



Social Security Reform Co-operation Project  
中国 - 欧盟社会保障合作项目

# Human Resource Processes Management

EUCSS

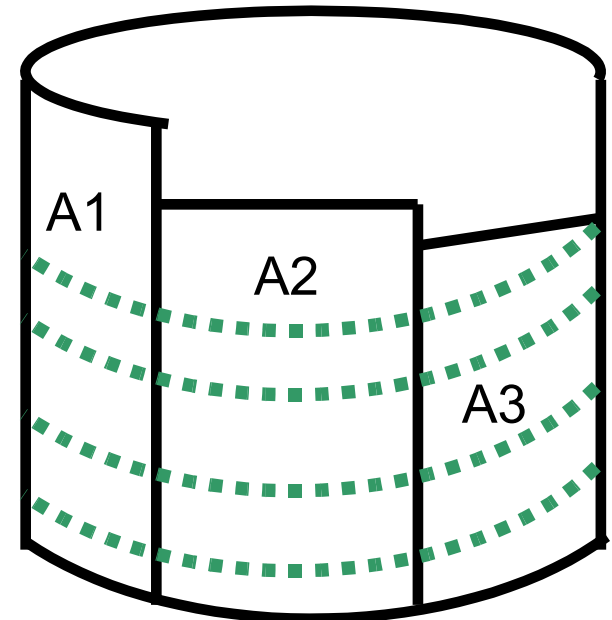
14<sup>th</sup> – 18<sup>th</sup> July, 2008

# What is Process



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- A collection of **related, structured activities** to produce a service that meet the **needs of a clients**.
- At least one **input** and one **output**
- The output of one process may become the input of another process.
- The quality of the output is determined by the **weakest factor / activity** of the process.
  - Bucket Effort



# Why Process Important



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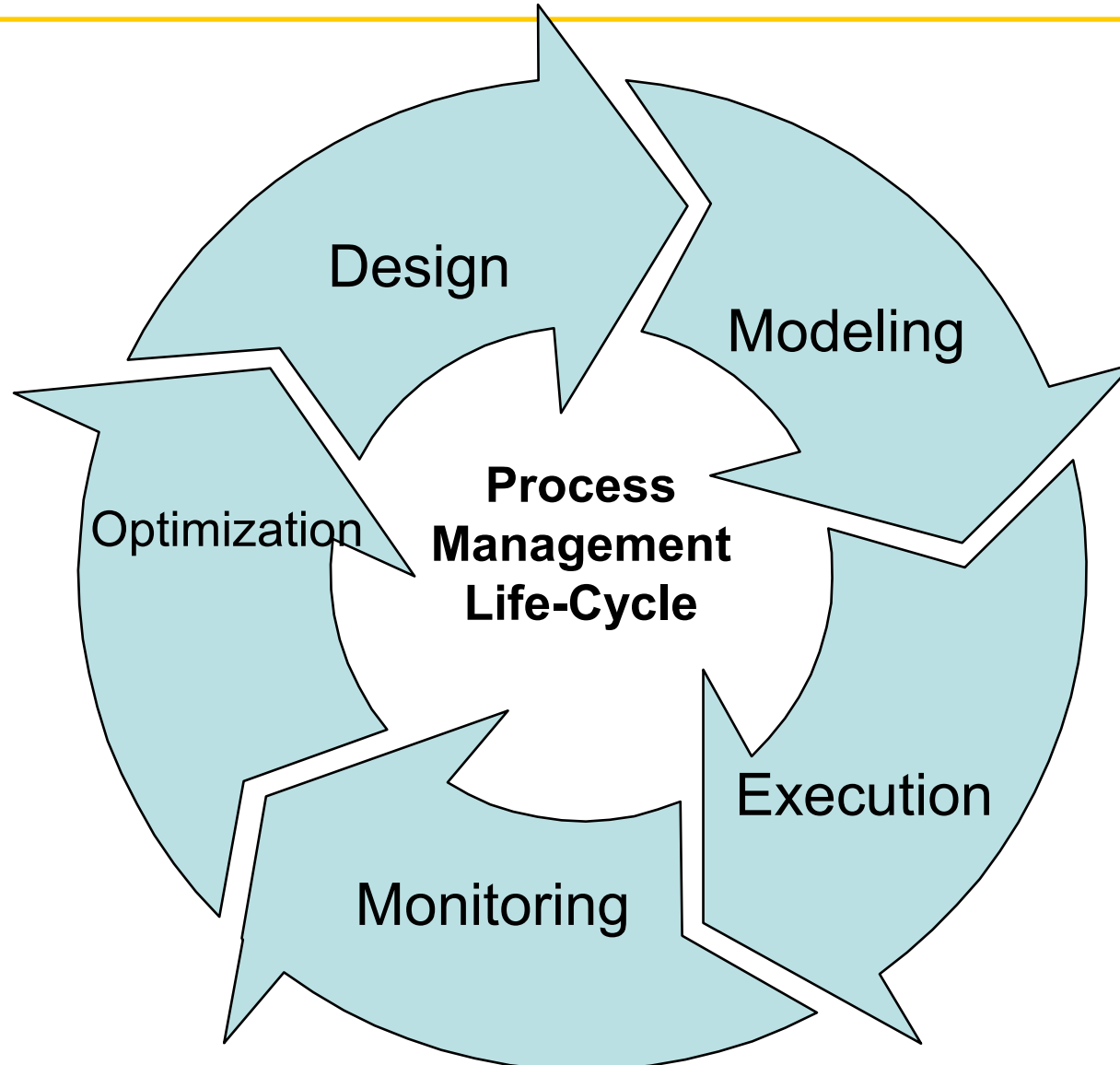
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- To obtain **regularly** the fixed objectives for the quality of service.
- To **stabilize** the chain to provide service.

# How to Manage Process



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# How to manage process



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- **Design** to ensure that a correct and efficient theoretical design is prepared.
- **Modeling** to determine how the prepared process might operate under different circumstances.
- **Execution** to implement.
- **Monitoring** to track process for collecting information.
- **Optimization** to apply enhancement in design.

