



HR Accountability, Strategy and KPI

2004.11.20

/CHRO

“Inspiring Dreams”

Today's Agenda

- I. HR
- II. 가?
- III. HR Accountability, Strategy, KPI



“Compassionate”

I.

HR

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HR

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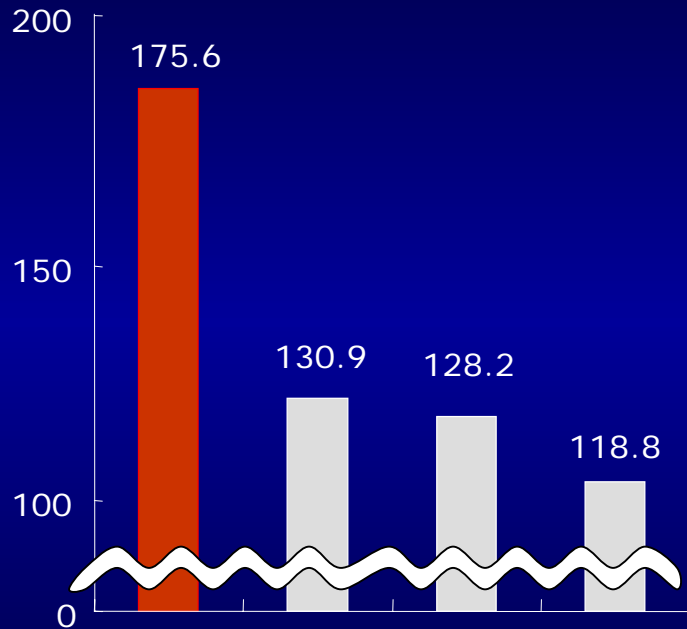
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• HR

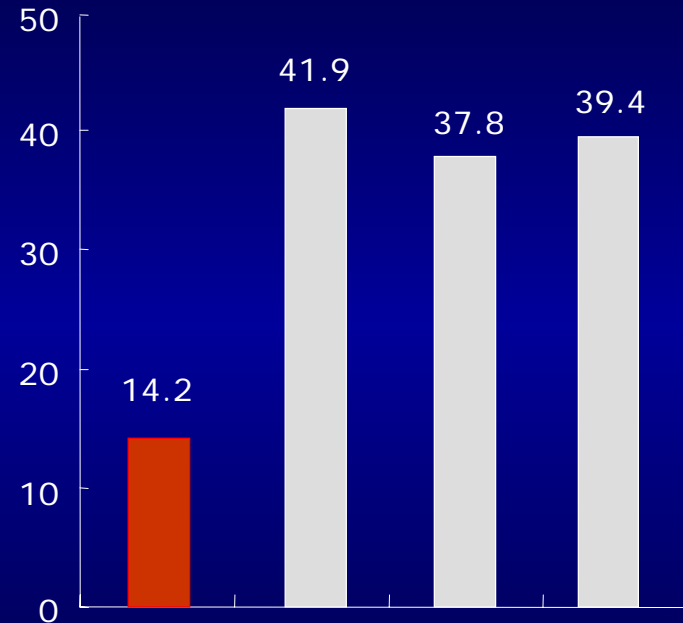
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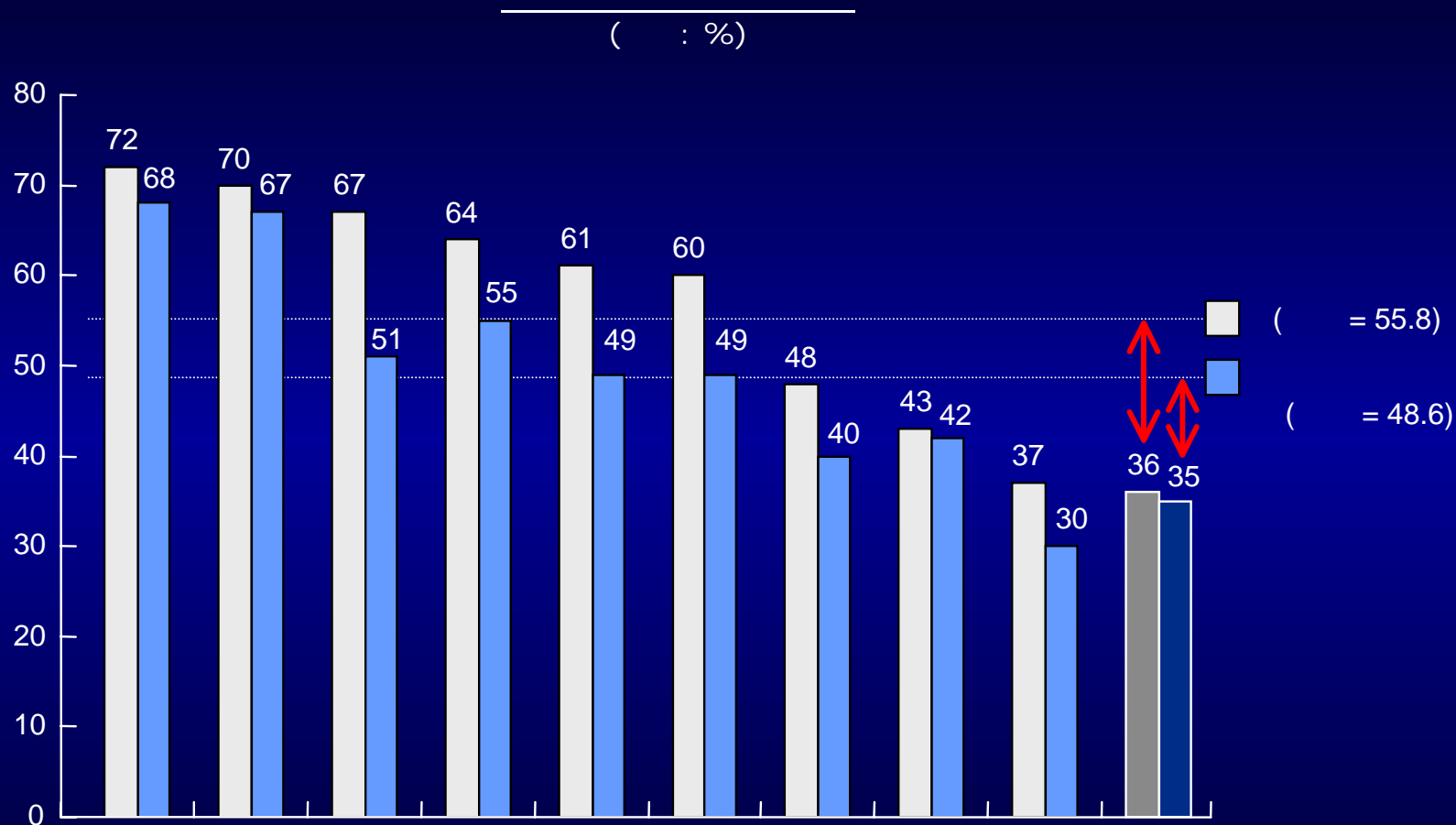


