

Construction of enterprise human resources sharing service model based on "three pillars" model

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Abstract: The first mock exam is in the era of rapid development of knowledge economy, and the importance of human resources is gradually strengthened. Meanwhile, the mode of human resource management has begun to develop from the traditional personnel management to a new model that meets the needs of enterprise development. In this case, the application of the "three pillar" model in human resource management has become a reality, which is based on the strategic mode. Promote the roles and functions of the human resources department to be divided into different aspects, pay attention to the detailed treatment of business, and clarify the problems and needs faced by different departments. How to ensure whether the "three pillars" model operates effectively and plays a role in combination with the respective conditions of the enterprise has also become an important problem to be solved by the enterprises using this model. When the human resources departments of enterprises share the strategic model under the "three pillars" model is actually applied, It can help enterprises pay attention to the effectiveness of the work of the human resources department under the "three pillars" model, urge the human resources department of enterprises to take targeted performance improvement measures according to the performance results, and fundamentally realize the transformation of the strategic role of the Department. The "three pillars" model of human resources has become the main content of human resources transformation of relevant enterprises. Enterprise human resources management has developed from the division of labor based on six modules to the three pillars of human resources management. Finally, it has clearly realized the separation of human resources management and management. The research on it can provide reference for the research of other enterprises.

1. Introduction

Under the background of the rapid development of global knowledge economy, "human capital" has begun to become the core resource advantage for the sustainable development of enterprises in the increasingly competitive market. The role of human resources department in the enterprise has also changed, which has experienced a significant change from the traditional role of personnel consultant to today's strategic partner. Human resources department has gradually developed into an important way for the organization to obtain resources and core advantages. Its strategic role in the organization has become increasingly prominent and began to occupy a core position in all departments of the organization. Under the background of state-owned enterprises actively promoting the reform of management mechanisms such as mixed ownership and professional managers, how to give full play to the effectiveness of human resources organization and improve the ability of human resources management to deal with external and internal environmental changes and obtain competitive advantage has become an important issue. Combined with the working concept of "strengthening service, improving efficiency and transforming mechanism", the human resource management of Hegang Tangshan Iron and Steel Co., Ltd. has carried out reform and transformation by using the "three pillars" model theory, and carried out human resource work with a new human resource organization and management and control model innovation, so as to better serve the company's business and create value for the organization. The implementation of the three pillar model enterprise human resources sharing strategy is essentially based on the innovation of enterprise human resources organization and management and control mode. Traditionally, the organizational structure of human resource management is divided according to professional functions. For example,

the six modules are often used. Recruitment, training, salary and welfare, performance and employee relations are regarded as different functional blocks. The establishment and application of enterprise human resources sharing service model based on "three pillars" model can better improve the efficiency and efficiency of human resources management. The applicable conditions of the enterprise establishing the model are: the enterprise has a certain scale: the enterprise has a large number of subsidiaries or institutions and a large number of employees; All subsidiaries or branches have set up human resources departments, and all human resources departments have repeatedly set up many departments with similar functions. In addition, the similarity of human resources activities is required: the human resources activities of subsidiaries or subordinate institutions are highly similar, and some human resources work can be collected from below to the group level for unified processing. Finally, the attention of the company's senior leaders: senior leaders attach importance to human resource management and have the desire to improve the competitiveness of the enterprise from the aspect of human resource management. The establishment of human resource sharing center focuses on the unified treatment of all basic administrative work related to human resource management in each business unit of the enterprise. Integrate all departments to establish a service center for unified processing.



Fig.1. Humen Resource Managers' Duties

2. Research and practice of human resource allocation management system

2.1 Basic construction ideas

Adjust the traditional human resources organizational structure divided by professional functions to the "three pillars" structure guided by strategy, business and support, clarify the responsibility orientation and job responsibility division of the "three pillars" of the human resources system - HR expert center, HR shared service center and HR business partner centers, and coordinate with each center to sort out and improve the supporting relevant management systems, work processes, hierarchical management design, etc, To establish a modern human resource management system of the whole process to better serve the reform and development of the company.

Table 1 Enterprise human resource sharing service model based on "three pillars" model

Enterprise human resource sharing service model based on "three pillars" model	HR expert center
	HR shared service center
	HR business partner

2.2 Implementation objectives

Cooperate to establish a modern human resource management system with "sound system, standardized process, clear trace and efficient service" to lead the development and operation of the company. The implementation objectives mainly include two aspects: effectiveness and efficiency: 1) effectiveness: sorting and reconstruction of management system, functions and responsibilities, and work flow, with a completion rate of 100%, providing a basis for the exertion of the organizational effectiveness of human resources system. 2) Efficiency: the operation efficiency of human resources system has been significantly improved. The total staff quota was reduced from 171 to 120, and the number of employees in the human resources system was increased from 181 to 259,

with a 43% increase in the service ratio.