# PROCESSES MANAGEMENT in HUMAN RESOURCES



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- Define **clients** of Human Resources
- Define **needs** of clients
- Define **processes** in Human Resources
- Define **support** processes

**Pilot HR - POLICY / STRATEGY**  
Give objectives – analyse constraints / opportunities – check results – update – communicate



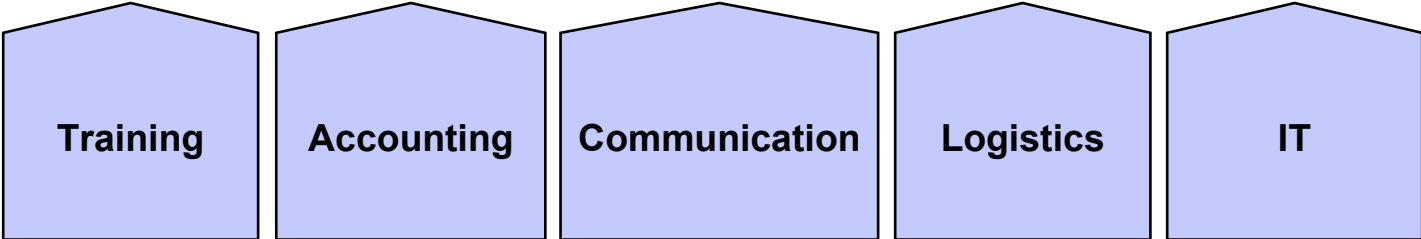
**PROCESSES MANAGEMENT**

**REALIZATION OF PROCESSES**

**SUPPORT PROCESSES**



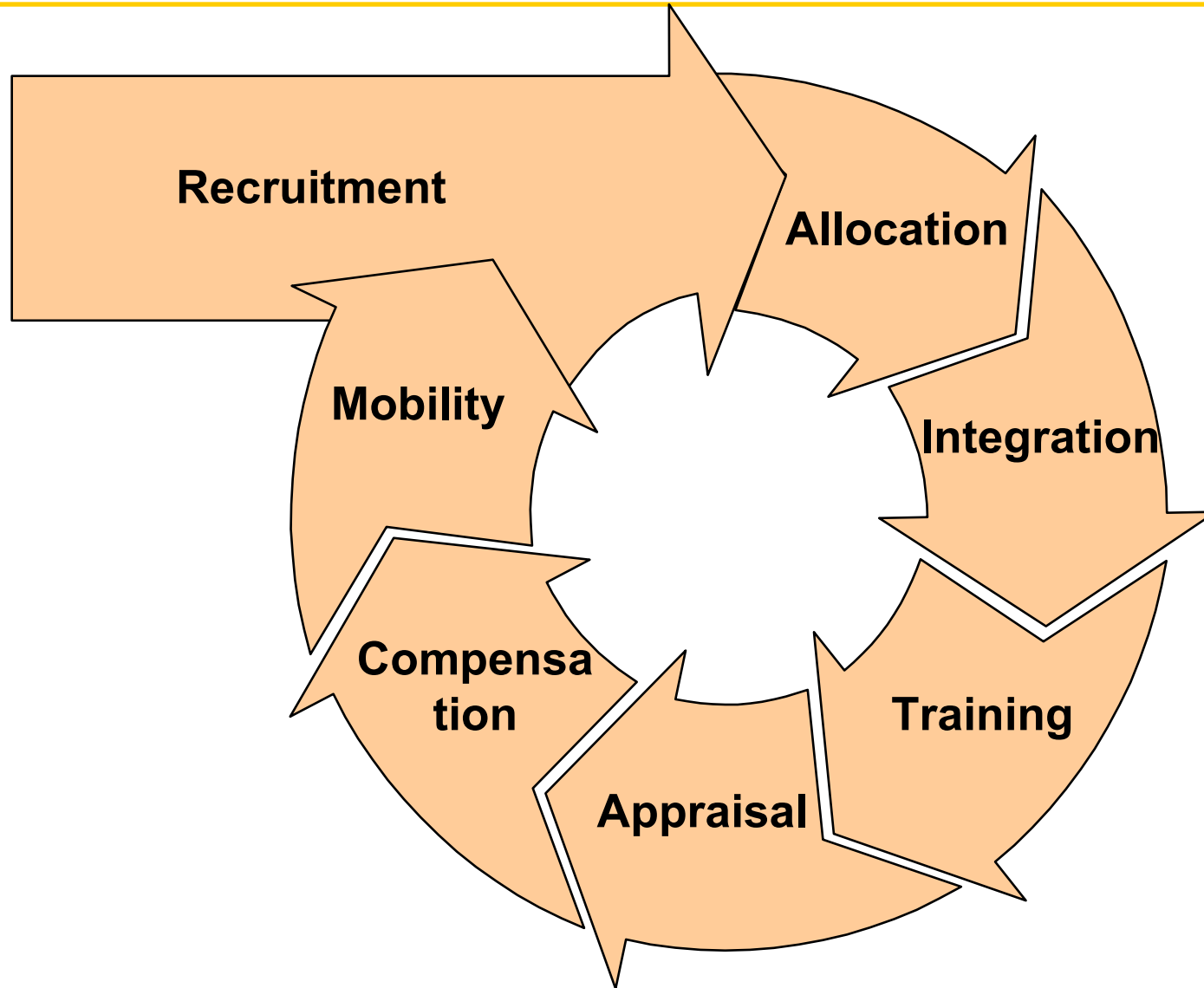
- Clients
- Services
- Units
- Manager
- Staff