(2001.12)
(2002.12) ÷ (2001.12)

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The Conference Board (2003)
(2001.12) = GDP/ (2001.12)



: Taylor Nelson Sofres (2002.11)

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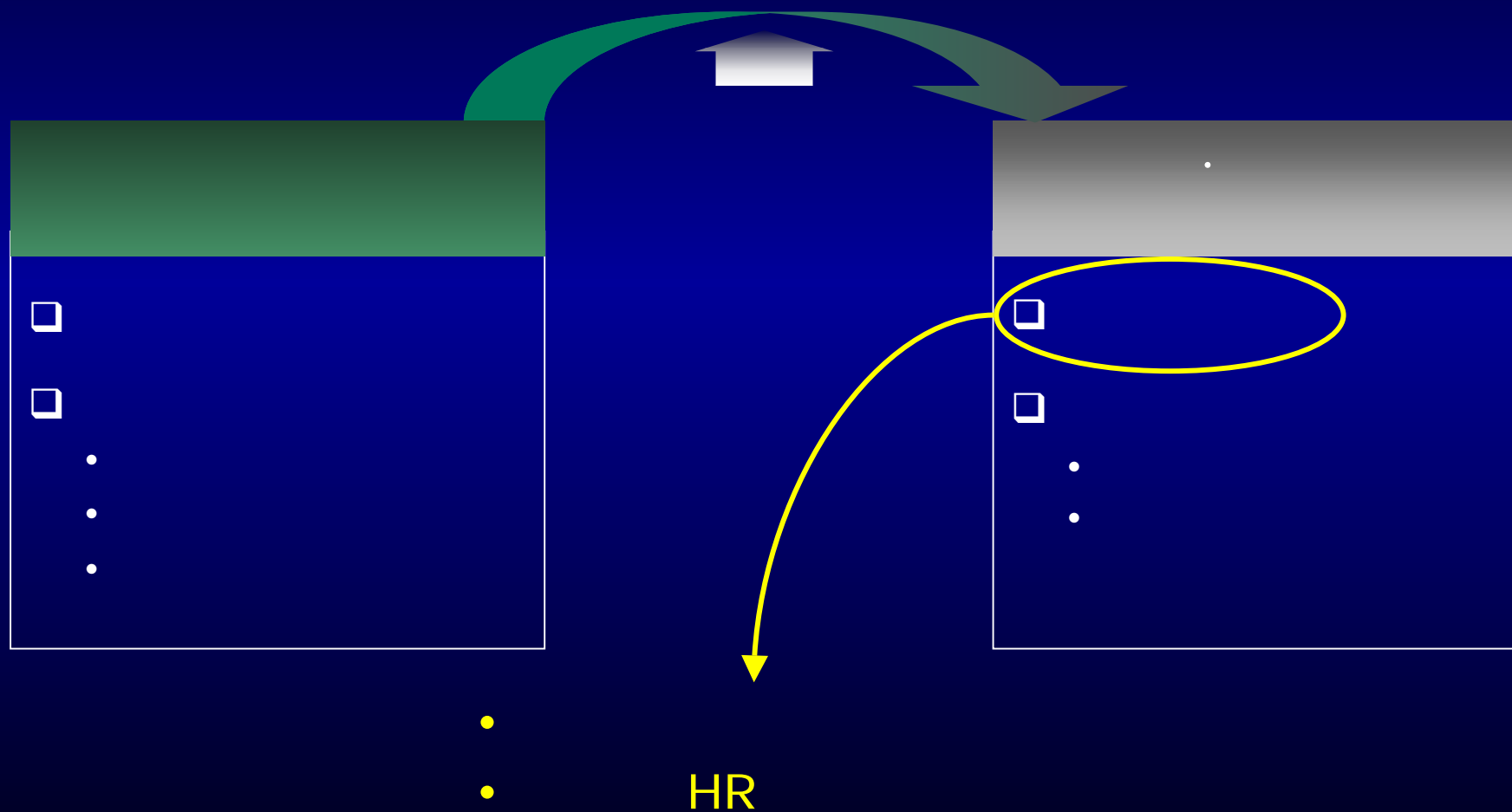
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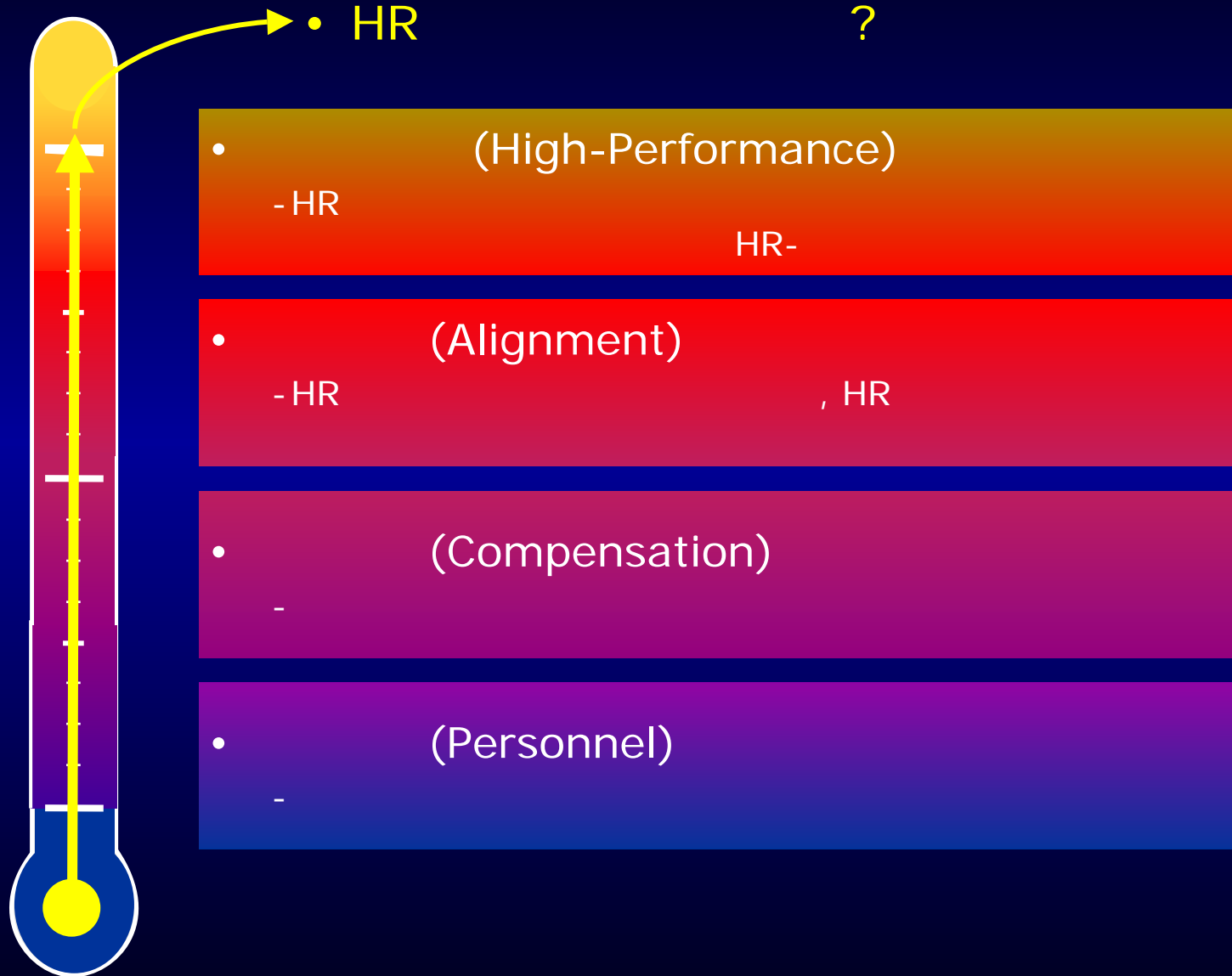


