提升eHR应用绩效

PeopleSoft®

卓越的 HR 意味着企业优秀的业绩

考察指标	排名后 10%	排名前 10%
每个职位合格的申请人	8.2	36.5
为新员工提供的培训小时数	35	117
奖励与绩效挂钩的员工比例	23.4%	87.3%
花费在外包程序上的 HR 预算比例	10.6%	26.2%
企业战略被所有员工清晰地理解 (1-6)	3.4	4.2
员工理解自己工作对企业成功的影响 (1-6)	2.8	4.0
HR 部门员工是业务的合作伙伴 (1-6)	3.2	4.3
员工流失率	34.1%	20.9%
分摊到每个员工的销售额	158K	618K
市场价值/账面价值	3.6	11.1

衡量eHR应用绩效的主要标准

提高效率、节约成本

提高服务水平

促进企业战略实现和绩效持续提升

快速缩短与最佳实践的距离

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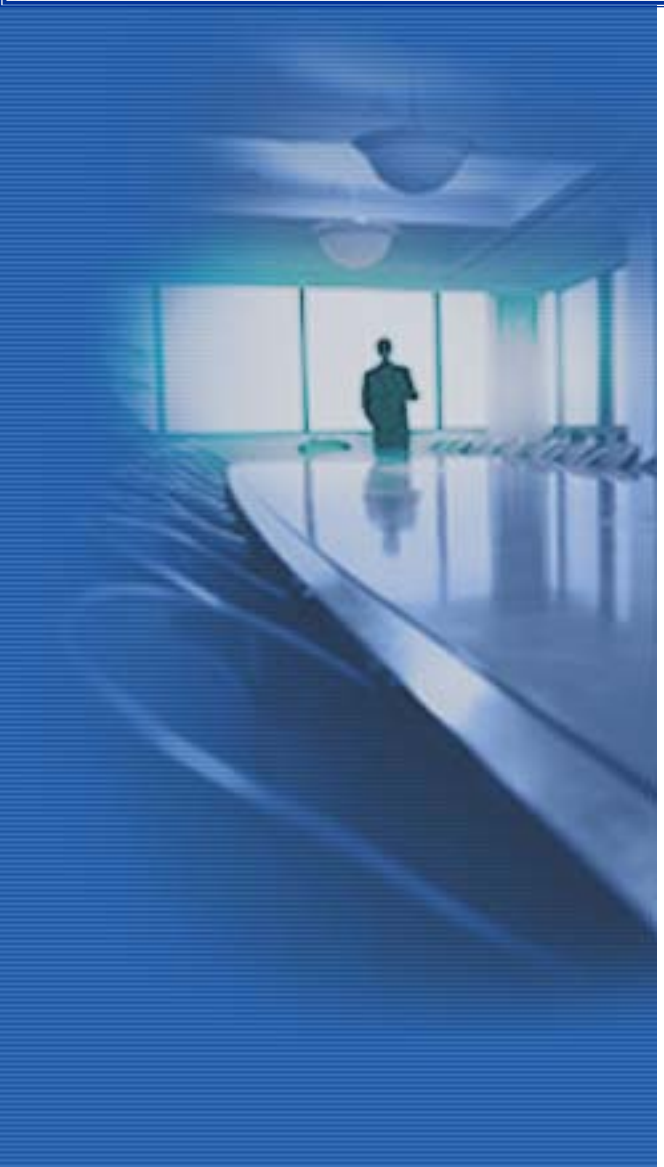
怎样提升eHR的应用绩效

Reducing Costs　Increasing Service Levels　Improving Performance and Alignment



自助式服务和协同技术的应用

企业门户

劳动力分析（HR决策系统）

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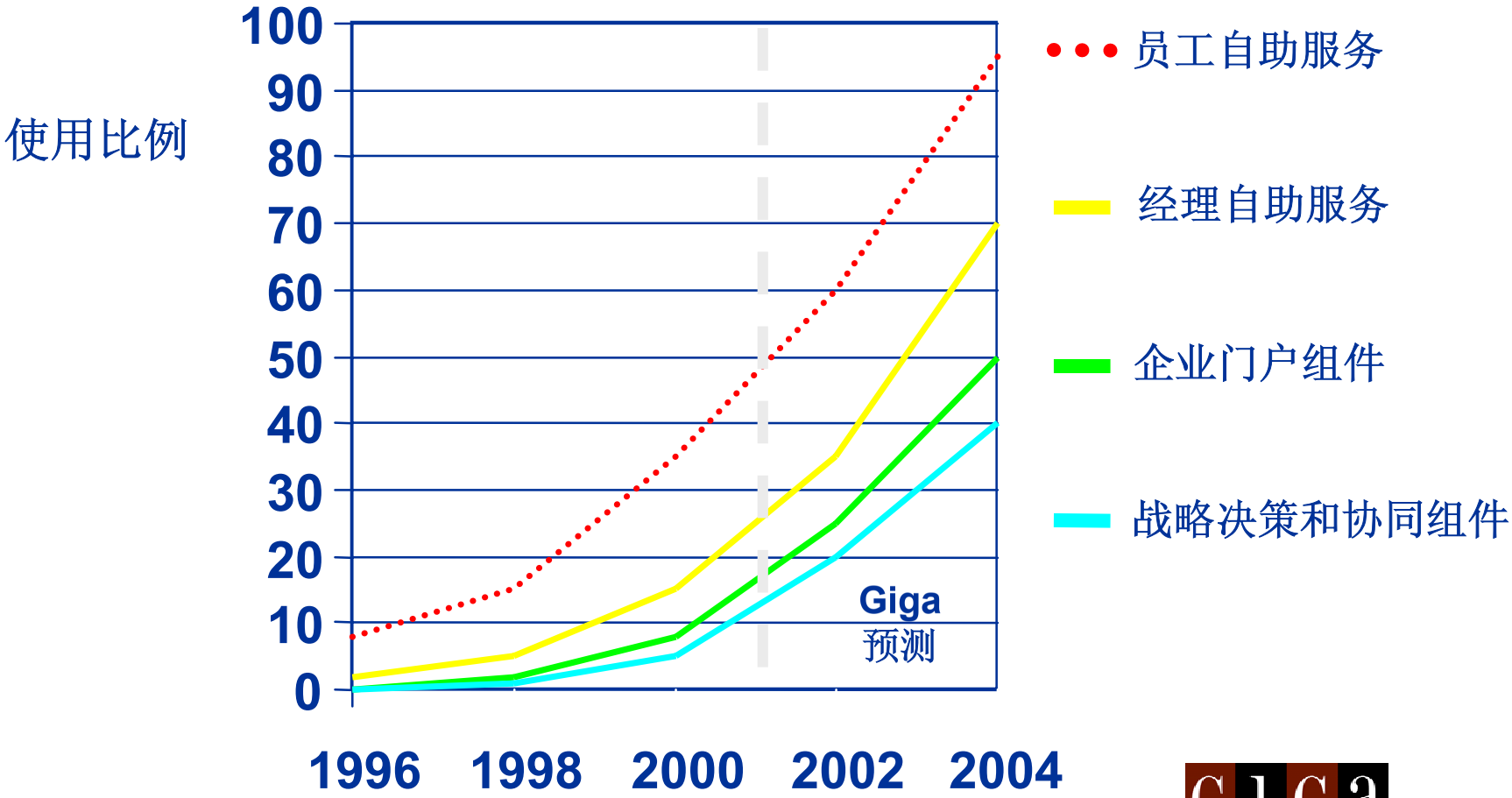
B2E 应用的采纳趋势



