

THE HRT JOURNEY

Building a world class HR function

4th of September 2015

AGENDA – 4 SEPT 2015

09.15 – 11.15

- Hva har vi endret?
- Globale HR løsninger på alle områder
- Nye HR It Verktøy
- Globale Shared Services sentre
- Nye roller og struktur
- HR som Business Partner
- Hva har vi oppnådd og hvilke nye utfordringer dette skaper!

HRT JOURNEY

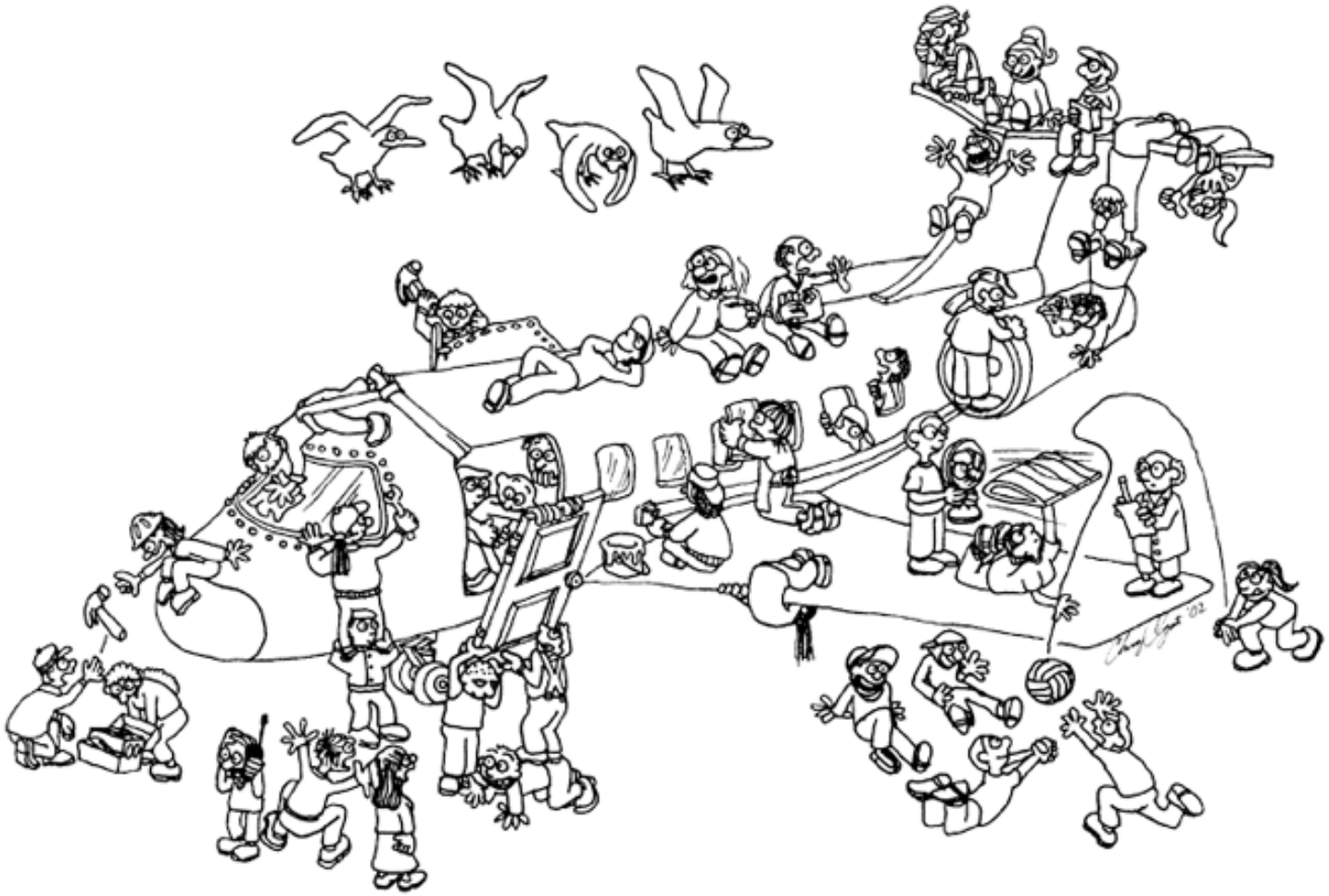
STARTING POINT

- ✓ Few standardized global processes
- ✓ Scattered non-standard IT environment
- ✓ Many different HR Job roles
- ✓ Low control over finance
- ✓ Lack of clear supplier strategy
- ✓ Large part of HR time spent on administration
- ✓ High service level and engagement from HR team