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가?

- 가 .
- 가 .
- (Initiative) 가 .
- 가 .
- (" " " " " ")
- Open Communication .







“Trustworthy”

II.

가?

-
- HR 가?
- 가?
- /
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- 가?
- Competency Modeling
-
- HR Scorecard HR
- HR Architecture
- Enterprise Strategy Map



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HR

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(Vision)
(Strategy)
(Accountability)

Brand Concept
Brand Communication
Brand Asset

HR Scorecard

Brand Scorecard

가?



(Präsituative Regelung der Aktionsfelder)





(Expected Output)



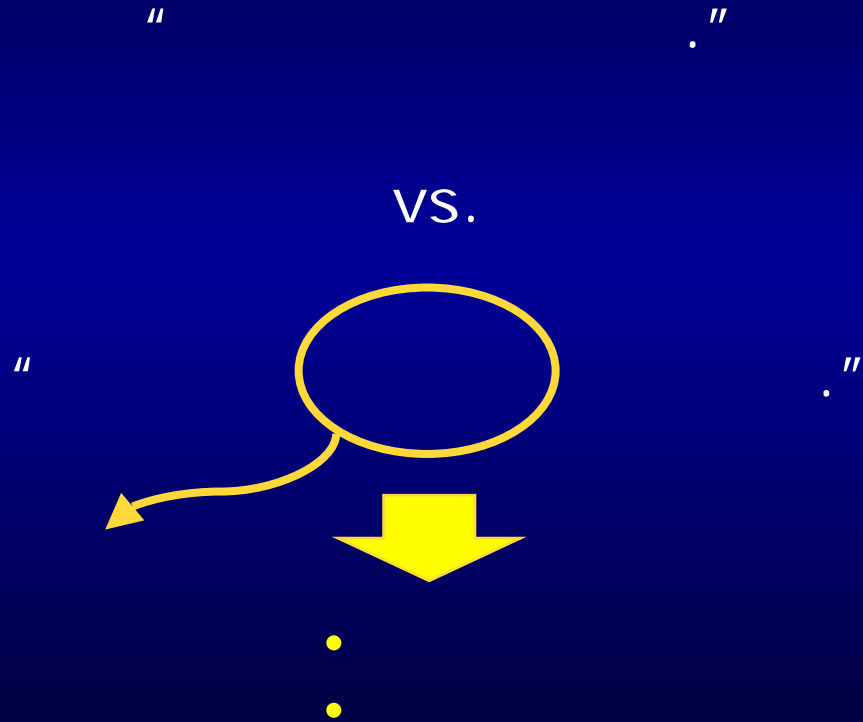
Accountability()



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(2/2)