GIGa

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自助式服务和协同技术的应用

Reducing Costs　　Increasing Service Levels　　Improving Performance and Alignment

60% 处理每一个 **HR Transaction** 的平均成本的减少比例

60% 事件处理完成周期的缩短比例

70% 人员配置减少比例

90% **HR** 服务中心查询量减少比例

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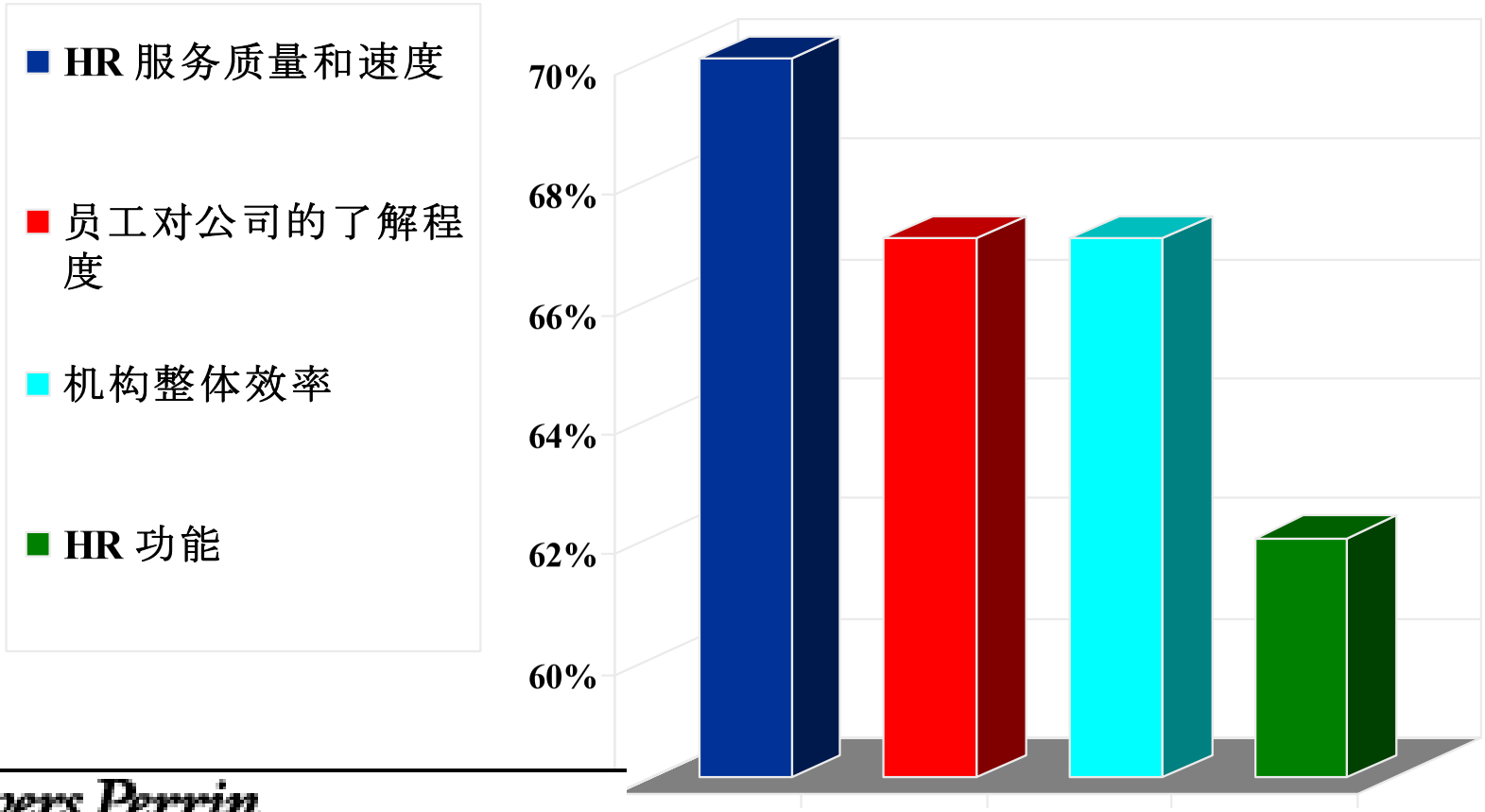
Source: Human Resources Self Service Survey 2001, Cedar