CURRENT

- ✓ Globalized processes for all areas
- ✓ One ITM global tool
- ✓ Global Shared Services
- ✓ 4 job families in place with defined ways of working
- ✓ Consistent global operating model
- ✓ Strong control over finances
- ✓ Savings of external spend and clear vendor strategy
- ✓ HR resources ready and enabled to bring great value to the business

PROSJEKTPLAN + 1 SLIDER



WHY WE NEED TO CHANGE

In order to **BUILD THE BEST TALENT IN THE INDUSTRY** we need to:

Increase the value of HR to the Business

BUSINESS DRIVEN



- Making a stronger contribution to the business' strategic goals
- Enabling a complete operational view of our business & employees
- Managing the changing talent needs in our business

Improve the effectiveness of HR Ways of Working

GLOBALIZED



- Providing simplified, integrated & globally consistent processes
- Enabling global processes with an integrated HR IT tool
- Creating a more cost competitive platform for HR

Create greater efficiency in delivering HR to the Business

SCALABLE



- Speed, simplicity and quality
- Integrated HR processes & tools
- Improved handling of high volume activities through HR Delivery for greater scale & agility

HR TRANSFORMATION VALUE PROPOSITION TO MANAGERS

1 REFINED ROLES & RESPONSIBILITIES

- HR Business Partners
- HR Generalists
- HR Delivery & SSC
- Subject Matter Experts (SMEs)

2 ONE INTEGRATED HR-VIEW OF YOUR ORGANIZATION

One Integrated and common tool – ITM



3 SIMPLIFIED, GLOBAL & CONSISTENT HR

HR DIRECT



4 INVESTMENTS IN HR



New HR Curriculum

WHO AND WHAT



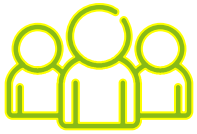
- **HR Business Partners**
  - Support 1st and 2nd org layers



- **HR HUB Heads**
  - Support HUBs
  - Lead Generalist teams



- **HR Generalists and Country HR**
  - Support HUBs and Region
  - Cross Country and E2E responsibility – ensure legal compliance
  - Execute strategy and processes from HUB, HR Head, BP and SME



- **SME**
  - Design, Develop and secure deployment of strategies, policies, processes and tools in the own area of expertise