2.3 Implementation contents

Based on the central responsibility positioning of "experts, sharing and partners" in the current human resources system, as well as the current situation of organizational structure, management system and core workflow design, make overall consideration, make comprehensive planning, make full use of information means, and steadily carry out various work. At the same time, effectively reshape the management system and organization. Adhere to the principle of "connecting with reality, keeping pace with the times, stability and sustainability", uniformly sort out the articles of association, regulations, methods, rules and other systems, so that the boundaries between various systems are clear, and the contents do not overlap or overlap, so as to finally form a company's human resources policy and system system with strategic connectivity, universal restraint and repeated applicability, which is conducive to guiding the development of human resources work and supporting the smooth implementation of work process. Clearly put forward the work process planning and reengineering. Combined with the combing and revision of the management system, the work process is structured and hierarchical, focusing on the work process that affects the work efficiency and hinders the fluency of daily business operation. Clarify the logical relationship between various works in the organization system, clarify the flow sequence of events and activities, reengineer the processes that need to be designed and planned, determine the main links, participating departments, operation steps and procedures, require that there is no conflict and disconnection between various work processes, focus on promoting the implementation of processes, and ensure the implementation of management systems and the systematic and efficient delivery of HR products and services.

Strengthen the reclassification management of subsidiaries and branches, confirm the work processes of business units such as subsidiaries and branches and secondary units, sort them out in the mode of "centralization + decentralization", authorize the management responsibilities such as labor organization management, attendance and labor discipline management, training management and bonus secondary distribution, which are managed by the unit independently and centrally controlled by the human resources department of the company. In particular, the businesses suitable for centralized management in the business unit are screened out, uniformly delivered to the HR shared service center, and uniformly included in the approval workflow. Through professional and effective methods and design, the smooth and efficient handling of relevant businesses is ensured, so as to achieve a reasonable balance between centralized management and appropriate decentralization.

2.4 Implementation steps

For the implementation content of the project, adhere to the "top-down guidance, bottom-up feedback and top-down implementation", and carry out it repeatedly, so as to finally build and form a modern human resource management system. 1) Control combing stage. Complete the sorting of management system and workflow. After combing, conduct in-depth analysis and research, effectively evaluate the current situation, classify and grade the overall situation, comprehensively consider the two factors of business needs and technical support, and come up with practical optimization opinions to provide basis for the next optimization work.

Fully carry out the thorough investigation of the management system, sort out the directory of management documents, study and judge the status of documents, classify the management documents according to the principle of "Abolishing, retaining, changing and establishing", and abolish the documents that do not meet the current development requirements; Newly formulated documents that meet the requirements of the situation, policies and laws shall be retained; Some documents with inappropriate contents shall be revised; If there are gaps in the management system, new rules and regulations shall be established in combination with the actual situation of the company. Be able to analyze the current status of all business-related workflow design in combination with the responsibility positioning and division of each center in the three pillar transformation of human resources, fully diagnose, refine and expand, and integrate the existing process definition and reengineer on the basis of the existing system functions and components. Ensure that HR business partners sort out, judge and classify HR management businesses in their business units, specifically

divided into businesses that need centralized management and businesses that continue to be decentralized management. At the same time, if there is a need to undertake the system documents of the superior, it shall be investigated at the same time.

Clarify the optimization and promotion stage. Complete the reconstruction of management system and organization and the reengineering of work process planning. According to the classification and grading of the previous stage, according to the specific promotion measures and optimization opinions, design the management system and complete the reconstruction and reconstruction of relevant work processes. Strengthen the effectiveness and practicability of the system review system and workflow, and put forward review opinions. Take supporting the work as the starting point, break the thinking of designing the management mode of human resources according to professional functions, sort out the results according to the management system, redesign the human resources management process and reengineer the work process. Implement system review, review the businesses that need centralized management and decentralized management one by one, assess the risks and put forward opinions. Together with HR business partners, the HR expert center will jointly confirm and put forward the reclassification management scheme, formulate the next step measures, and select the commissioning unit for inspection.

Better summarize and consolidate. After the construction of modern human resource system is completed, summarize and evaluate the overall construction, solidify the management system and workflow, consolidate and improve the actual results of the construction of "modern human resource management system", and provide a strong guarantee for the development of the company's human resource system. Check, verify and continuously improve the curing results. Timely find out the links with poor connection and problems with the actual management activities, and make continuous improvement to promote the effective operation of the human resource management system.

3. Construction and implementation effect of human resource management system

Through organizational capability reengineering, enterprises build a modern human resource management system supported by the organizational structure of enterprise human resource sharing service model based on the "three pillars" model. The implementation effect is mainly reflected in giving play to the role of "strategic traction". The combination of human resource strategy design and enterprise management strategy can effectively promote the adjustment and optimization of enterprises and promote the successful implementation of enterprise strategy. The correct human resource strategy can continuously enhance the total human capital of enterprises and expand human capital, which is of great significance for enterprises to maintain sustainable competitive advantages. In addition, it is also reflected in strengthening the role of "system support". The design and construction of sound human resource management system, system and process can effectively motivate and utilize the management and professional and technical talents suitable for the enterprise development strategy, maximize their talents and promote the rapid development of the enterprise; As an economic lever, it can effectively improve the operating performance of the company. Finally, it is reflected in the implementation of "one-stop" window service. The shared service center integrates the six modules of the human resources department, solves the process pain points of the enterprise, forms a "business consulting + service delivery" platform, carries out "one-stop window service", implements the "informatization + process" overall operation mode, and improves the efficiency of human resources service. It can also realize "private customized" scheme design. On the basis of implementing the company's customized policies and policies, the HR center focuses on the implementation of personalized services for employees.

4. Conclusion

The construction of the human resource management system based on the "three pillars" model gives full play to the strategic traction and system support of the company's human resource system, meets the "one-stop" window service and "private customized" personalized scheme design of employees, serves the company's business, better creates value for the organization, and highlights

the management effect of the human resource system of "one step, hierarchical management, overall control and efficient operation".

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