HR 员工自助服务市场调研结果

200 家接受调查的公司， 对于使用Web HR 自助服务后对业务提升方面的回应：



Towers Perrin

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自助式服务和协同技术的应用

Reducing Costs Increasing Service Levels Improving Performance and Alignment

PS 管理流程应用	手工处理成本	自助服务成本	节省比例
eBenefits:注册福利	$109.48	$21.79	**80%**
eDevelopment:注册培训	$17.77	$4.87	**73%**
eProfile:家庭和地址更改	$12.86	$3.39	**74%**
eRecruit: 应聘职务	$21.31	$11.85	**44%**
eCompensation 经理桌面: 薪资变动	$44.67	$18.26	**59%**
eProfile 经理桌面: 晋升审批	$48.64	$14.01	**71%**
eRecruit 经理桌面: 创建职务申请	$36.89	$11.11	**70%**

Source: Human Resources Self Service Survey 2001，Cedar

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协同技术的应用 — 招聘管理

Transaction Frame Template Dynamic New - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Search Favorites History

Address http://127.0.0.1/erecruit/portalhome/portalFrameSet.htm?httpPort=&timezoneOffset=0&userid=WMOSLEY&pwd=&Submit=Sign+In Go Links

GBI

Home | Menu | Favorites | Add to Favorites | Help | About | Sign out

People | Technology | Vision
Solutions for the Human Race™

Home > Self Service > Employee > Tasks > **eRecruit Home**

New Window

- External Applicant
- My Information
- Manager Tasks
- Hire Employees
- Define Business Rules HRM
- Submit Portal Content
- Portal Administration
- Enterprise Performance Management
- PeopleTools
- Presentations

eRecruit Manager Desktop Homepage

My Job Requisitions
View the activity on your requisitions. Create new requisitions or check the status of existing ones. View and post jobs.

Requisition Activity
Create Job Requisition
Job Requisition Status
View Job Postings
Internet Job Postings

My Applicants
Find applicants by searching the database or the internet, or review existing applicants. You can also link an applicant to one of your job requisitions, or perform a background check..

Review All Applicants
Internal Search
External Search
Link Applicant to Requisition
Questionnaire Results
Background Check

My Interviews
Select applicants to interview and view your interview schedule. Complete an interview evaluation form for a recently interviewed applicant or view the interview team's evaluation summaries.

Select Applicant for Interview
View Interview Schedule
Interview Evaluation
Interview Evaluation Summary

Fill the Position
Prepare a job offer or prepare for an employees first day at work.

Prepare Job Offer
Approve Job Offer
View Job Offer Status
Prepare New Hire

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Internet

协同技术的应用 – 招聘管理

Reducing Costs Increasing Service Levels Improving Performance and Alignment

- 协同招聘
  - 每个录用活动的成本减少 60% … $8,500 vs. $3,500, 缩减 35% 的职位填补时间… 54 vs. 35 天 [Corporate Leadership Council, Winter 2000]
  - 首先筛选出来的申请人一般超过平均水平的 50% 。第二批筛选出来的申请人在资质上一般接近平均水平 [Dr. Lyle Spencer]

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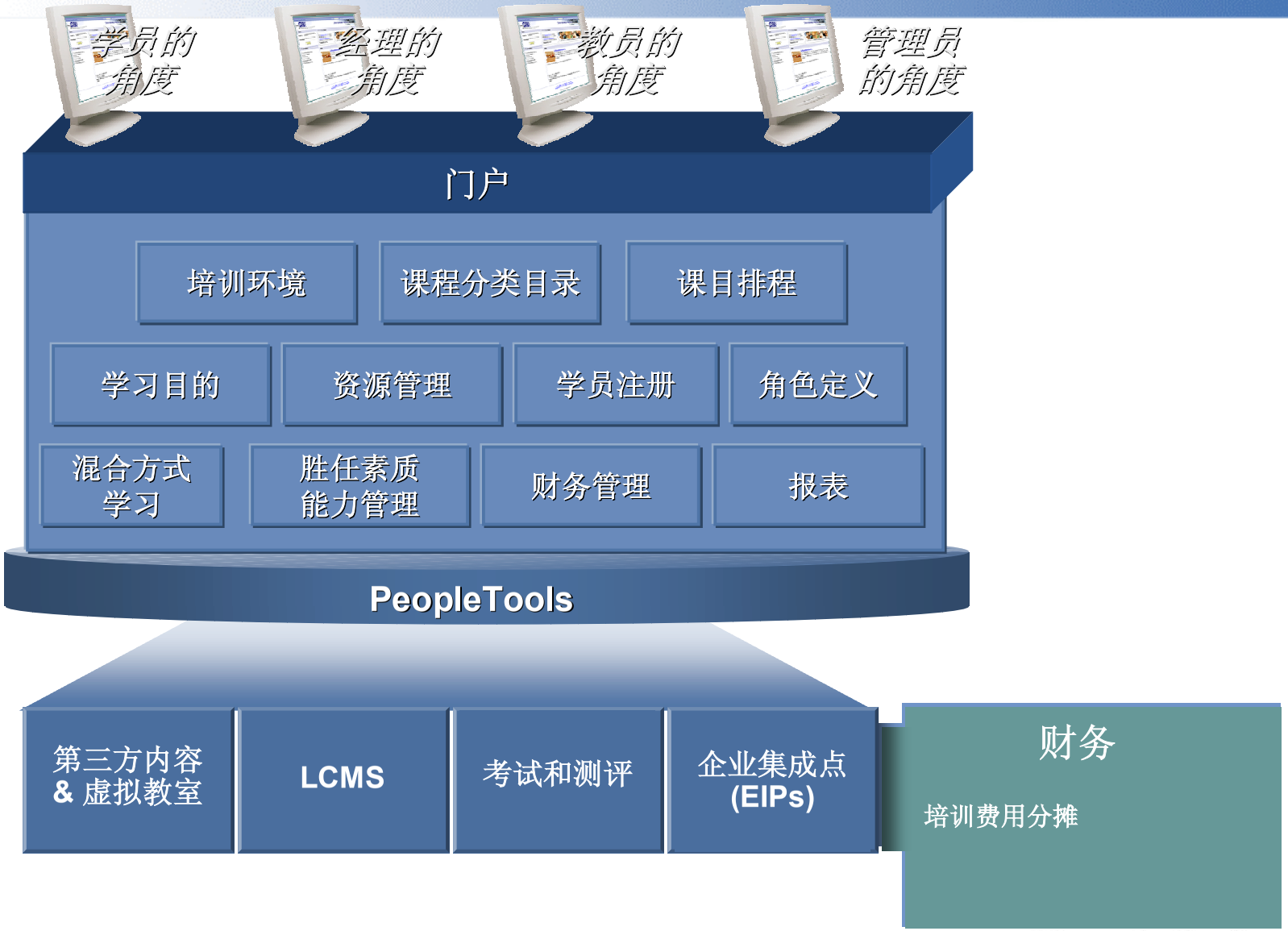
协同技术的应用 – 学习管理