# Processes in HR



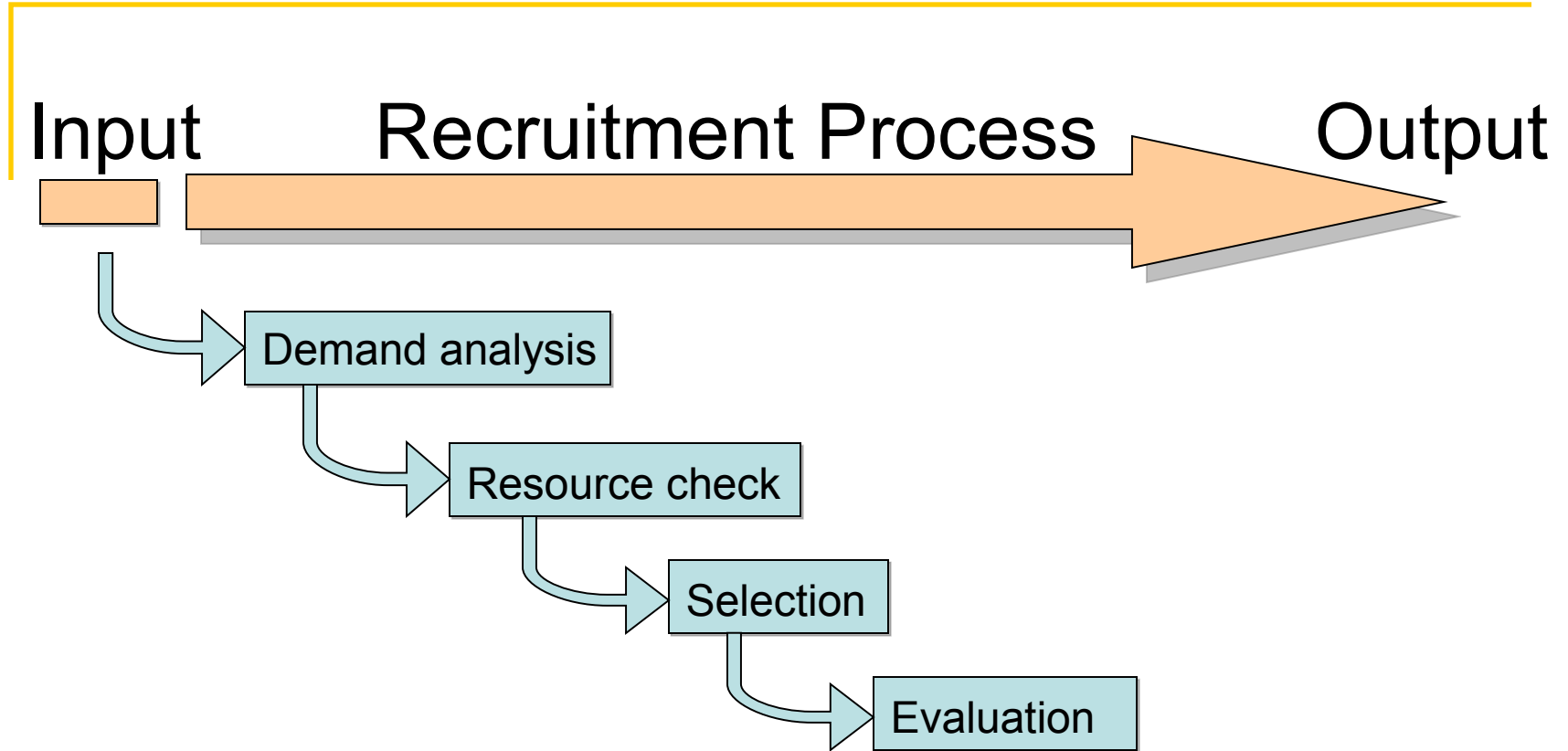
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# Recruitment

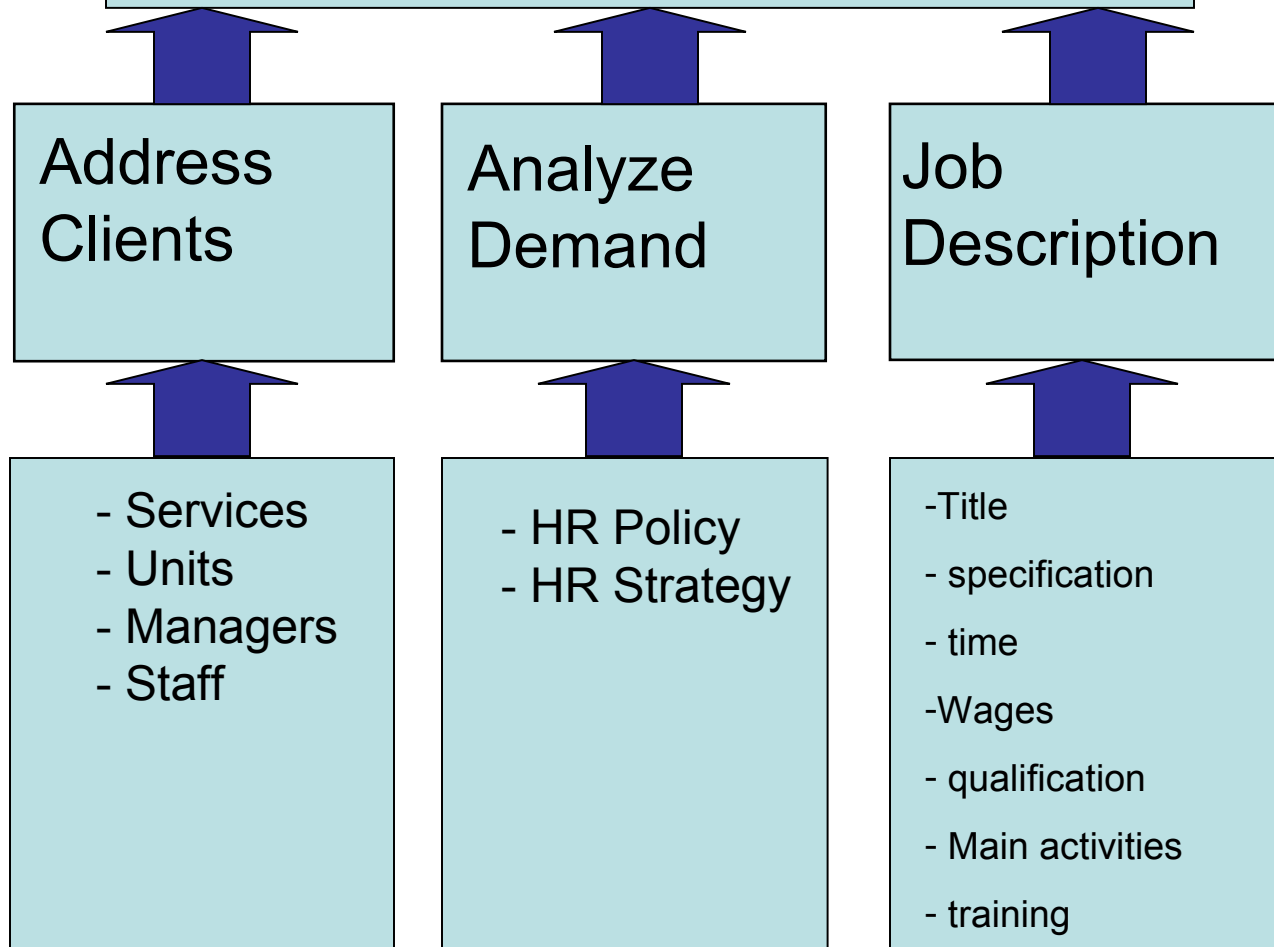


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# Demand Analysis





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# Resource Check

Internal  
Resource

- Personnel files
- Evaluation files
- Training files
- Staff interests
- Manager recommendation

External  
Resource

- Labour market
- Universities

# Selection

CV/Applica-  
-tion Form  
Screen

Written  
Exam

Interview

Assessment  
Centre

Background  
Investigation

- Job Description
- Working Experience
- Education Background
- Competency
- Career Interests

- Exam Papers

KSA :  
Knowledge  
Job -related skills  
Attitudes

- **Structured Interview** (same questions in same order )
- **Unstructured Interview** (Changed and adapted questions)  
STAR Interviewing Technique:  
Situation, Task, Action, Results