HR

CHRO

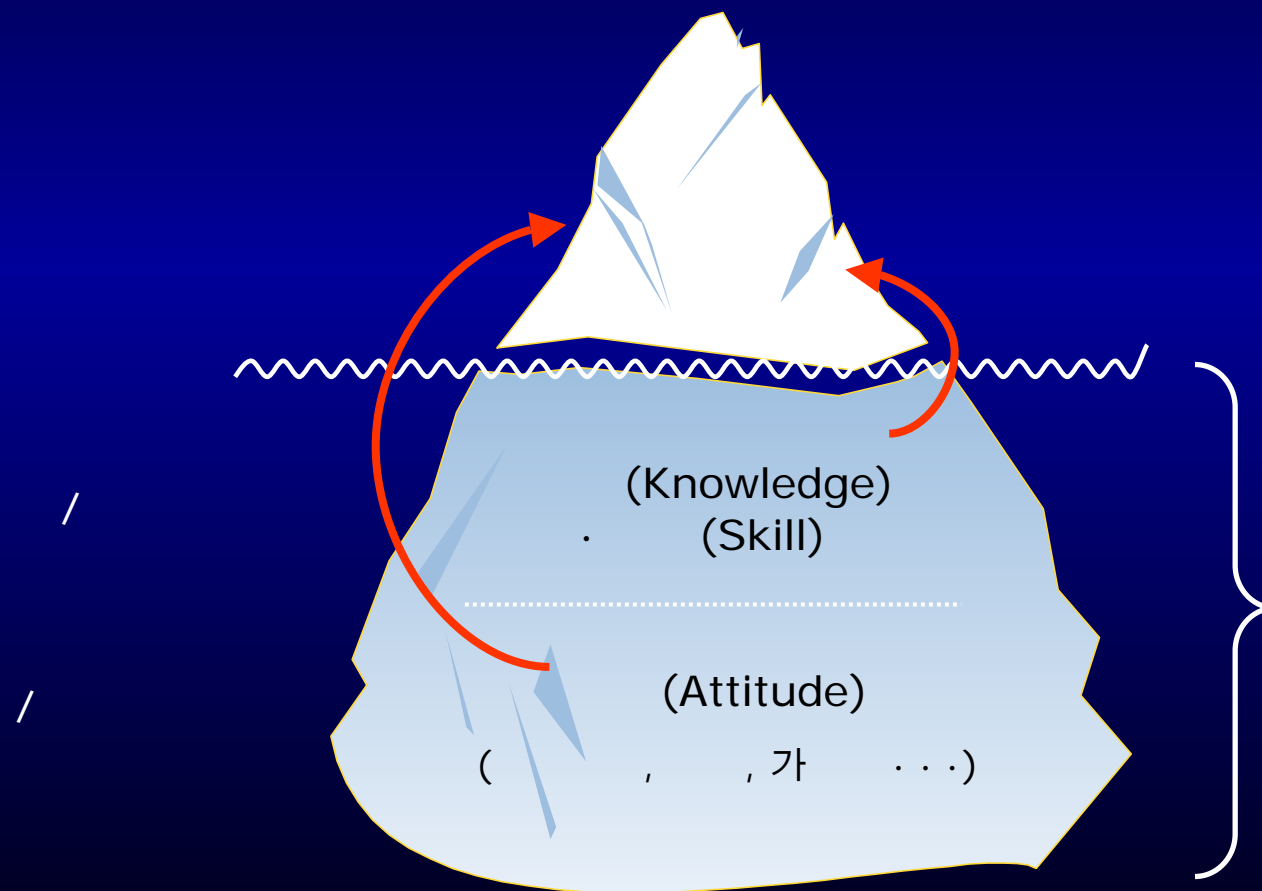
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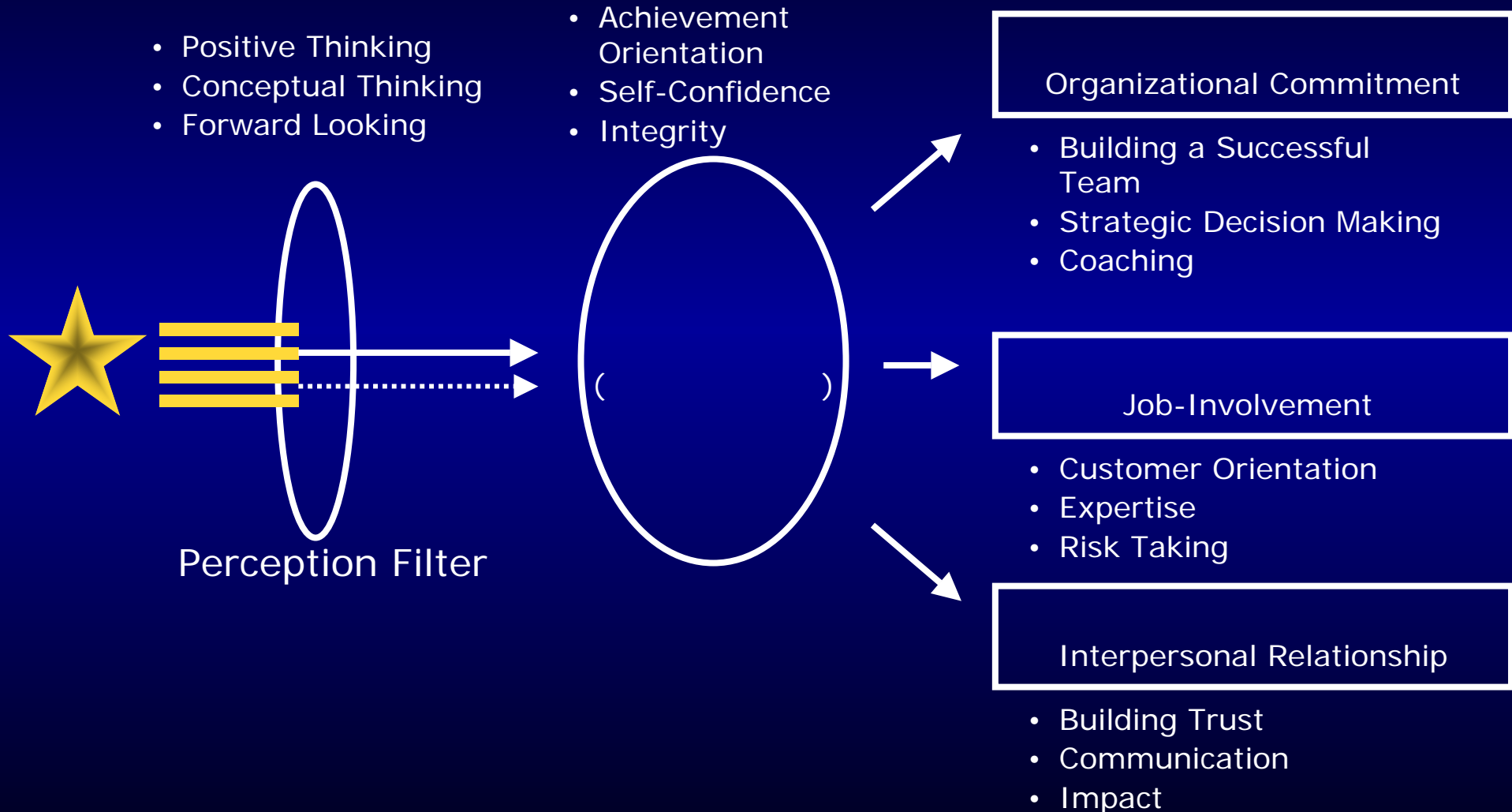
- 1.
- 2.
- 3.
4. HR
5. (Talent Pool)
6. HR
- 7.
- 8.