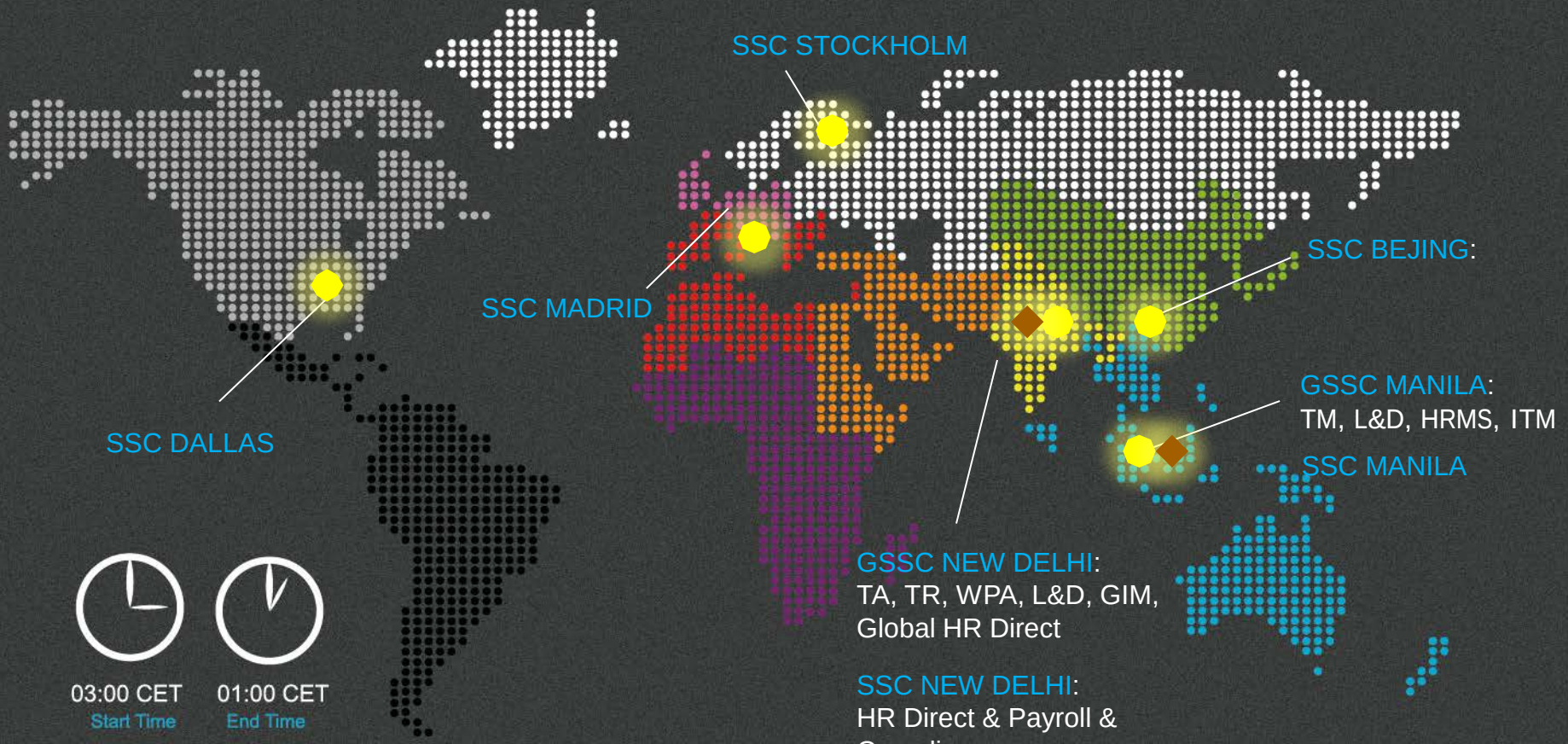
HR DIRECT

- **HR Direct**
  - First line support for HR, managers and employees



- **SSC/GSSC**
  - HRMS activities, HR delivery of global processes, payroll & personal administration, and local admin