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协同技术的应用 – 学习管理节省的成本

Reducing Costs　　Increasing Service Levels　　Improving Performance and Alignment

如果采用先进的学习管理方案，
与传统的课堂式方式相比
企业在培训方面的费用可节省 40%-70%.

10,000 员工的公司

节省 40%

$2,816,000

Source: eLearning: A Key Strategy for Maximizing Human Capital in the Knowledge Economy, 2001

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协同技术的应用 – 学习管理创造的价值

高层效益

- 劳动力具有丰富的知识
- 能快速解决客户的问题
- 确立学习机会

基本效益

- 缩减培训成本
- 较低的 TCO
- 驱动业绩表现

达到股东期望值

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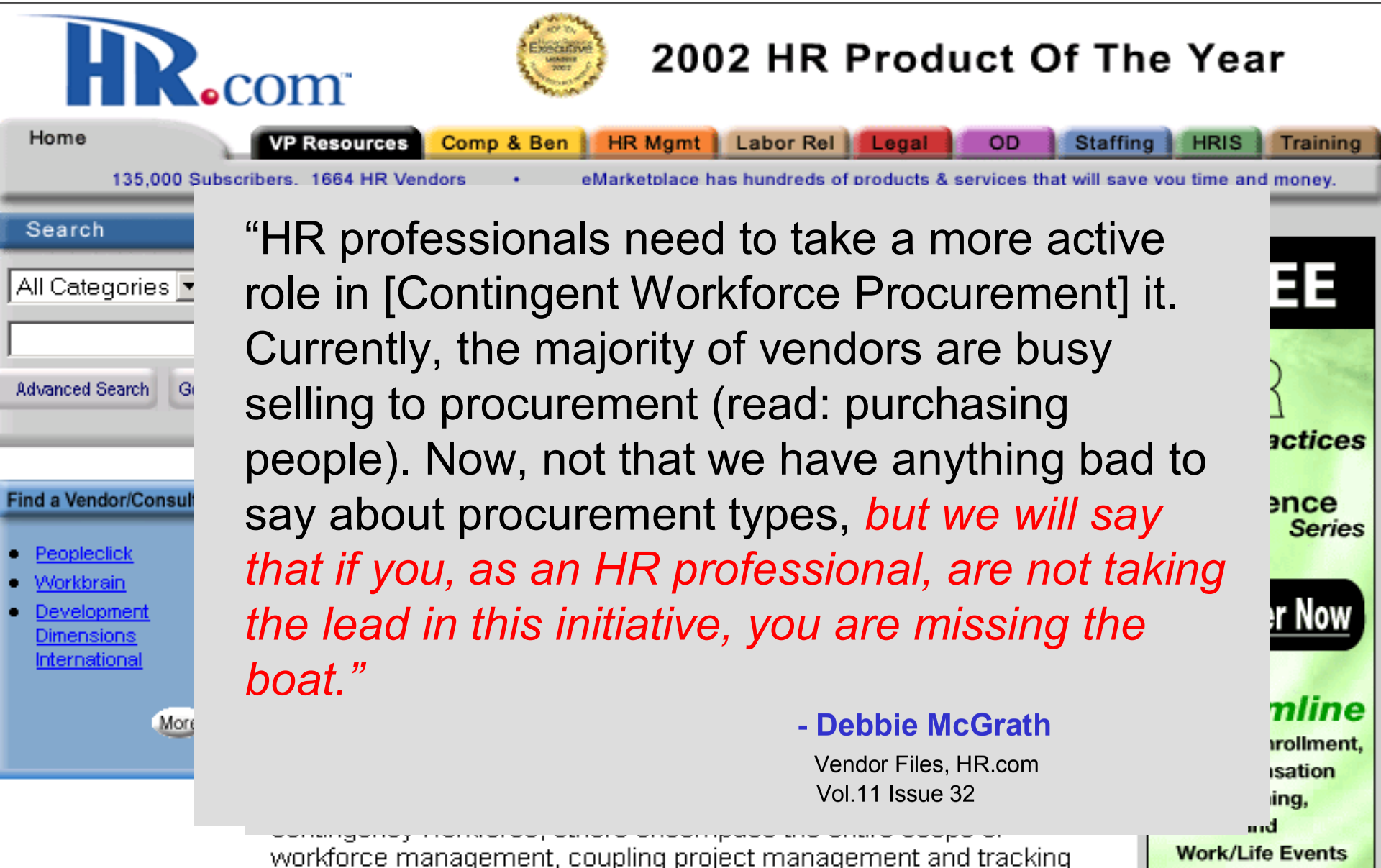
协同技术的应用 – 服务采购管理