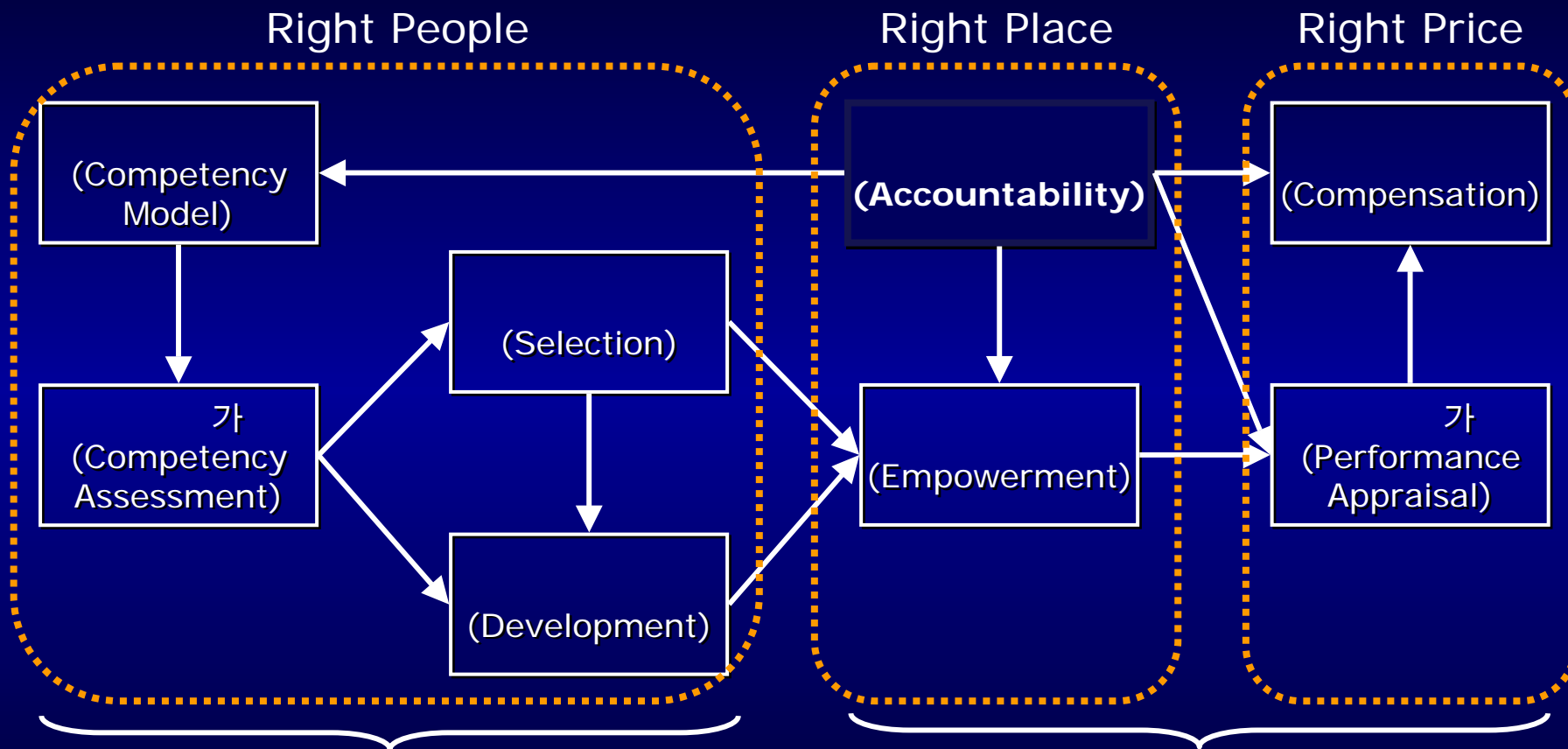
가?

- (Skill), (Attitude) (Knowledge),



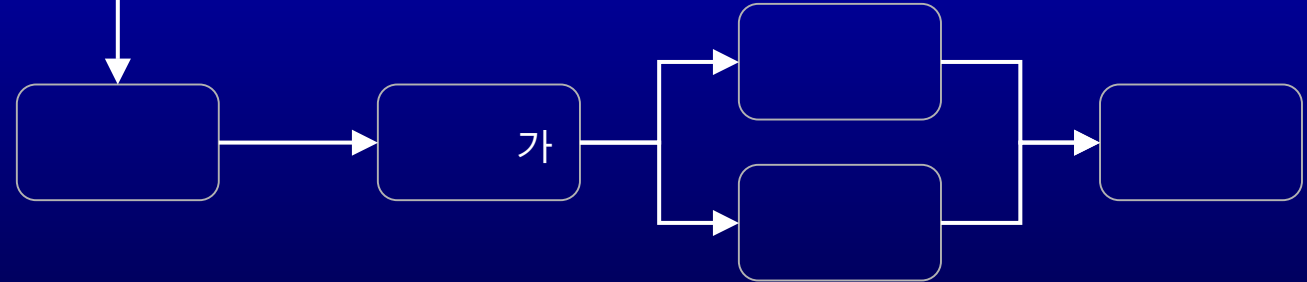
Competency Modeling



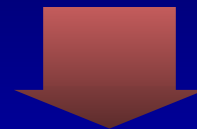
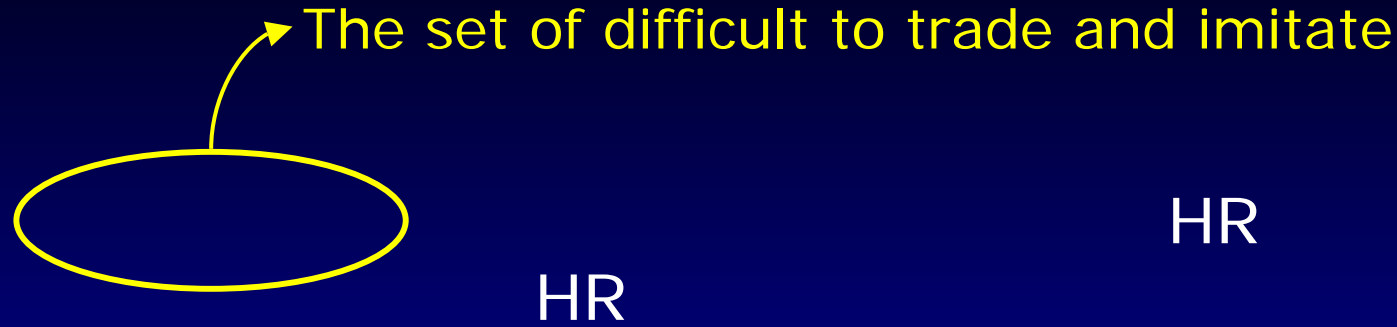