- **Psychometric Tests** (Aptitude Tests, Personality Questionnaires and Motivational Tools)
- **Workplace Simulation** (In-tray Exercises, Role Play Activities and Leaderless Group Discussion)

- **Education Background Investigation**
- **Working Experience Investigation**
- **Health Investigation**



# Evaluation

## Evaluation of the candidates

- Compare combined notes of each candidate for decision-making
- Job-Person Match

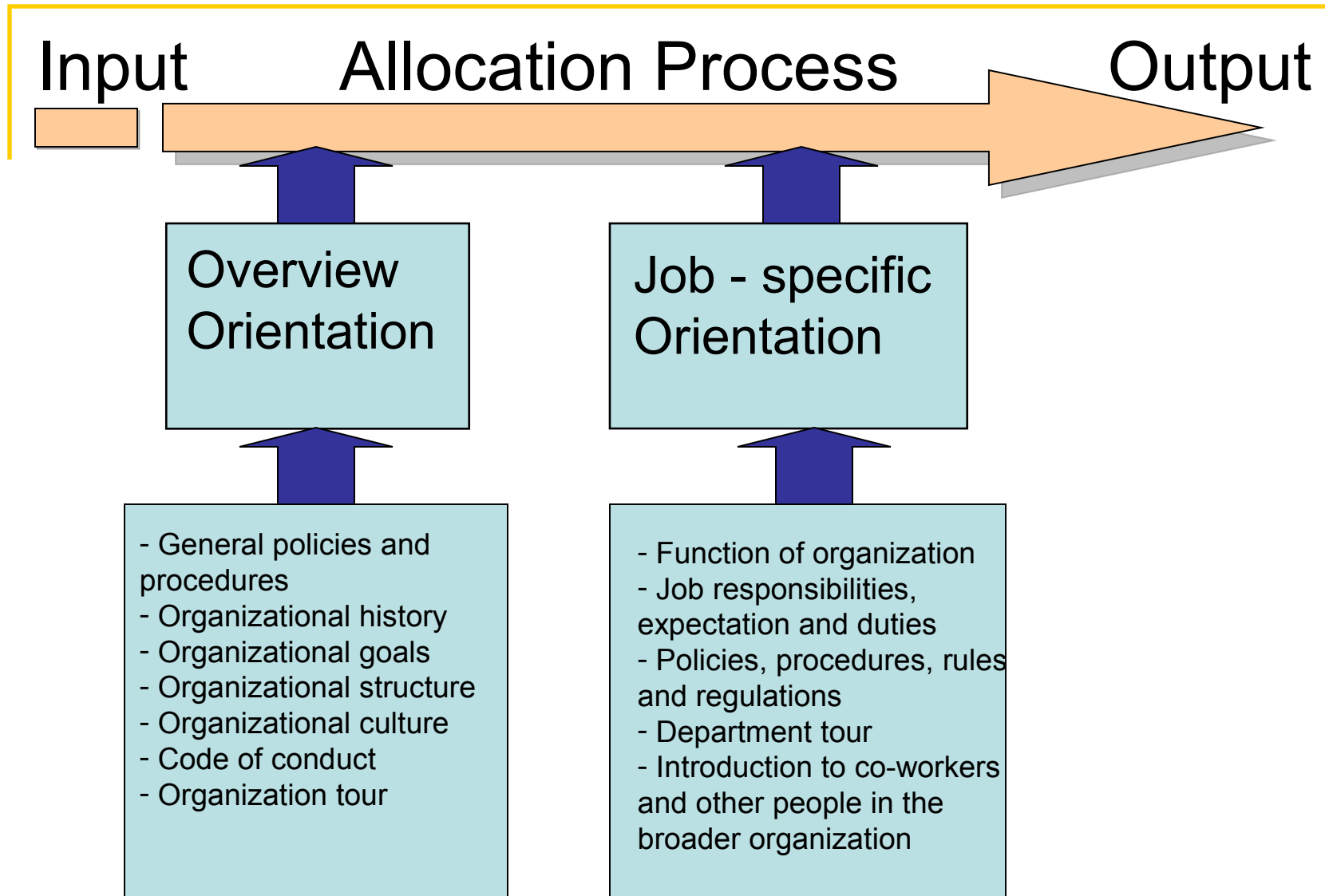
## Evaluation of the process

- Compare the result with the standard
- Compare the quality of candidates
- Compare the efficiency of the process for optimization

# Allocation



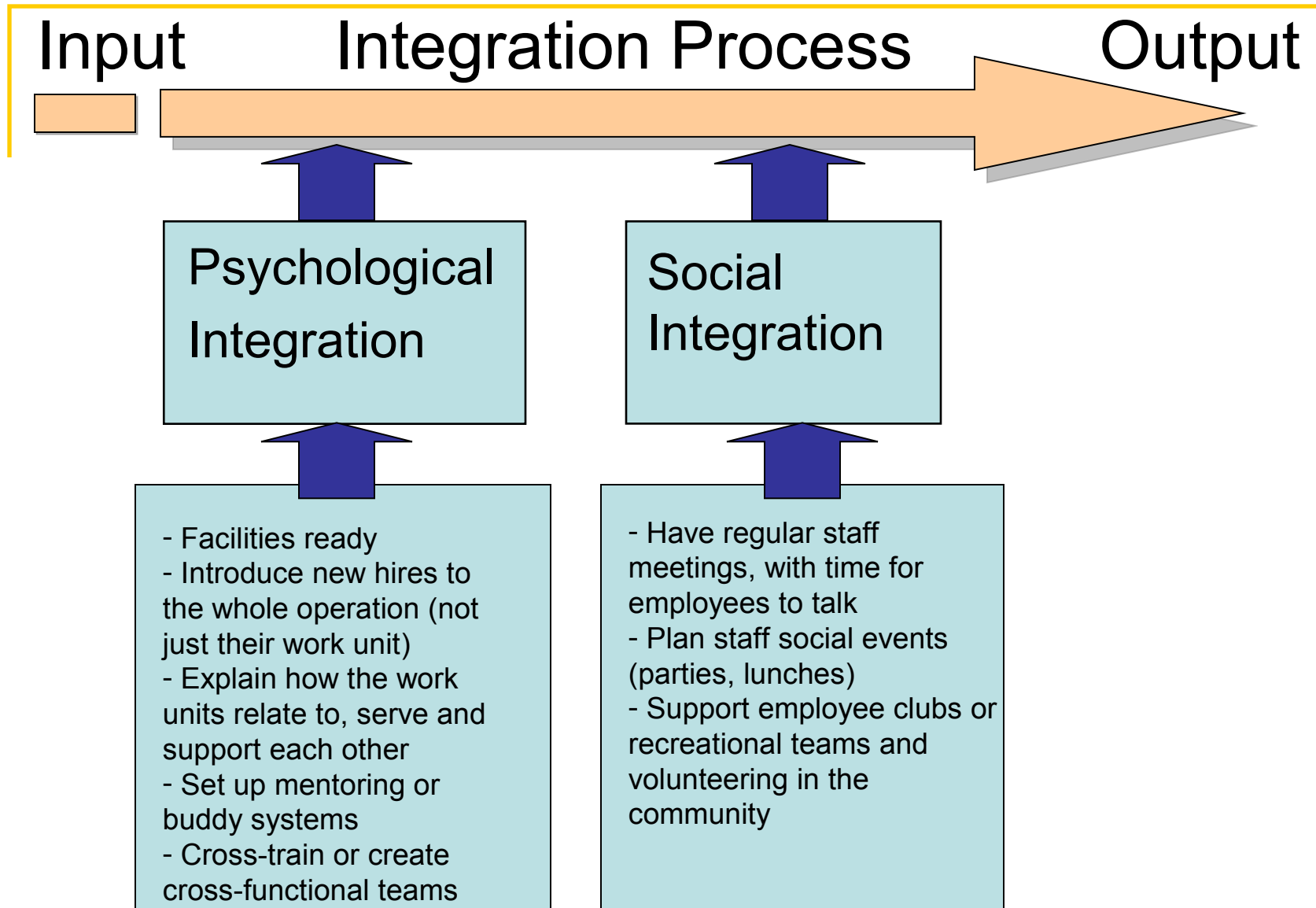
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# Integration