"HR professionals need to take a more active role in [Contingent Workforce Procurement] it. Currently, the majority of vendors are busy selling to procurement (read: purchasing people). Now, not that we have anything bad to say about procurement types, *but we will say that if you, as an HR professional, are not taking the lead in this initiative, you are missing the boat."*

- Debbie McGrath

Vendor Files, HR.com
Vol.11 Issue 32

协同技术的应用 – 服务采购管理

- eRecruit 集成
- 上岗与离岗自动化
- 支持合同工录用和申请人共享
- eRecruit 页面公布劳务招标
- 使用 HR-XML 标准schema 和 protocols
- 简历处理

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协同技术的应用 – 服务采购管理

供应商 DSO (天)	[1]	100	30
% of 长期合同	[1]	25%	80%
每花费$B供应商数目	[1]	2500	250
采购成本所占%	[1]	5%	1%
每个采购订单的成本	[2]	$4500	$1,125
电子化管理的采购订单比例	[3]	17%	80%
申请到 P.O. 的时间(天数)	[1]	25	5

[1] PS Customer Survey, 2002 [2] Tom Weisel Partners, 2001 [3] Source: Hackett Best Practices, 2002

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企业门户

Reducing Costs **Increasing Service Levels** **Improving Performance and Alignment**

30% 配备web应用所需的时间和工作量的减少

50% 新员工录用流程费用减少

25% 最终用户学会使用企业不断更新的企业应用平台的培训量减少

20% 减少HR帮助服务台的工作量

Source: Cedar, Giga

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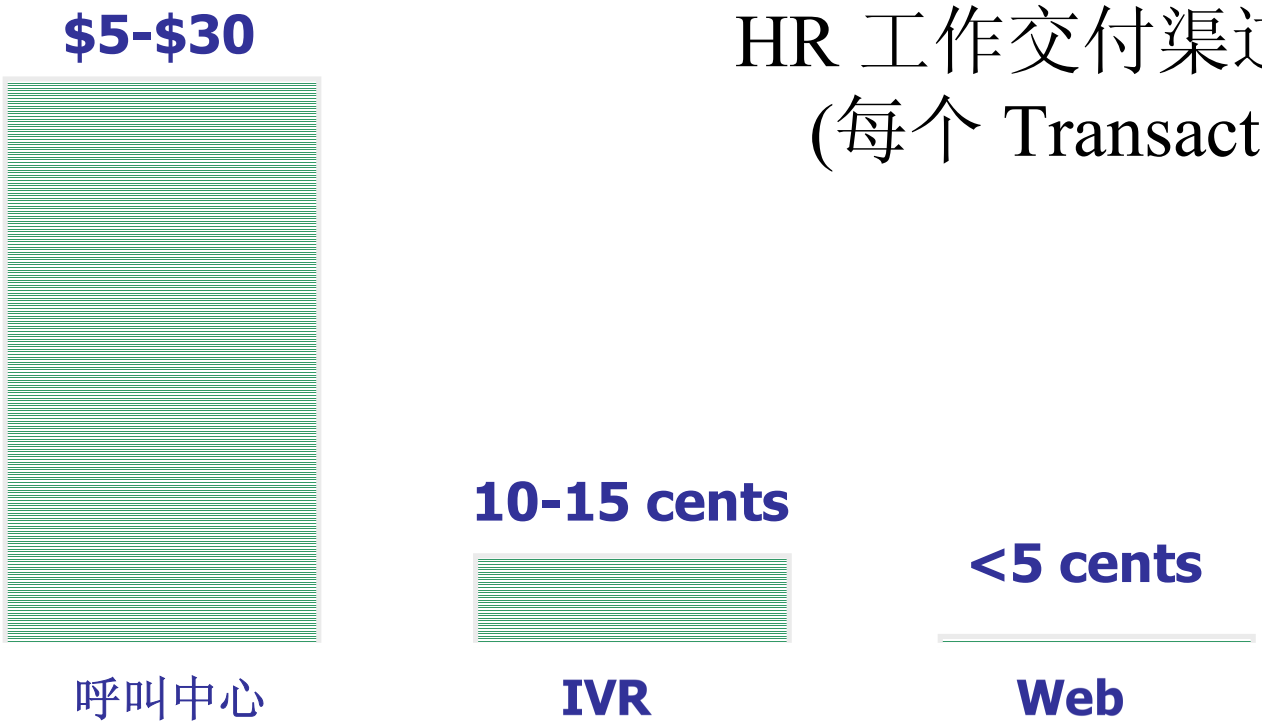
企业门户1

Reducing Costs　　Increasing Service Levels　　Improving Performance and Alignment

HR 工作交付渠道成本
(每个 Transaction)



Source: Corporate Leadership Council – Summer 2001

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企业门户

个性化

查询

Web 发布

预警

企业信息
分类目录

日历和
电子邮件

自助服务

Welcome to MyPla

File Edit View

Address http://

vlets/psportal/peoplesoft8/

BETA myPlanet PeopleSoft

Contact Us | PeopleSoft.com | Help | Sign Off

9:48 AM on Tuesday, 10 October 2000

Welcome Doug Bob

PSFT 33.4375 -0.375 Mail Calendar

Personalize Content Layout

Search:

Planet Peoplesoft

go

PlanetNavigator

View A-Z Listings | View Category Map

Expand All Collapse All

About PeopleSoft

Annual Report

Community Connection

Community K s eCards

Company graph and logos

E-Reports

Goodwilla Gorilla

Hats Off to You

Org Chart

People Progra

Raving Daves

World Wide Lo

Communities

Customers and Partners

Divisions and Departments

Media

Meetings

My Info

401K fund investments

Beneficiaries and dependents

Benefits review (USA/Canada)

Canada HR & Benefits

Employee Stock Purchase Plan

Flexible spending accounts

International Assignments

Daily Planet

Formerly known as PeopleSoft Times

Edit

France's PeopleSoft 8 Launch Offers an Element of Success

PeopleSoft 8 was launched in science-fiction-spectacular fashion in Paris, France, Sept. 14. The launch played on the theme of the movie "The 5th Element" st illis. In the movie, there are four el r. The fifth element is a woman co at the PeopleSoft 8 Launch in Pa employees, suppliers, and partners. The fifth element was PeopleSoft 8, which has come to save the internet...more

PeopleSoft Headline News

- PeopleSoft Wins! -- Brinks Increases Financial Security with PeopleSoft (October 06, 2000)
- Coming Soon! Deepak on CNBC (October 06, 2000)
- PeopleSoft Wins! Speaks to Innovative Communications Corporation's HRMS and Financials Needs (October 06, 2000)
- PeopleSoft Hires Industry Veteran to Lead Mid-Level Market (October 04, 2000)

here to Submit Article Show me how!

Manager Dashboard

ManagerDashboard

Anniversaries

Pat Smith 10 yrs on 9/15/00

Simon Schumaker 5 yrs on 9/12/00

Birthdays

Joe Blow 9/7/00

Department PTO Report

Kate Schmoe -40 hrs between 8/7/00 and 8/11/00

Employee Dashboard

EmployeeDashboard

Stock

Your stock options are worth $50,000 USD today. Click here for more details.

Payroll

An amount of $3,500 USD was deposited to your account on 7/31/00 for July's payroll. Click here for more details.

Expenses

An amount of $500 USD was deposited to your account on 7/31/00 for expenses you reported for Users Conference. Click here for more details.

Benefits

PTO +160 hrs

FHO +16 hrs

*New Aetna reimbursement policy

Calendar

October 2000

Mon	Tue	Wed	Thu	Fri	Sat
2	3	4	5	6	7
10	11	12	13	14	
15	16	17	18	19	20	21
22	23	24	25	26	27	28

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企业门户

Reducing Costs **Increasing Service Levels** **Improving Performance and Alignment**

员工的满意度每增加2个百分点，可以期待员工流失率减少一个百分点 Source: Org. Diagnostics

当前一个员工流失重新配备所需的费用为 $40,000
Source: Workplace Resourc
Learning Center

因此，对于一个25,000名员工的企业， 员工重新配备的成本将减少

$ 1,400,000

For an organization with 25,000 employees

- 员工满意度每增加10个百分点，可期望客户满意度增加5%
  - (Dr. Lyle Spencer)

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劳动力分析

Reducing Costs　　Increasing Service Levels　　Improving Performance and Alignment

参与调研的机构数：750 个公司

揭示了HCM 和股东价值

的关键联系

WATSON WYATT'S HCI HUMAN CAPITAL INDEX™

Practice	Impact on Market Value
Total rewards and accountability	16.5%
Collegial, flexible workplace	9.0%
Recruiting and retention excellence	7.9%
Communications integrity	7.1%
Focused HR service technologies	6.5%
Prudent use of resources	-33.9%

Expected change in market value associated with a significant one standard deviation (1 SD) improvement in HCI dimension.

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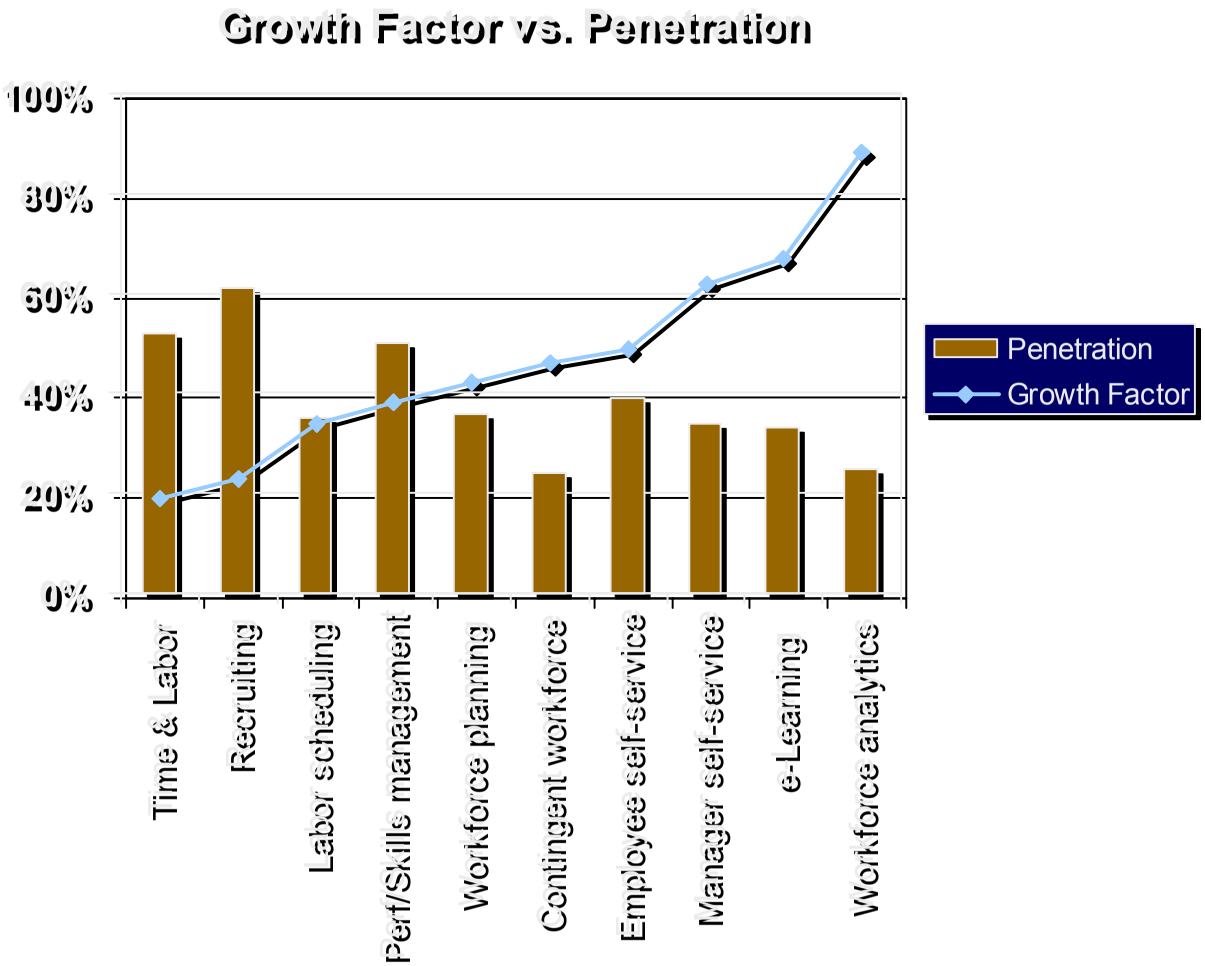
劳动力分析