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HR Scorecard

- HR *)
- HR
- HR
- HR

*) HR

(HR Architecture)
"가"

HR

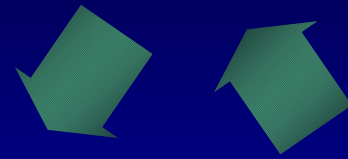
HR

– HR

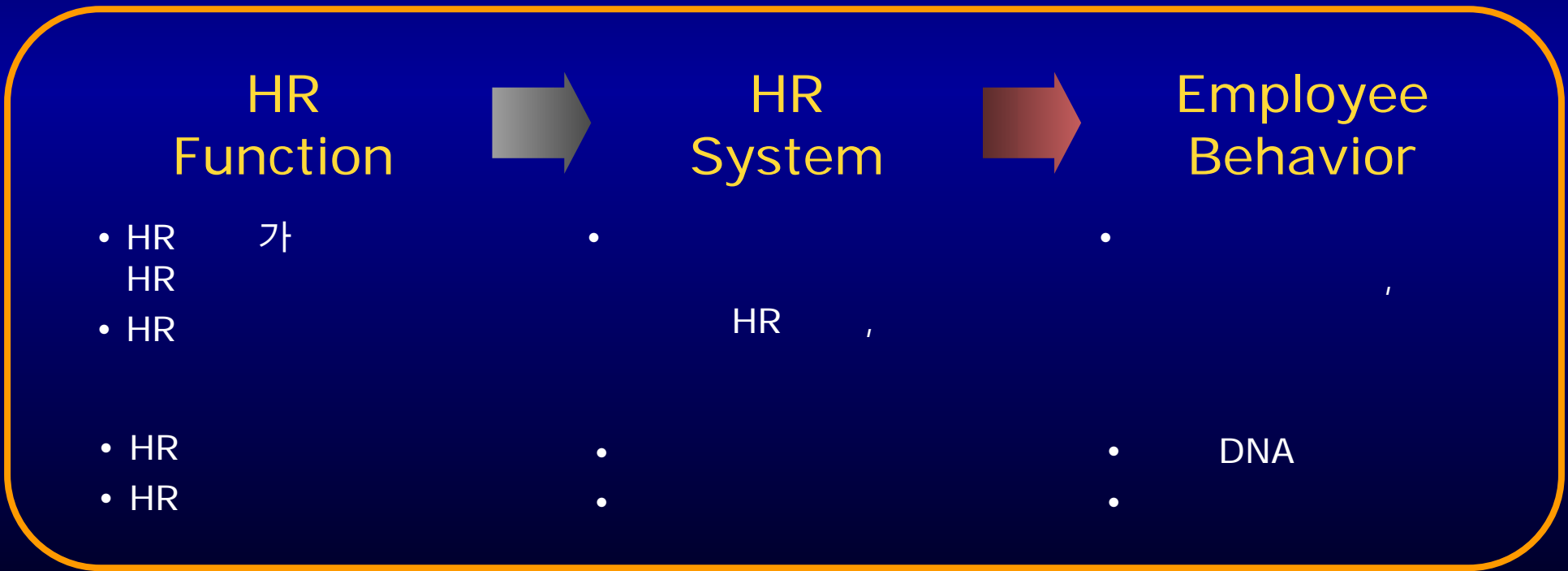
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HR Strategy