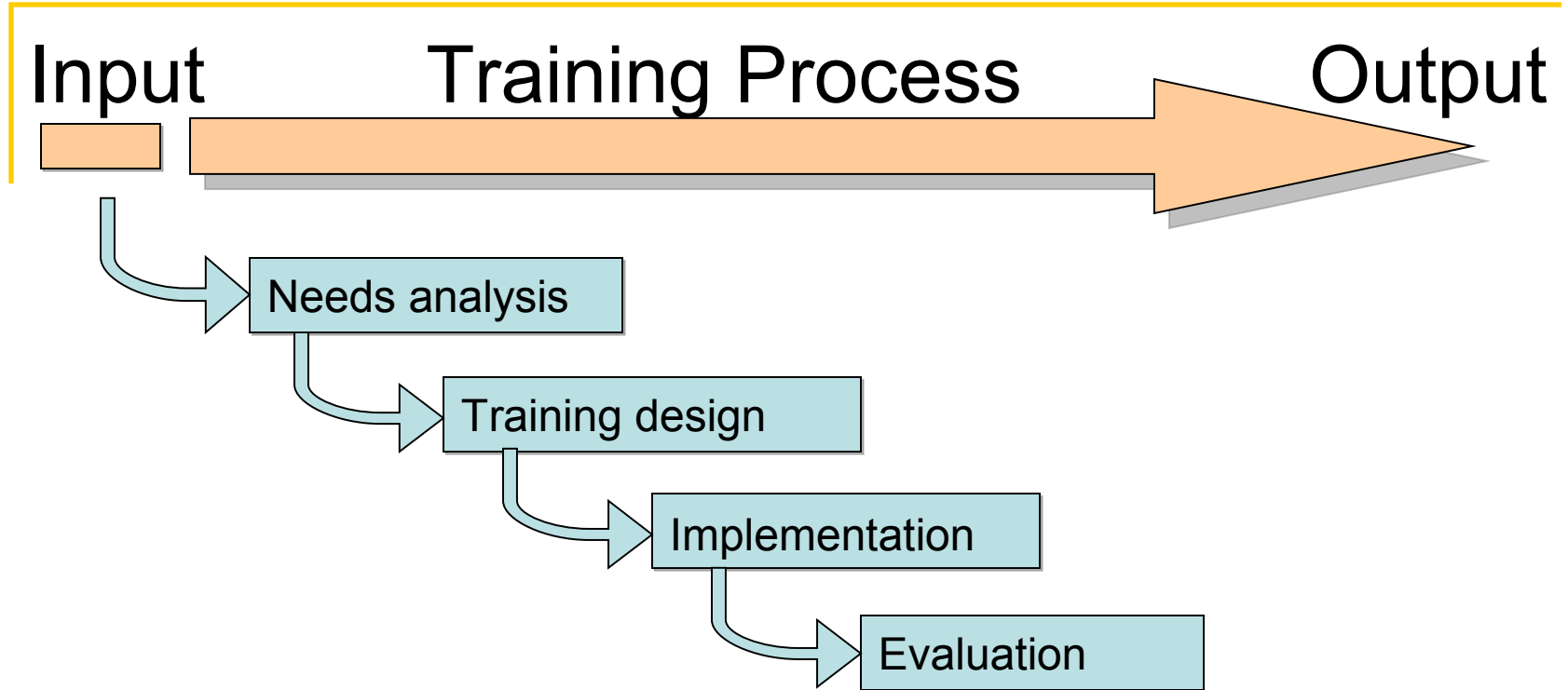
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# Training



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# Training Needs Analysis

## Organization -al Analysis (where)

- Long- and short-term organizational objectives to define knowledge and skill needs
- Compare service quality and expectation service
- Check current staff skills based HR plan
- Organizational environment for training

## Task Analysis ( what )

- Analyze required knowledge and skills for certain task

## Individual Analysis ( who & what )

- Based on assessment indicators to analyze the reason for result gap
- Collect and analyze Key activities
- Training needs investigation to individual and his manager



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# Training Design

## Content Design

- based on training needs, purposive
- based on organizational environment, tailored

## Pedagogy Design

- Presentation
- Workshop
- Seminar
- Role shift
- Simulation
- Case study
- Long-stance learning
- E-learning



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# Training Implementation

Customer-oriented

- Trainee as client
- course as product

Trainer-conducted

- Conduct and monitor the involvement of trainee



# Training Evaluation

Evaluate  
Trainee(improve  
training process )

Evaluate  
Trainer(improve  
training result )