- 高增长点
  - 劳动力分析
  - E-learning
  - 经理自助服务
  - 员工自助服务/门户



世界先进水平的管理团队了解更好地发挥劳动力将驱动业务战略的实现和走向成功

劳动力分析

Reducing Costs **Increasing Service Levels** **Improving Performance and Alignment**

决策报表概览

Workforce Scorecard

Owner:	Hiromoto,Seiko	Begin Date:	12/01/2000
Responsible:	Fields,Julia	End Date:	12/31/2000

Financial Perspective

Thrust	Maximize Our Fin Effectiveness
CSF	Manage Expenses
CSF	Maximize Employee Productivity
CSF	Maint Competitive Reward Struc

|< <Previous | 1-4 of 4 | Next> >|

Customer Perspective

Thrust	Attract/Retain Competitive WF
CSF	Maintain Stable WF Environment
CSF	Retain Key Talent
CSF	Ensr Staffing Meets Org Needs

|< <Previous | 1-4 of 4 | Next> >|

Internal Perspective

Thrust	Streamline Internal Operations
CSF	Dlvr Tmly Srvc to Constituants
CSF	Support Diversity Efforts

|< <Previous | 1-3 of 3 | Next> >|

Learning & Growth Perspective

Thrust	Dev the Talent for the Future
CSF	Ensr WF Training in Key Areas

|< <Previous | 1-2 of 2 | Next> >|

Multiple Perspectives

Vision	Be the Employer of Choice

|< <Previous | 1 of 1 | Next> >|

报表详细信息

Workforce Movement Analysis

By Month Qtr Year | BUS UNIT - WFI | By Organization | By Geography | Sales and Marketing | By Personal | By Review Rating | ETHNIC - WFI | GENDER - WFI | By Age Group | By Service Group

Action Count as values

			Action Count	Action Count
Hire	Regional Sales Manager	None	2	NA
		By Review Rating	2	NA
	Sales Representative I	None	4	NA
		By Review Rating	4	NA
	Sales Representative II	None	1	NA
		By Review Rating	1	NA
	Product Consultant - Sales	None	22	NA
		Exceeds Some	1	NA
		By Review Rating	23	NA
	Sales and Marketing		30	NA
Other	Regional Sales Manager	Meets All	2	NA
		By Review Rating	2	NA
	Sales Representative I	Exceeds Some	1	NA
		By Review Rating	1	NA
	Product Consultant - Sales	Exceeds Some	1	NA
		By Review Rating	1	NA
	Sales and Marketing		4	NA
Promote	Sales Representative I	Exceeds All	2	NA
		By Review Rating	2	NA
	Sales and Marketing		2	NA
Separation	Regional Sales Manager	Meets All	1	NA
		By Review Rating	1	NA

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Welcome Chuck!

Personalize Content Layout

Search:

Planet GBI

go

Navigator

View A-Z Listings | View Category Map

Expand All — Collapse All

- About GBI
- Communities
- Customers and Partners
- Divisions and Departments
- Media
- Meetings
- My Info
- Policies and Guidelines
- Products and Solutions
- Purchases
- Recruiting and Staffing
- Resources and Services
- Tech Support
- Training

Scorecard

- Financial Perspective
- Customer Perspective
- Internal Perspective
- Learning & Growth Perspective

News

- Customer Profitability Analysis in Retail Banking
- Support Center introduces Co-Browsing
- Bill Inmon says "PeopleSoft Enterprise Warehouse Architecture is Outstanding"