- HR Architecture



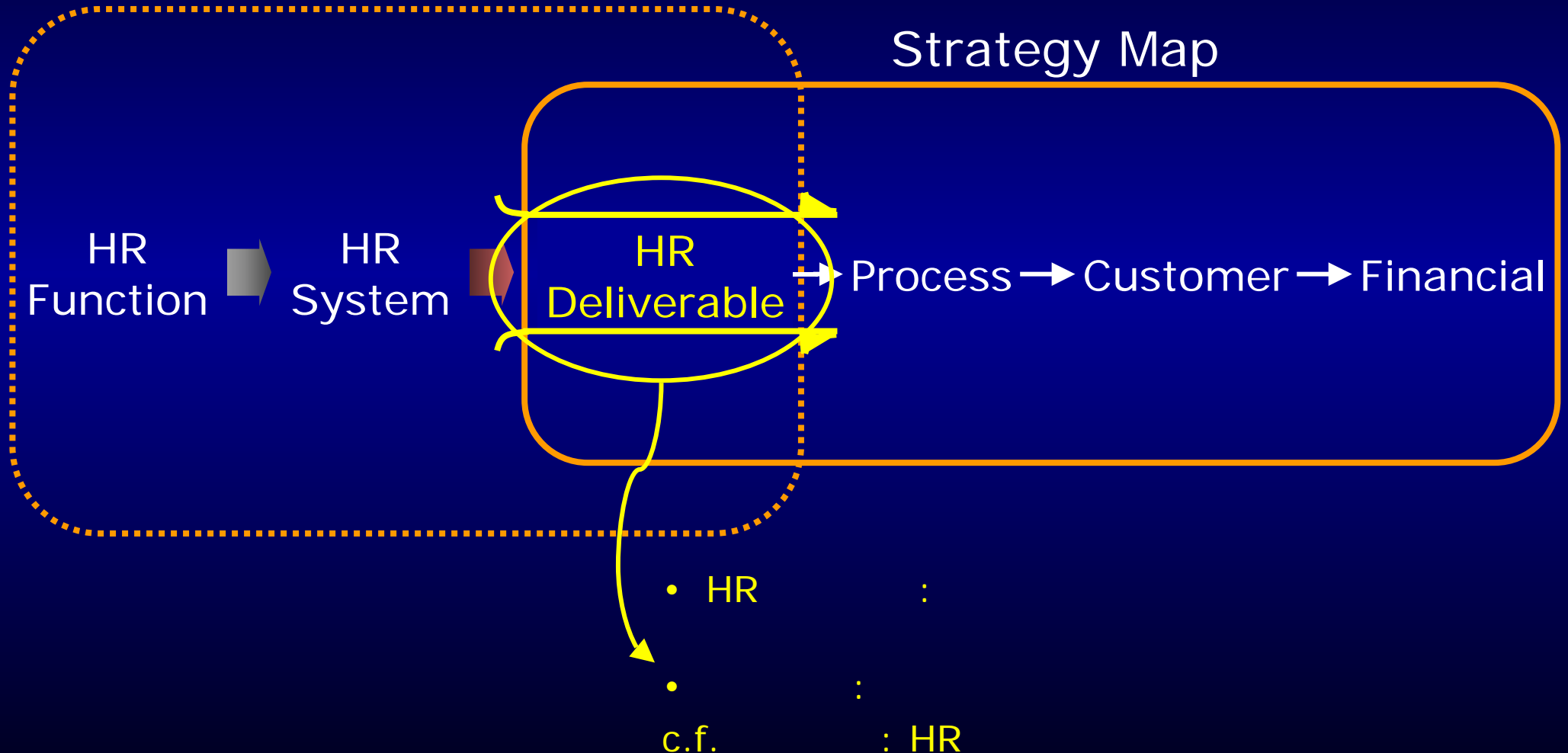
HR Architecture



Enterprise Strategy Map

HR Architecture

Strategy Map





“World Class”

III. HR Accountability, Strategy, KPI

-
- 가?
- IBM John Akers Lou Gerstner
- HR (Portfolio of HR Initiatives)
- Strategy Map HR Deliverables
- CHRO
- HR Accountability Matrix
- HR Strategy Map
- Head of HRM
- Head of HRD
- HR Performance Drivers



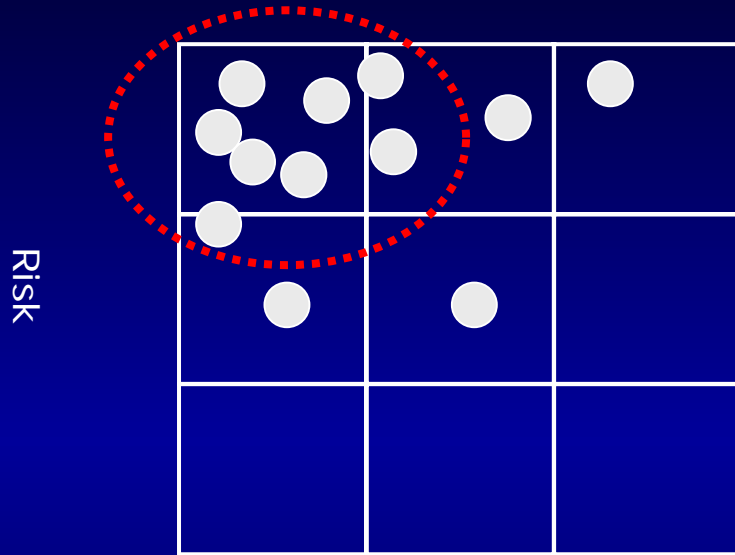
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"A coherent, evolving set of initiatives
that drives shareholder value and long-term performance"

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John Akers(1985-1992)

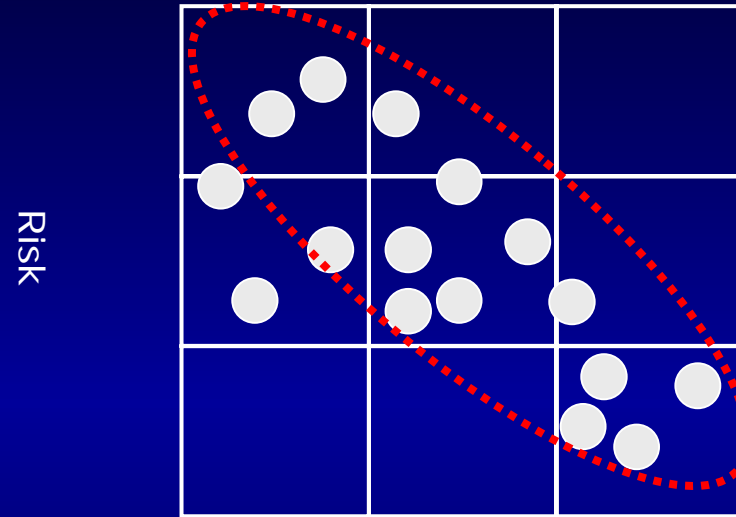


Timing



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- 1992 78

Lou Gerstner(1993-2001)