HR GLOBAL OPERATIONS

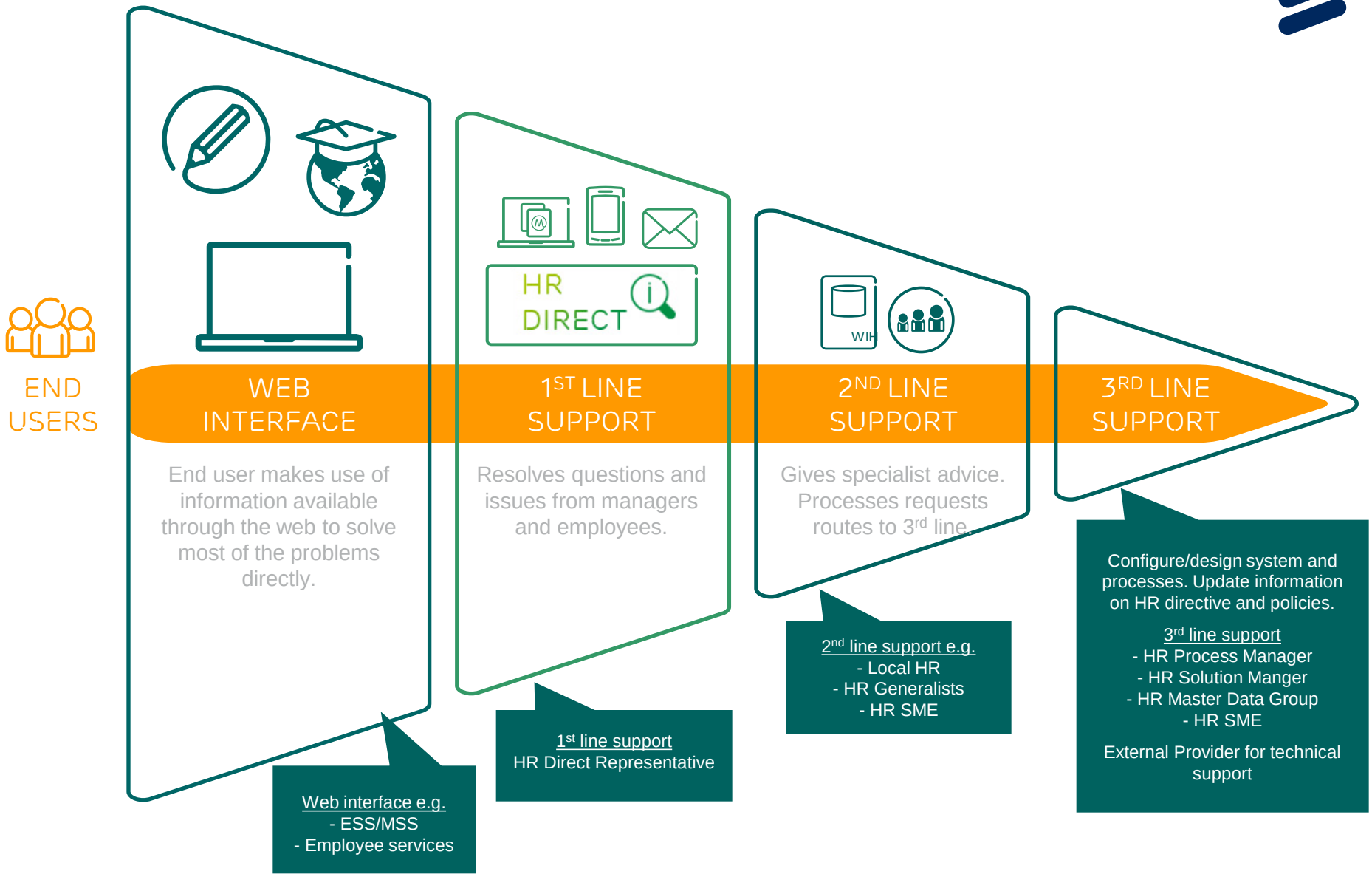


Population Covered 115880

HR DELIVERY

WHERE	WHAT
 Far shore	Support of HR processes on a global level are performed by Global Shared Service centers (GSSC)
 Near shore	Support of HR processes on a regional level are performed by HR Shared Service centers (SSC)
 Local	Local HR administrative activities that must be handled within a country are performed by a HR Local Delivery (part of the HR SSC org.) or by Local administration services.
 Out sourced	Outsourced HR services are performed by an external HR service provider

END USER SUPPORT FLOW



HR DIRECT STOCKHOLM

HR Direct support for region RWCE & RECA gives expert guidance within global HR processes and tools:

- ESS/MSS
- Dialog
- Time Entry and Approval (ESS/CATS)
- Stock Purchase Plan (SPP)
- Individual Performance Management (IPM)
- Ericsson Academy
- Recruitment and Internal Mobility
- Staffing (e.g. Transfer, Code of Business Ethics)
- Organization changes and Organization viewer
- Competence Management
- Management Planning



Phone hours:
9.00 – 16.00 CET
RWCE: UK and Ireland: 09.00 – 16.00 (CET + 1hr)
Monday - Friday

Service level: 80% of the calls are answered within 60 seconds.

Self resolution rate: 85% of the requests are solved directly by HR Direct

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RPO SCOPE SUMMARY

IN SCOPE

SOURCE SELECT OFFER ONBOARD

RECRUITMENT TYPE:

- External, including graduate/interns
- External Workforce insourcing
- Internal Domestic Hires Job Stage 8-9
- Internal International Hires (offer and onboarding)

COORDINATION / ADMINISTRATION / EVENTS:

- Intake call with manager
- Job posting
- Referral coordination
- Pre-screening, phone-screening, shortlisting
- Interview/Testing/Assessments Coordination
- Reference check
- Facilitate release approval process
- Job offer preparation
- Visa process coordination (if applicable)
- University or Professional Recruitment/Networking events
- Reporting – RPO Performance Management

OUT OF SCOPE

ACTIVITIES

- HR Interviews
- New Hire Orientation
- Branding Strategy
- Requisition Approvals
- Union Negotiations/Works Council Engagement
- LTA Offers and STAs
- Executive Hires
- Contractors/ARPs

