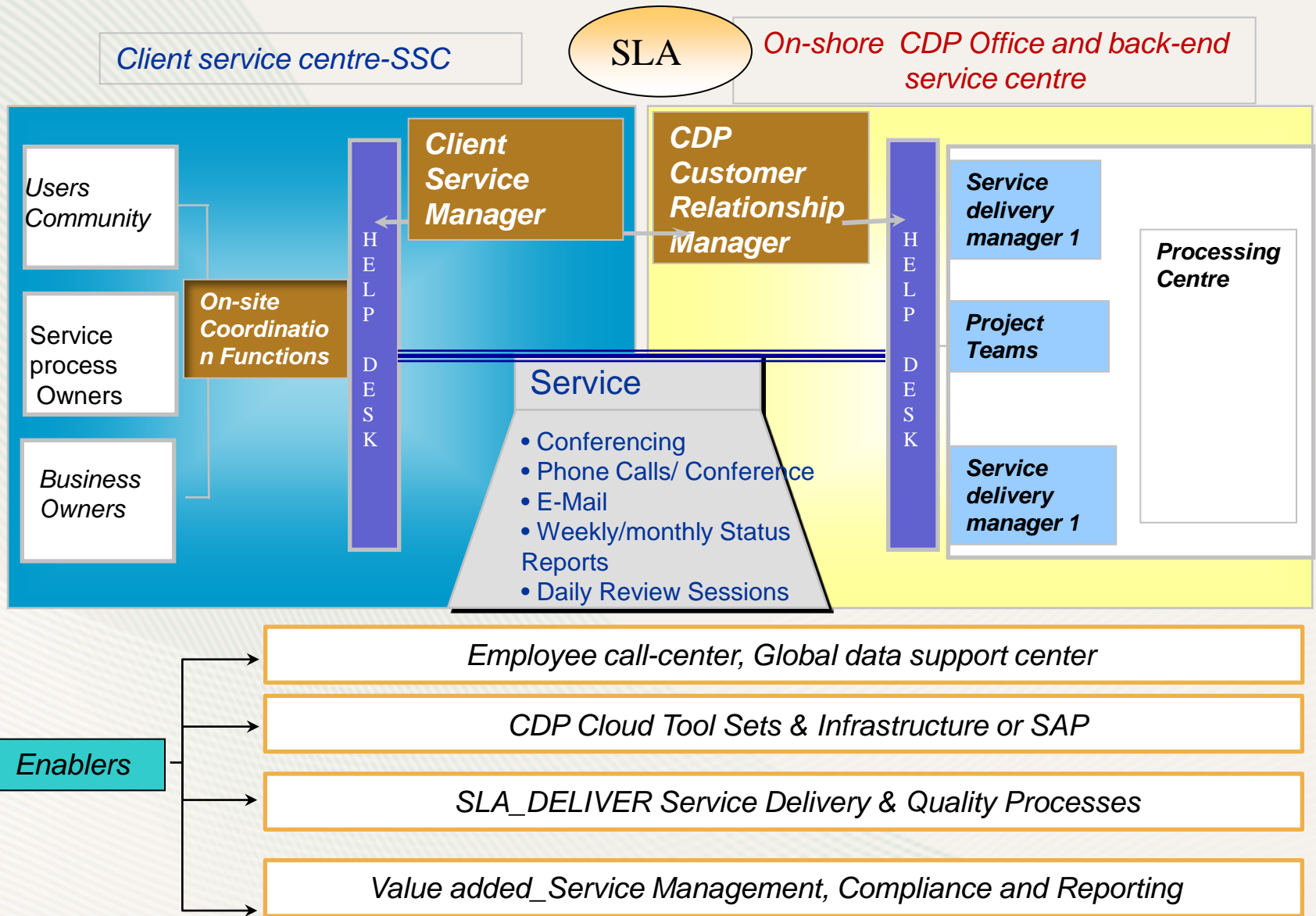
SAP FI/CO System

ESS/MSS

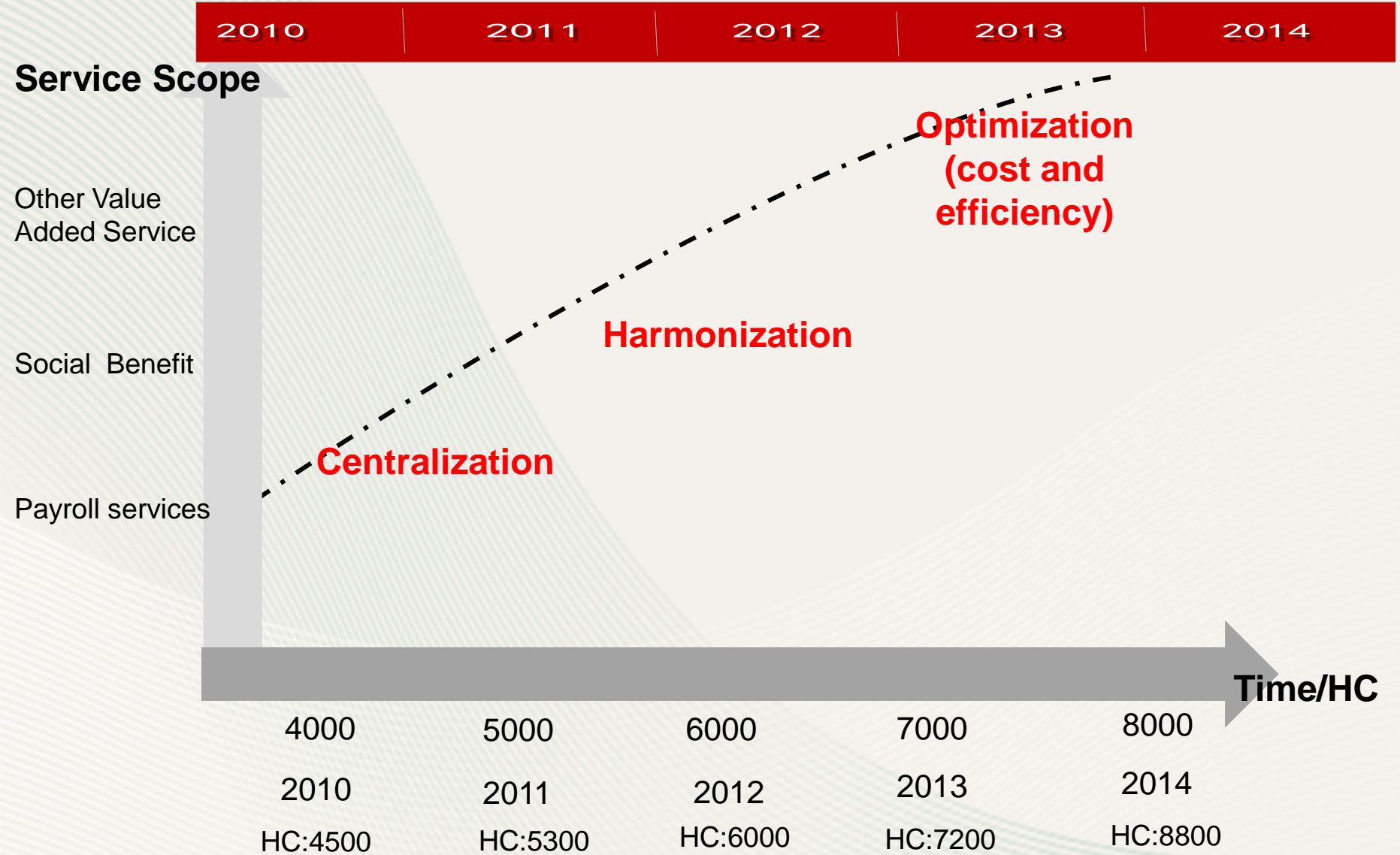