Task List

Edit

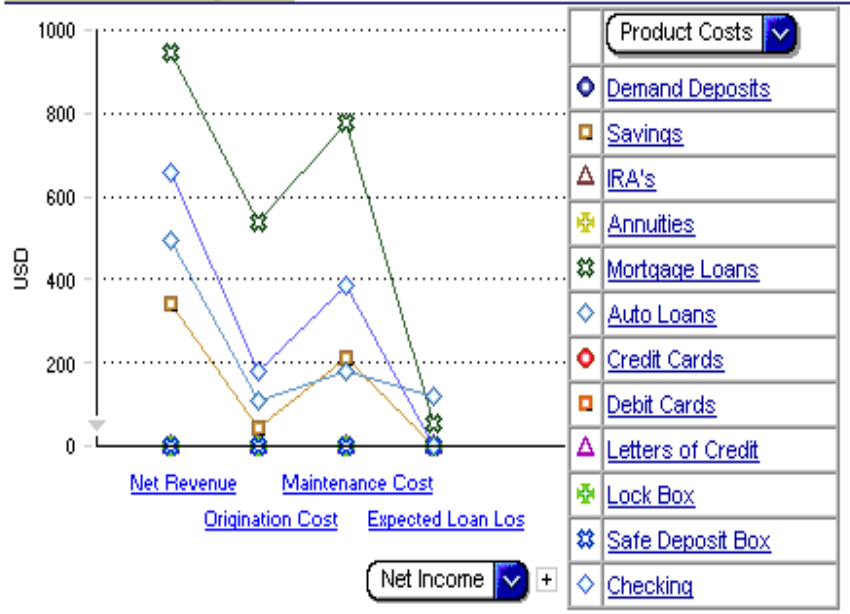
Priority	Task	Deadline
	Quarterly Review Meeting	
1	Make Travel Arrangements	05/18/2001
2	CFO Conference	05/18/2001

Report List

Edit

Notification		Date
Dept Expense Analysis		05/18/2001
Forecast Accuracy Revenue		05/18/2001
Pipeline Analysis		05/18/2001

Product Profitability $



Employee Dashboard

EmployeeDashboard

Provided by HRDB

Payroll Your last payroll deposit was on 26-JAN-01. Click here for details.

Expenses Your 05/16/2001 expense report totaling $187.50 was approved by your manager on 05/18/2001 .

Benefits Paid Time Off: 90 hr(s) Floating Holiday: 16 hr(s) HCRA: $41.67

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劳动力分析

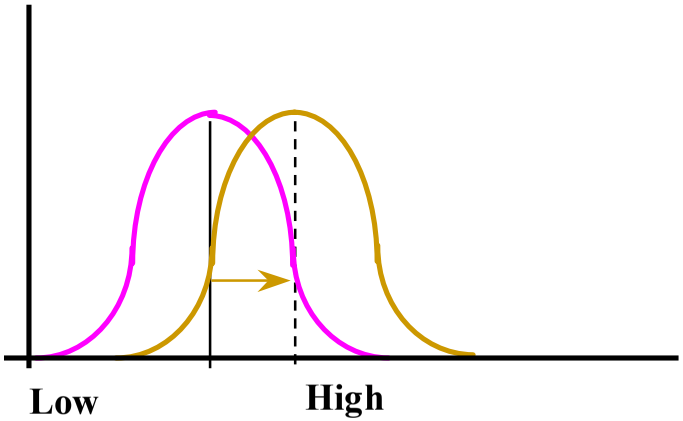
假设...

1。所有员工都可以即时获得和运用整个组织的方法模型，交易内容，信息，技能和知识。

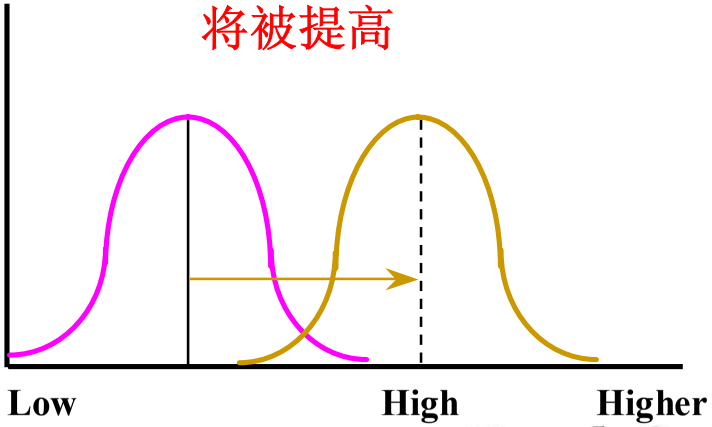
2。组织能随时随地主动地和员工分享获得的新知识/信息, 新见解和最佳操作方案。

...会怎样

个人绩效将被提高



整个员工群体的绩效将被提高



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向最佳实践靠拢

指标	平均水平	最佳实践
HR 部门员工比例	100:1	140:1
填补岗位空缺成本	$8500, 54 天	$3,500, 35 天
适应新业务	6-9 M月	2-3 月
流失率	35%	20%

eHR应用要求

任何时间任何地点的访问

实时 可见与洞察力

开放和灵活

方便使用，易于管理

快速实现价值

对客户的成功负责

Sources: Meta, Corporate Leadership Council, Saratoga Institute

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拿来主义

总之，我们要拿来。我们要或使用，或存放，或毁灭。那么，主人是新主人，宅子也就会成为新宅子。然而首先要这人沉着，勇猛，有辨别，不自私。没有拿来的，人不能自成为新人，没有拿来的，文艺不能自成为新文艺。

PeopleSoft ROI计算器

- HR/IT ROI
  - ROI 计算器
    - 计算 ROI, NPV, IRR, Payback
    - 如果感兴趣，请访问： www.peoplesoft.com or 询问你的项目总监

"… the biggest selling point of the PeopleSoft ROI Calculator is the fact that you can customize it to your numbers. This calculator speaks to the topics you need to hit, like savings on benefits and payroll. You can add or remove pieces of the equation as you see fit. Without this kind of flexibility and detailed information, our project would never have gone forward."

--Polly Foote, HR Business Analyst, Ferguson

"We were able to run the calculator many times to fit different scenarios. And the business process decomposition was very thorough. It's a great tool for developing a HR/IT business case. "

- Kevin Swaggerty, VPHR, PayLess Shoes

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