HR INTERVIEW MATRIX

Job Levels	NO HR interview	HR interview	
		HR Generalist	HR BP
RECA/Hosted LT vacancies (Job stage E) Internal + External candidates			✓
RECA/Hosted Functional LT vacancies (Job stage 8-9) Internal + External candidates			✓
Leadership positions below Functional RECA/Hosted LTs (all job stages) Only for external		✓	
Individual Contributors (job stage 8,9) Only for external		✓	
Individual Contributors (job stages <7) Internal + External candidates	✓		

talent aqcuisition



External male (27) External female (9) Internal (58)

94 positions filled with 21% referrals

41 Days

Average time to fill

Number 1

region in Ericsson

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WORKFORCE PLANNING & ANALYTICS

KEY RESPONSIBILITIES

- Strategic Workforce planning
- Tactical Workforce planning
- Cost of Workforce
- Workforce Analytics
- Handling of Job Requisition approval process as part of recruitment
- Career & Competence Model

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KEY RESPONSIBILITY AREAS FOR SME TOTAL REWARDS

Manage Base pay

- Compensation strategy
- Regional Guidelines
- ASR and salary budgeting
- Compensation proposals

Manage Variable pay

- STV
- SIP

Benefits alignment

- Benefit package and market competitiveness in line with global policies and local HR

Job Evaluation

- Implement Job evaluation methodology/CCM job structure in the region including governance structure to build basis for reward decisions

Mobility

- Co-operation with local HR and IM as input for mobility offers

Global Projects 2014

- Offer letters – data provision – TA
- STV/SIP Commitment levels
- Benchmarking
- Local guidelines on salary setting/Internal hires
- Reviewing the Annual Salary review process and the STV/SIP Payout process

RECA Focus 2014

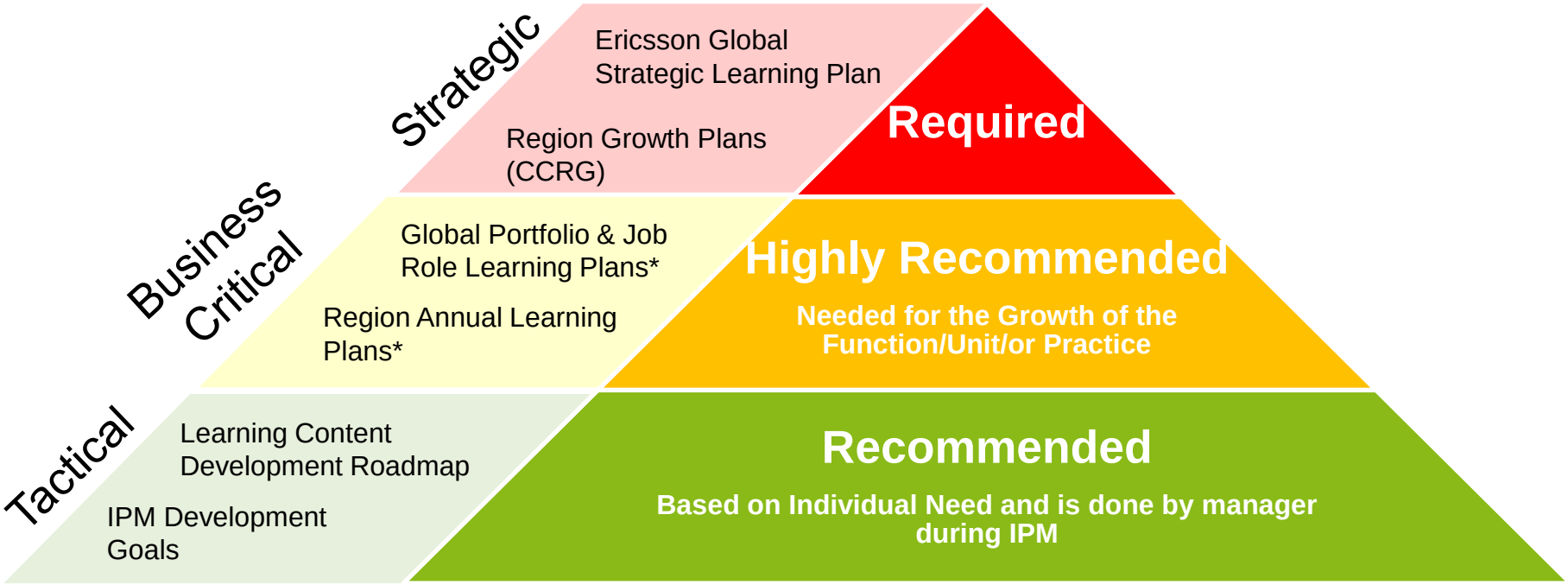
- Review the Annual Salary Review process and the STV/SIP payout process.
- Define compensation structure for key strategic roles to support attraction, motivation and retention
- LTA transition from the old to the new compensation model
- Varible Pay alignment