Bank/Tax Bureau/Social Insurance Bureau



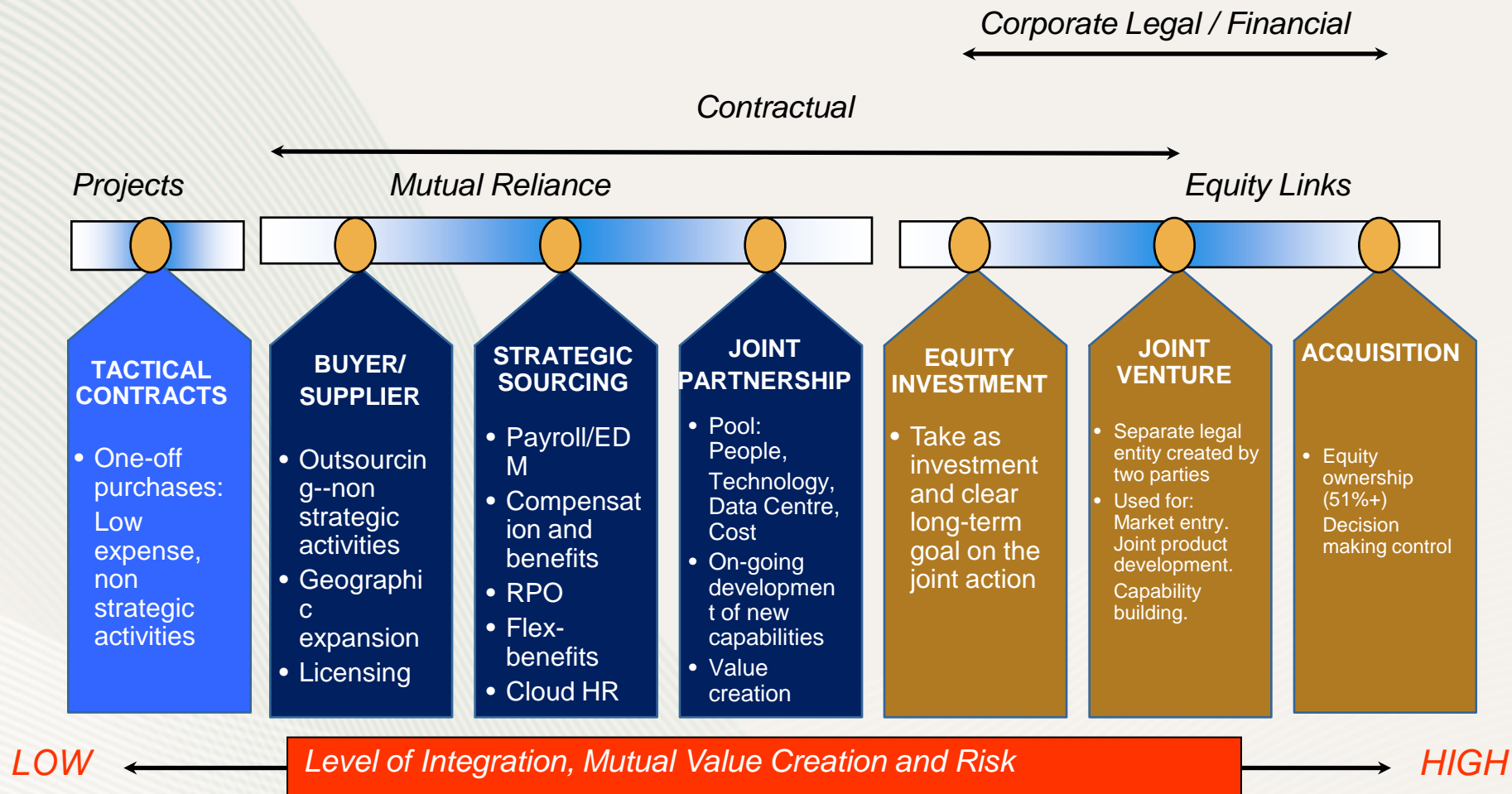
共享服务合作模式



5年共同发展道路