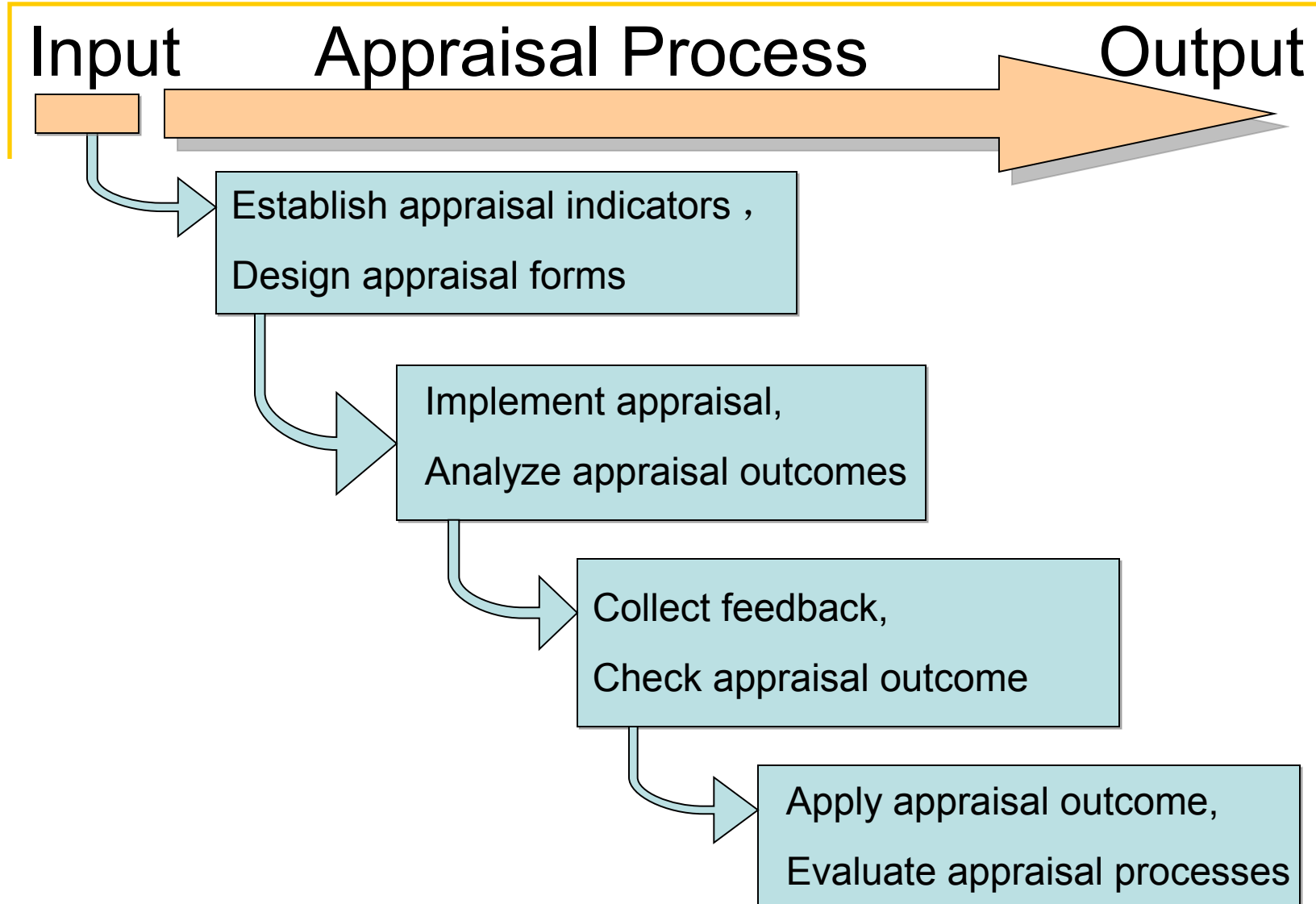
- Feedback  
( impression of  
trainees to training  
course )
- Methods:  
questionnaire,  
interviewing, seminar

- Behaviour  
( individual's change  
of behaviour on  
position)
- Methods :  
questionnaire, survey,

# Appraisal

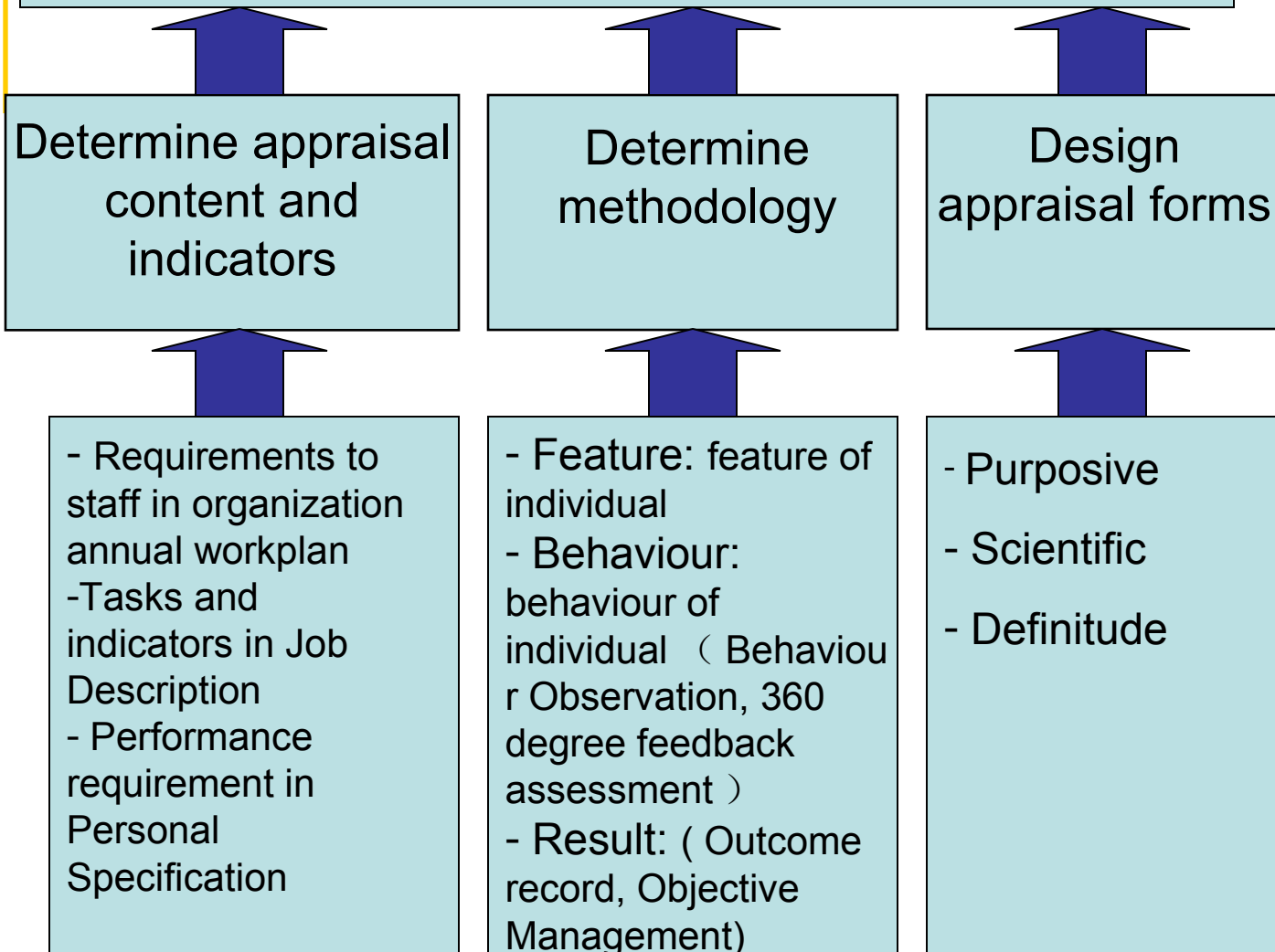


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# Establish appraisal indicators, design appraisal forms