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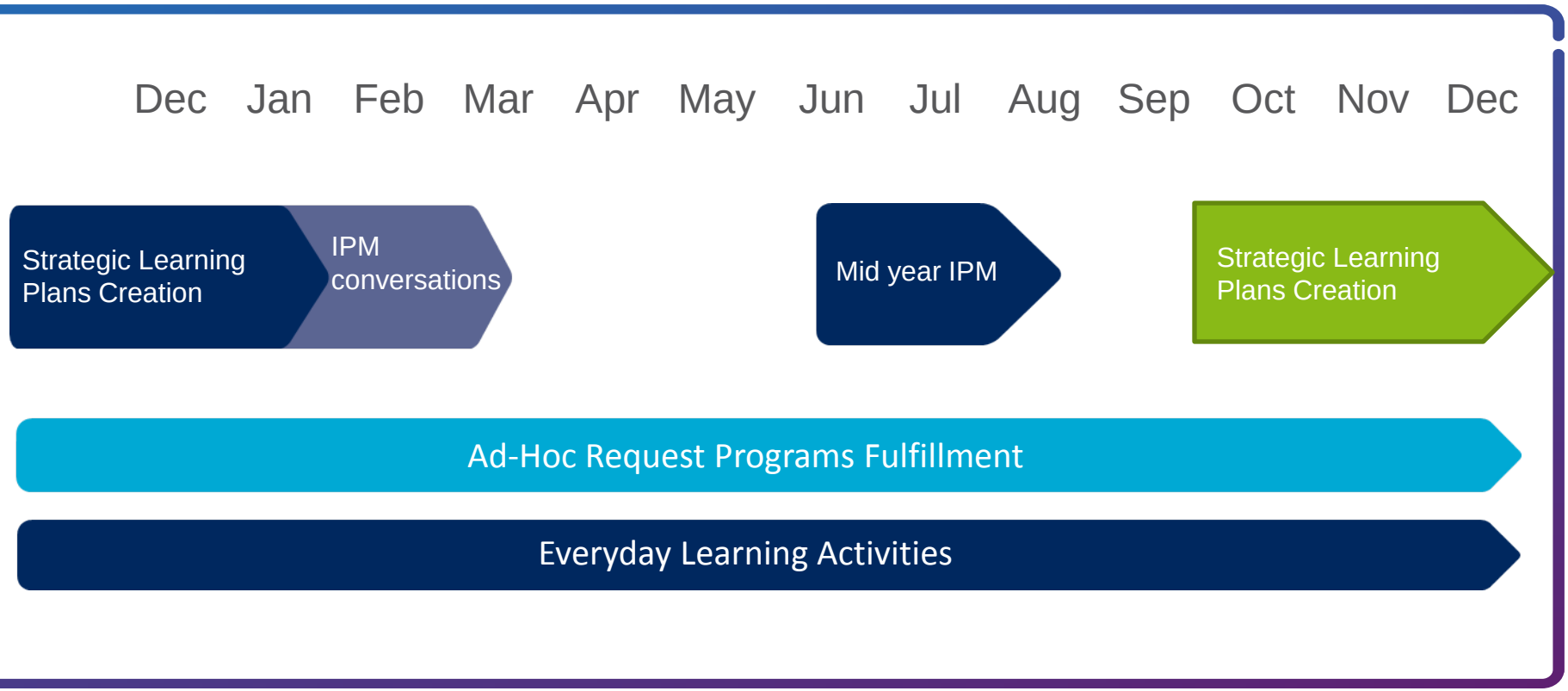