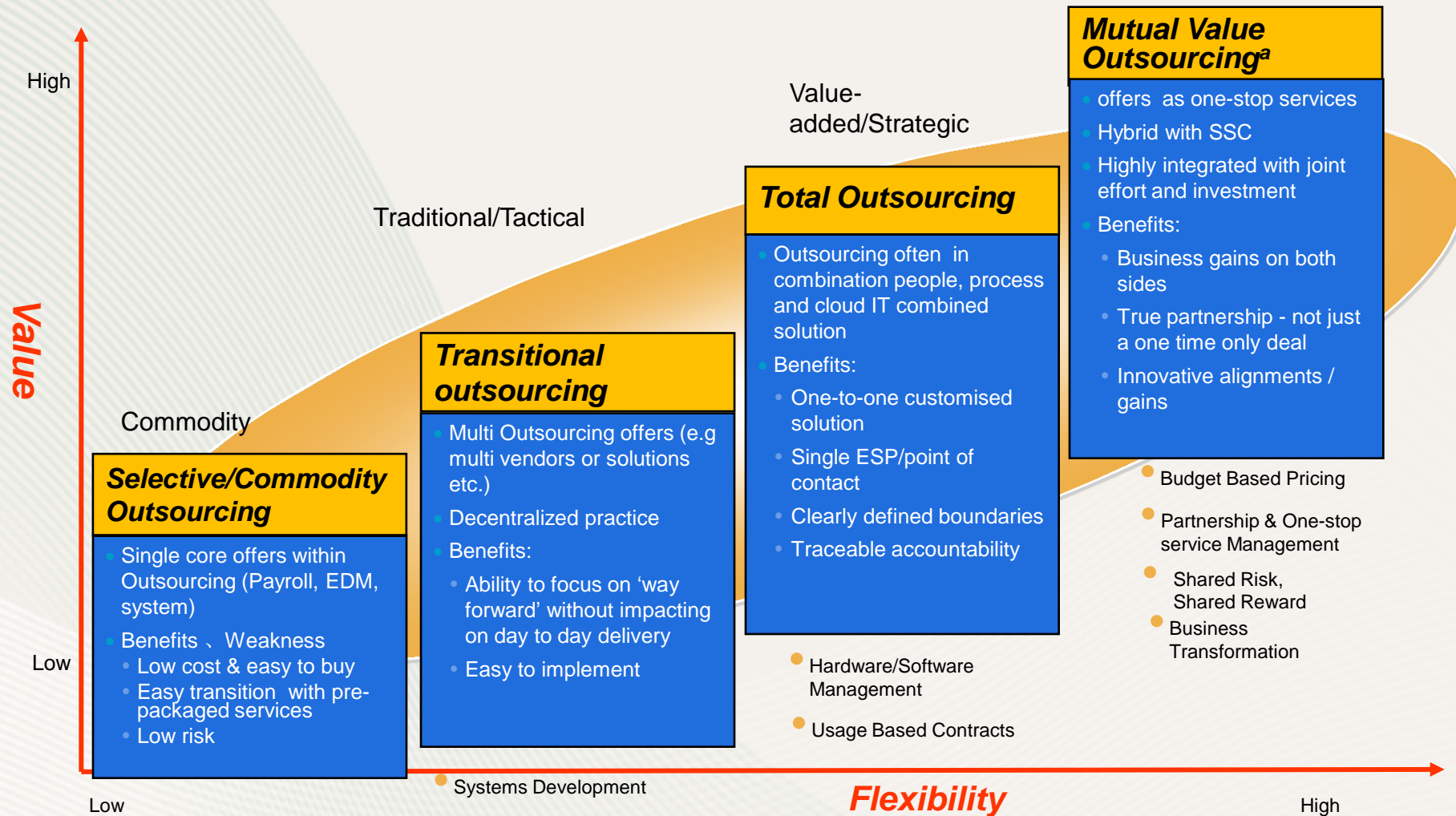


成功路上，合作伙伴尤其重要



The type of commercial vehicle depends on the strategic business need and objectives. Most can be encapsulated in a contractual agreement rather than a separate legal entity.