# Implement appraisal , Collect appraisal outcomes



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Choose  
implementator

Monitor  
implementator

- managers
- subordinates
- colleagues
- him/herself
- clients

- confidentiality
- coherency
- anti-nepotism
- statistic approach

# Collect feedback, Check appraisal outcome



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Collect  
feedback

Check  
outcome

- Preparation for appraisal interview  
( Implementator, HR, staff )
- Objective explanation  
( problem-solving )
- Direct and detailed
- Non-condemned

- Evaluation to individuals
- Evaluation to appraisal processes

# Apply appraisal outcome, Optimize appraisal processes



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Apply appraisal outcome

- compensation
- promotion
- training
- motivation

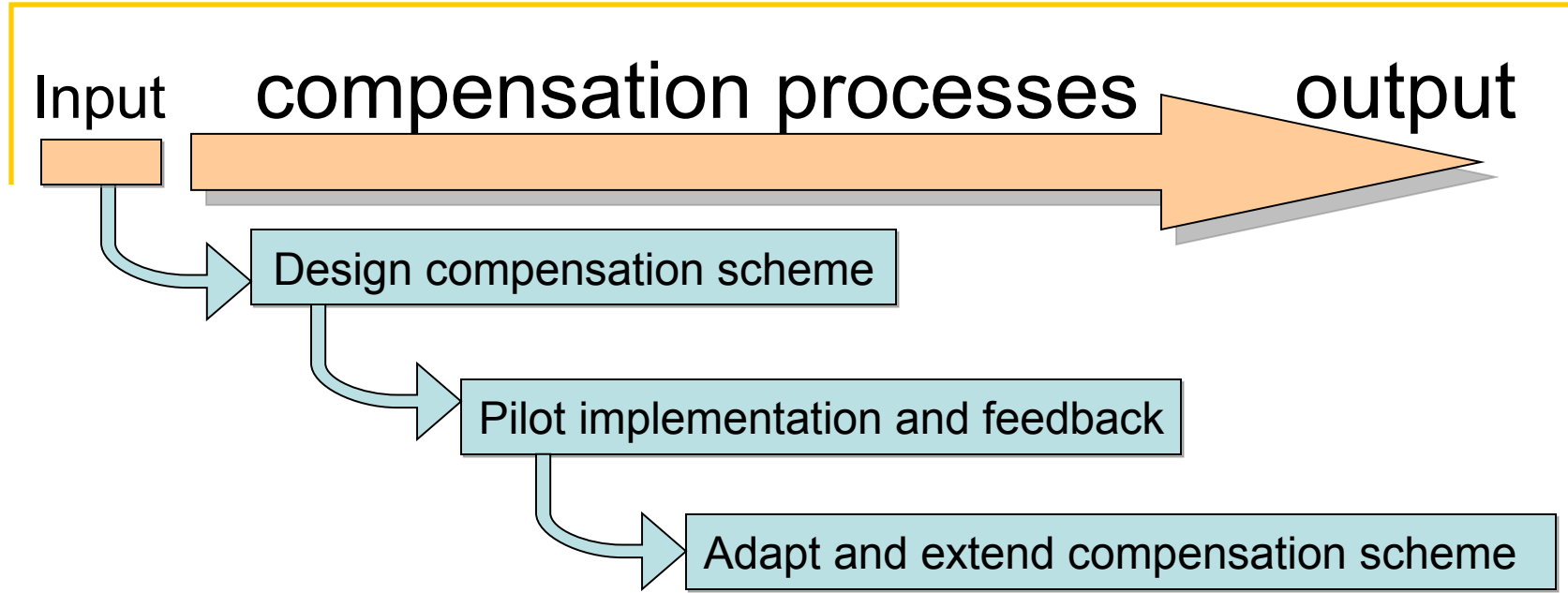
Optimize appraisal processes

- indicator suitability
- information comprehension
- implementator suitability
- pleading and checking scheme

# Compensation



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# Design compensation scheme



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Job  
evaluation

Compensation  
investigation

Choose  
compensation  
scheme

- Based on Job Description
- Based on Appraisal Indicators

- Labour market
- Staff satisfactory level

- Based on individual (seniority, technique hierarchy)
- Based on position (post wage system, post-rank salary system)
- Based on performance (piecework wage system, deducting a percentage)
- Based on competency (skill related pay, competency related pay)
- Combined compensation

# Pilot implementation and feedback



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Pilot implementation

Feedback analysis

- Pilot area to avoid risk
- Establish org. to monitor pilot
- Suitable pilot duration

- External feedback (laws and regulations, policies, social affect)
- Internal feedback (staff level: individual's satisfaction  
Organization level: cost and efficiency)