LEARNING PLANS

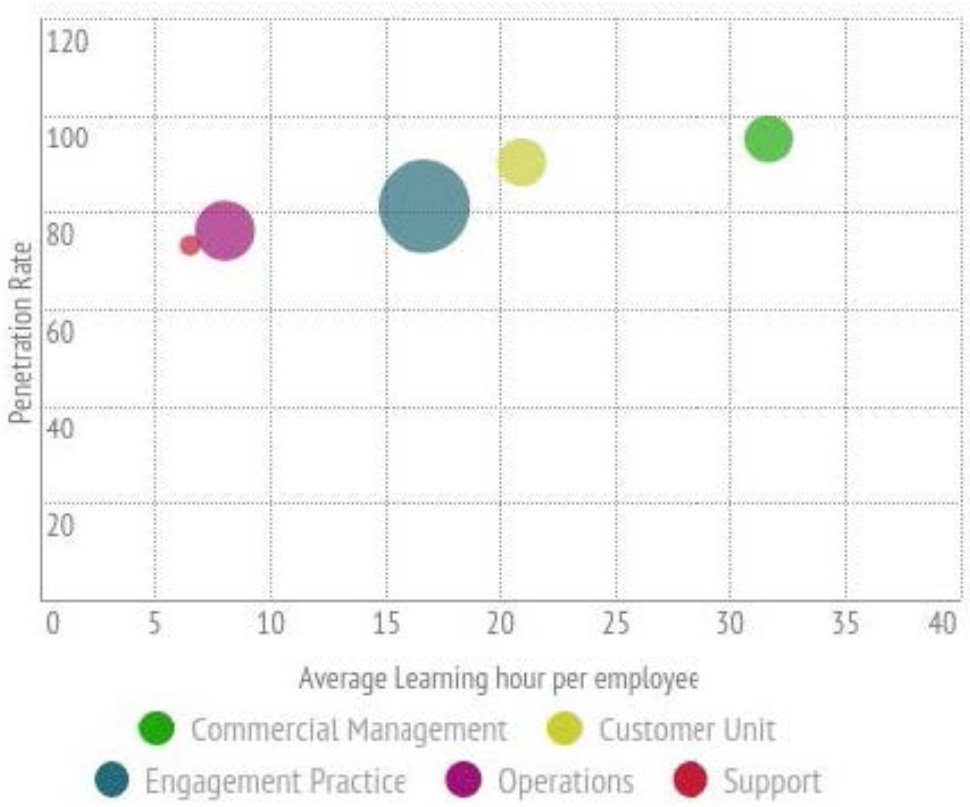
LEARNING PLANNING HIERARCHY



YEARLY ACTIVITIES



learning & development



21.211

hours of training in half 1

No 2 Region in Ericsson

HRBP COMPETENCIES

ADVANCED CONSULTING SKILLS





SKILLS DEVELOPED

Leverage business intelligence in preparation for a customer interaction

Conduct an initial customer dialogue and identify addressable customer needs

Perform requirements analysis, linking business objectives to functional and technical requirements

Formulate an indicative business case

Understand and facilitate the needs of different stakeholders, such as marketing, technology, operations and finance

Develop and negotiate an effective proposal




>FINDINGS FROM
CURRENT WOW

BENEFITS FOR ALL

- Global and Scalable processes established
- ITM – “the new super tool”
- Clear processes in place
- New roles and responsibilities established
- High quality GSSC established
- Competence and Capabilities improved in HR
- Shift towards more proactive recruiting
- Professionalized Learning & Development
- Workforces Analytics and focus on Critical Competence and Resource Gaps improved
- One Team towards the business
- A True Business Partner

TODAYS CHALLANGES

- Local HR R & R – one team and get the full picture
  - Fully operational structures misses out the local responsibilities to some extent
  - Knowledge sharing
  - HR Identity change?

- To some extent lack of end to end responsibilities in HR
  - Managers in the driving seat!
- Roles and responsibilities still to be clarified in Talent Aqusition
- International assignments – too slow and cumbersome
- Offer/TR escalation process too complicated
  - Delays the onboarding
- Internal hiring – Time Too Fill is too high
- HR Direct – involvement and competence



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