从传统到变革性的外包选择

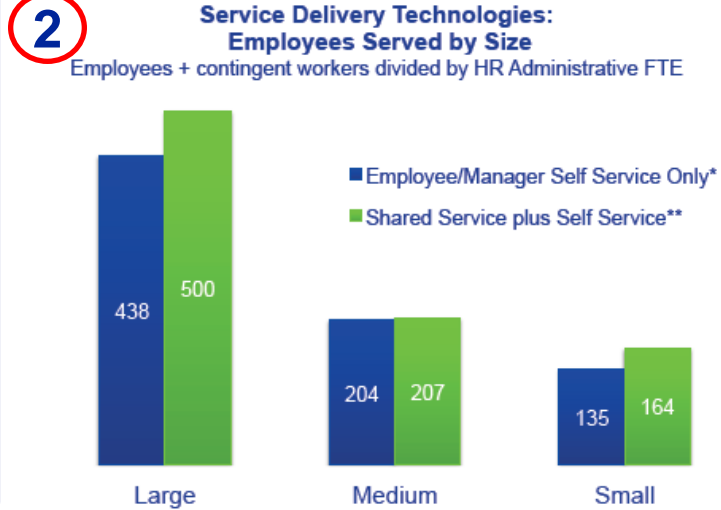
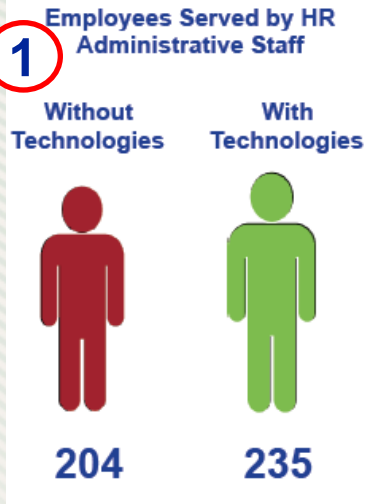


CDP SSC/Outsourcing ranges from traditional single selective services to full spectrum one-stop strategic outsourcing with option of combining with SSC strategy