# Adapt and extend compensation scheme



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Generic  
adaption

- Delete
- Adapt
- Increase
- Elaborate

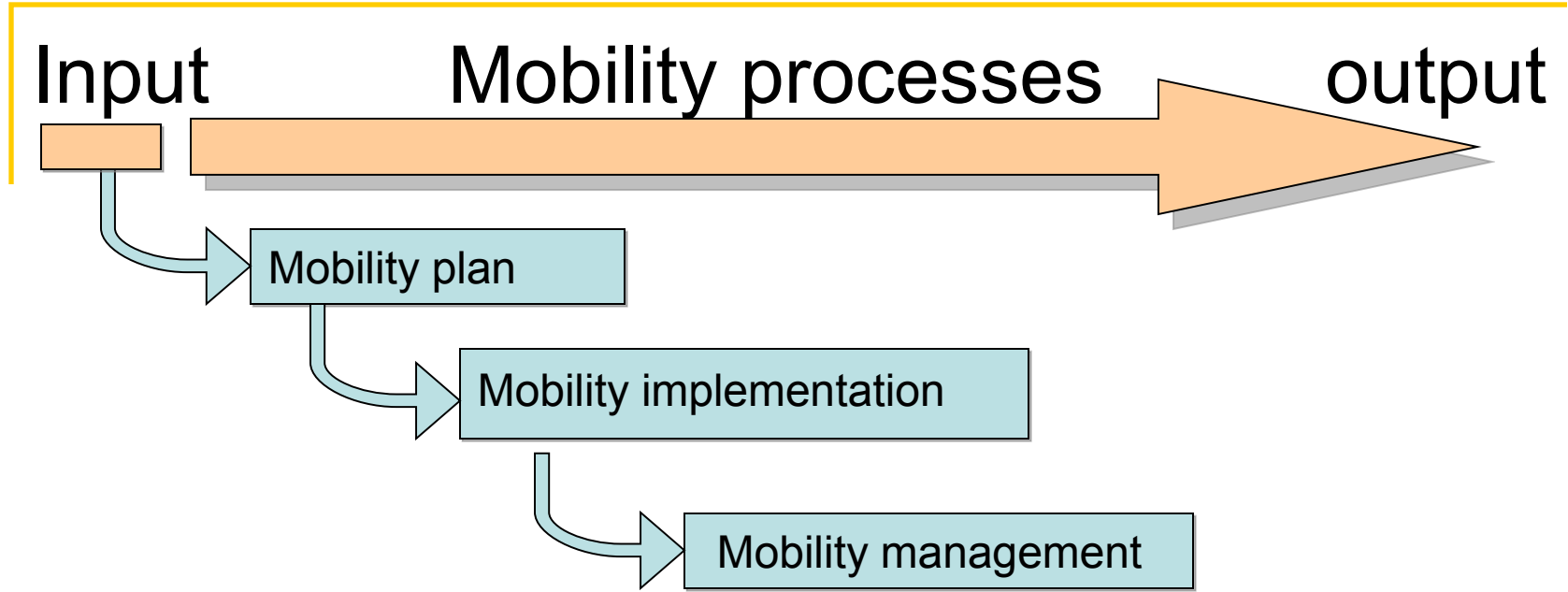
Extension

- Fix org. and staff
- Purposive publicity
- Monitor the process
- Establish communication channel
- Continuous adaption (motivated adaption, CPI related adaption, profit-related adaption)

# Mobility



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# Mobility Plan

## Basis

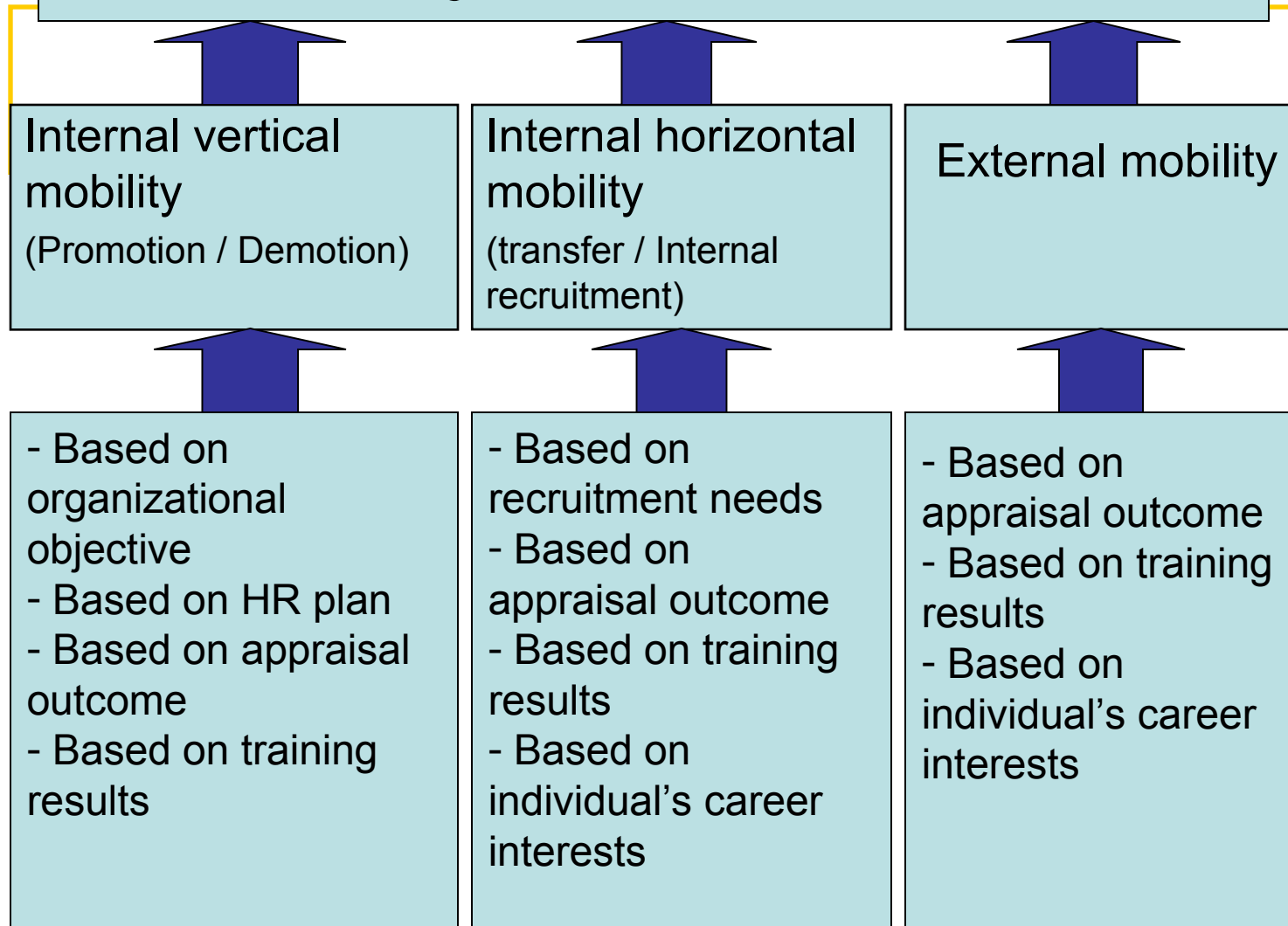
- Organizational strategic objectives
- HR plan
- Optimization and integration
- Appraisal outcomes
- Training results
- Individual's interests

## Principles

- Position-decided
- competency-decided
- consensus
- diversity management  
(Gender balance, age balance, competency diversity, interests diversity)



# Mobility implementation





# Mobility management

## Affect of mobility

- positive affect (organizational objective, cost, efficiency, staff satisfaction)
- negative affect (cost, internal management, staff loyalty)

## Mobility controlling

- avoid high staff turnover
- avoid internal conflicts
- avoid technical gap



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# Thank you!