云技术支持共享服务流程的差异化优势



技术解决方案对共享服务的支持

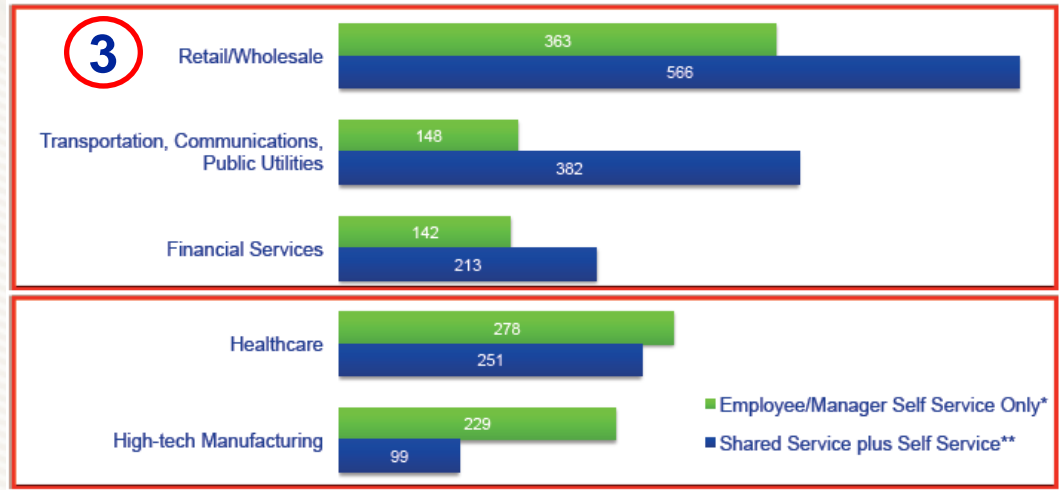


1 总体来说，信息化技术可使HR多服务**15%**员工；

2 “共享服务+信息化技术”的优势，将随着企业规模发展而越来越大；

Service Delivery Technologies' Impact on Employees Served per HR Administrative Staff by Industry

Employees plus contingent workers divided by HR Administrative FTE

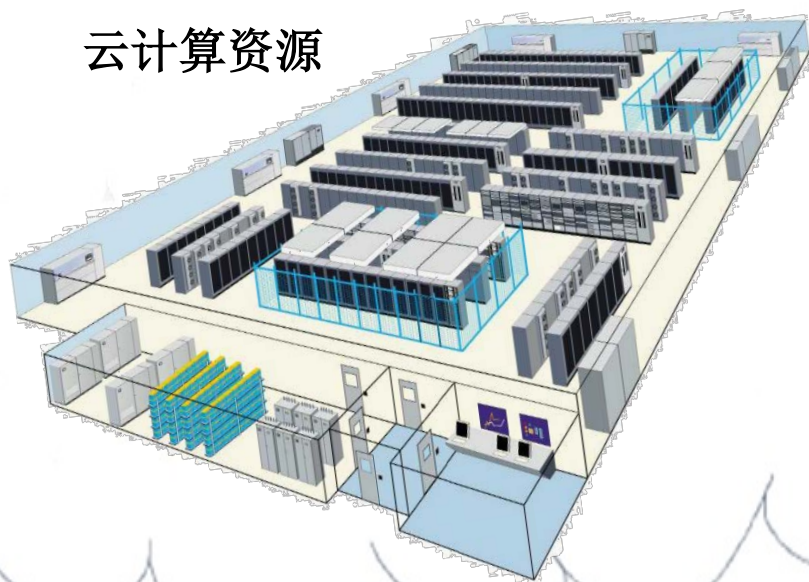


3 “共享服务+员工自助”模式，在零售、运输、电信、金融等行业的效率优势最为明显

Source: CedarCrestone 2012-2013 HR System Survey

云技术迅速通过SaaS等商业模式服务企业客户

云计算资源



用户通过互联网使用服务



用户按照使用量进行付费

30% Self-established HCM System is failed. 权威机构数据显示30%自建人力资源系统已经失败。

80%-95% SaaS Model HCM Solution is warmly welcome. 85%-95%的企业用户对SaaS模式下的HCM应用表示满意。

云技术引入HR应用的意义

真正的大规模用户支持与扩展性

业务持续性和安全性的进一步增强

标准化通用化与持续优化的平衡

超越网络与应用终端的限制

迎合沟通方式变革的时代

节能减碳的环保效益

CDP立足亚太的“云”解决方案

Sustainability

Adapt to changing business environments and requirements

Scalability

Streamline processes and quickly scale up and down

Security

Secure information, assets, resources and IP

Insight

Harness information and quickly exploit it

Mobility

Access via internet anywhere.

Speed

Right delivery method to provide right outcome at The right time

Multiple Devices for End User



Mobile PC Tablet Kiosk

Access via internet



Security Management

CDP DATA CENTER

Service Management

Integrated



3rd applications on premise or in cloud

一站式服务的整合平台

CDP CLOUD

我的桌面 | 薪资福利 | 工作日历管理

Sam Qiu
Southeast Marketing Director
Shanghai
Sam.Qiu@cdpgroup.com

历年工资增长情况

我的收入分析

● 合同工资
● 补贴
● 奖金
● 加班工资
● 公司支付社保

薪体系归属: 合同工资 | 经常性补贴 | 公积金社保计划

现状: 2013-01-01至今
类型: HHH 地区: 上海

历史: 2012-05-01至2012-12-31
类型: HHH 地区: 上海

历史: 2012-05-01至2012-12-31
类型: HHH 地区: 上海

Employee Payslip



Company:	Pay Period:
Dept:	Position:
Employee No.:	Name:
Join Date:	Pay Day:

Salary & Bouns		Social Insurance & Housing Funds	
Monthly Base Salary	0.00	Pension Insurance(EE)	0.00
Transportation Allowance	0.00	Unemployment Insurance(EE)	0.00
Housing Allowance	0.00	Medical Insurance(EE)	0.00
Meal Allowance	0.00	Public Housing Fund(EE)	0.00
OT Pay	0.00	Subtotal	0.00
Year-End Bonus	0.00		
Sign-on Bonus	0.00		
Relocation Allowance	0.00		
Service anniversary award	0.00		
Subtotal	0.00	Other Deductions	
		IPP Individual Contributions	0.00
Other Taxable Income	0.00	Unpaid Leave Deduction	0.00
Founder's grant (Cash)	0.00	Absenteeism Deduction	0.00

CDPLife

我的福利, 我做主!

员工登录 | 账户激活 | 忘记密码 | CDP官网 | 收藏本站

天涯共此时

中秋福利 订购热线: 021-33295838

花好月圆 情意深浓

我的福利, 我选择!

电影票: 全国30余家高端影院, 现场直接兑换, 员工休闲福利的最佳选择

旅游产品: 天南地北任我游

生日福利

生活福利

积分卡专区

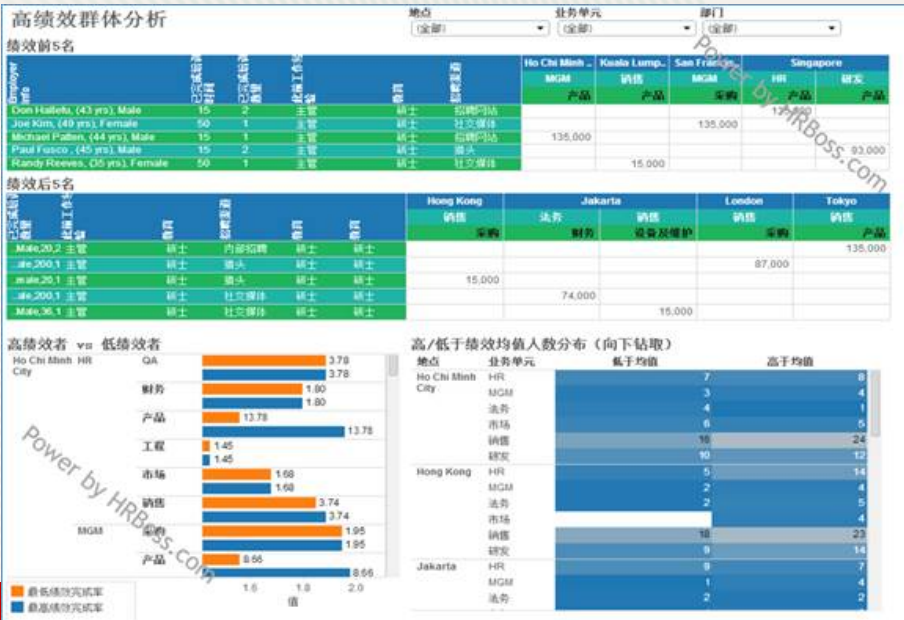
会员登录

用户名:

密码:

登录 激活

可预置的Dashboard



随时随地可接入移动终端





Thank You !

www.cdpgroupltd.com