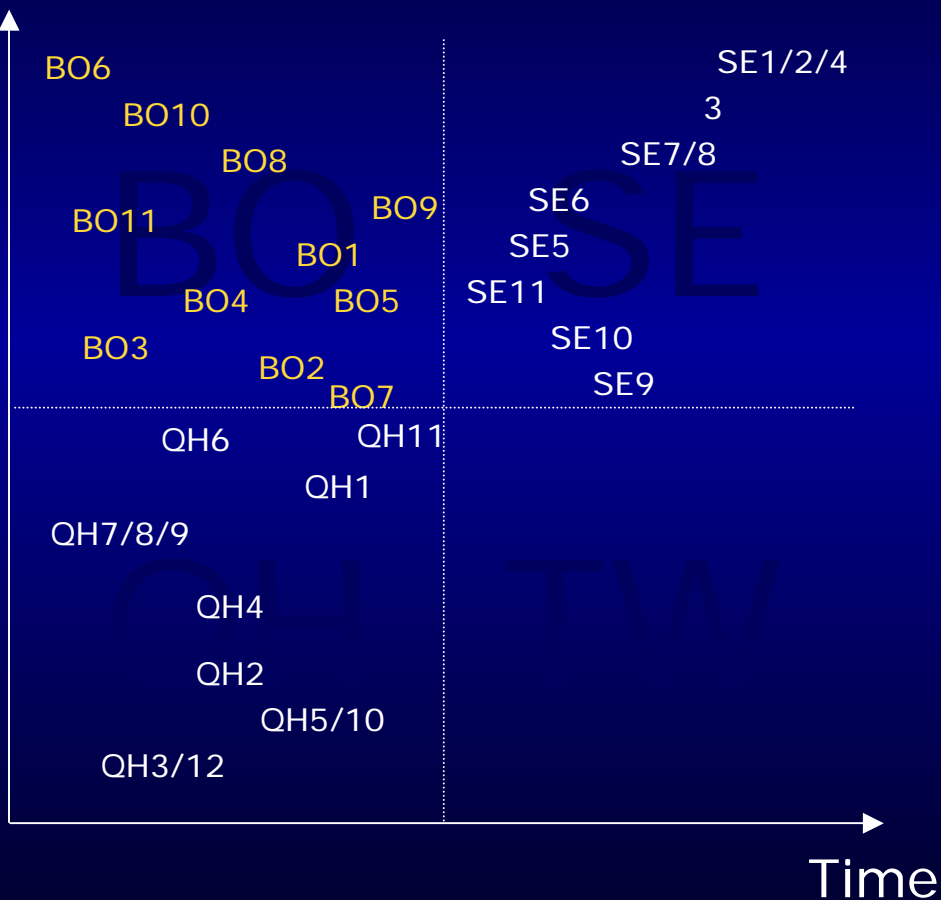
Timing



- 1994
- 1994~2001, 14%,
4% 가
- IT , hardware
software

HR (Portfolio of HR Initiatives)

Impact



SE

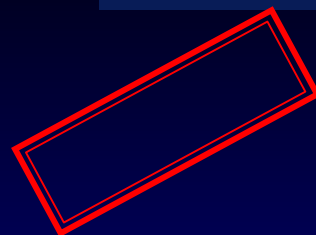
1. /
- 2.
- 3.
- 4.
5. HR
6. ()
7. HR Record
8. HR /
9. /
- 10.
- 11.

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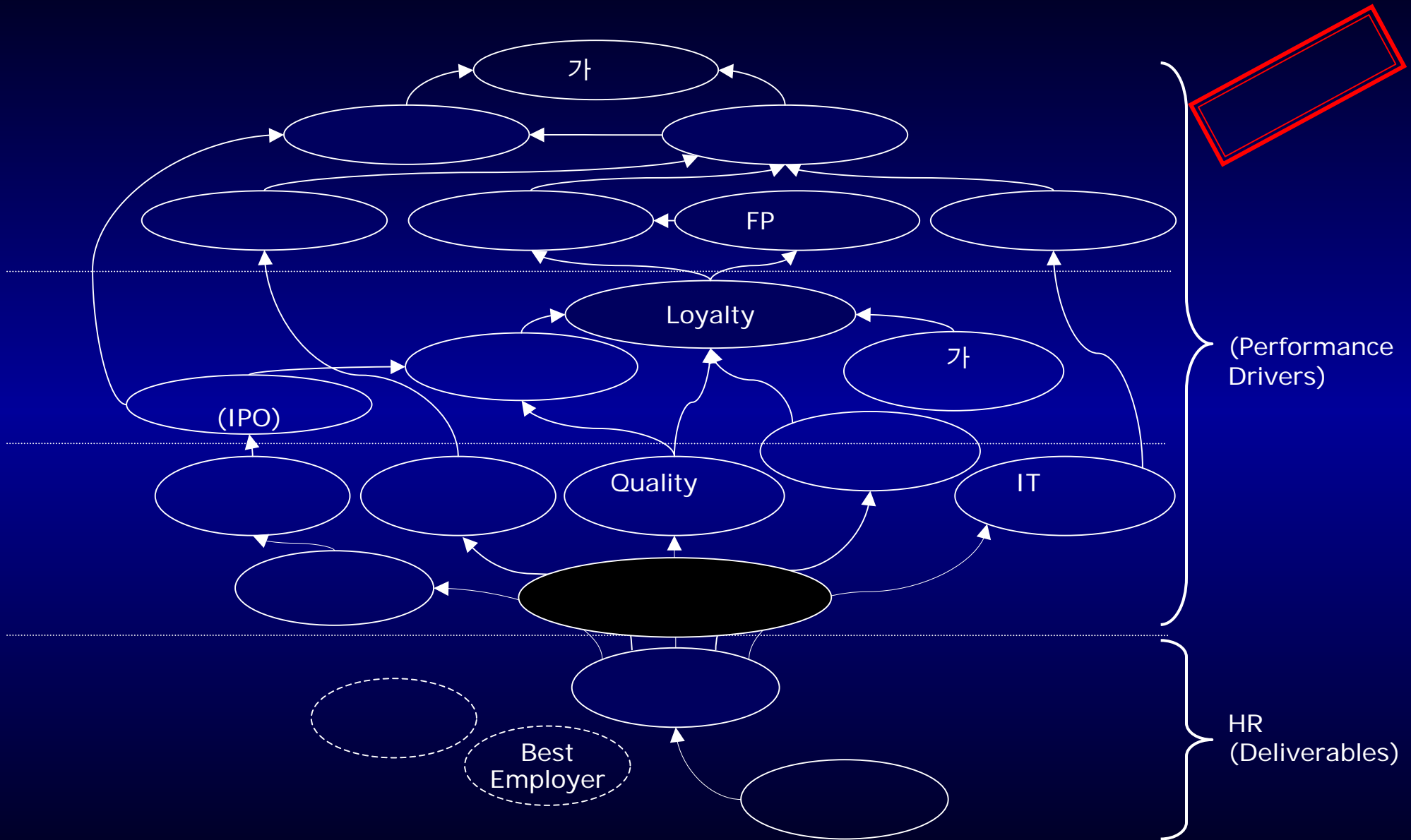
1. 가
- 2.
- 3.
- 4.
- 5.
- 6.
7. HR Scorecard
8. IT
9. /
10. (P/S)
11. /

QH

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
8. (CCS)
- 9.
- 10.
11. HR
12. (Parachute Prg.)

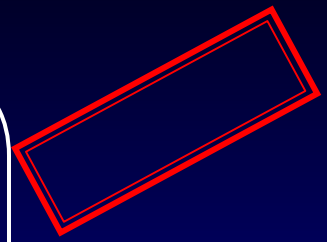


Strategy Map HR Deliverables



(Performance Drivers)

HR (Deliverables)



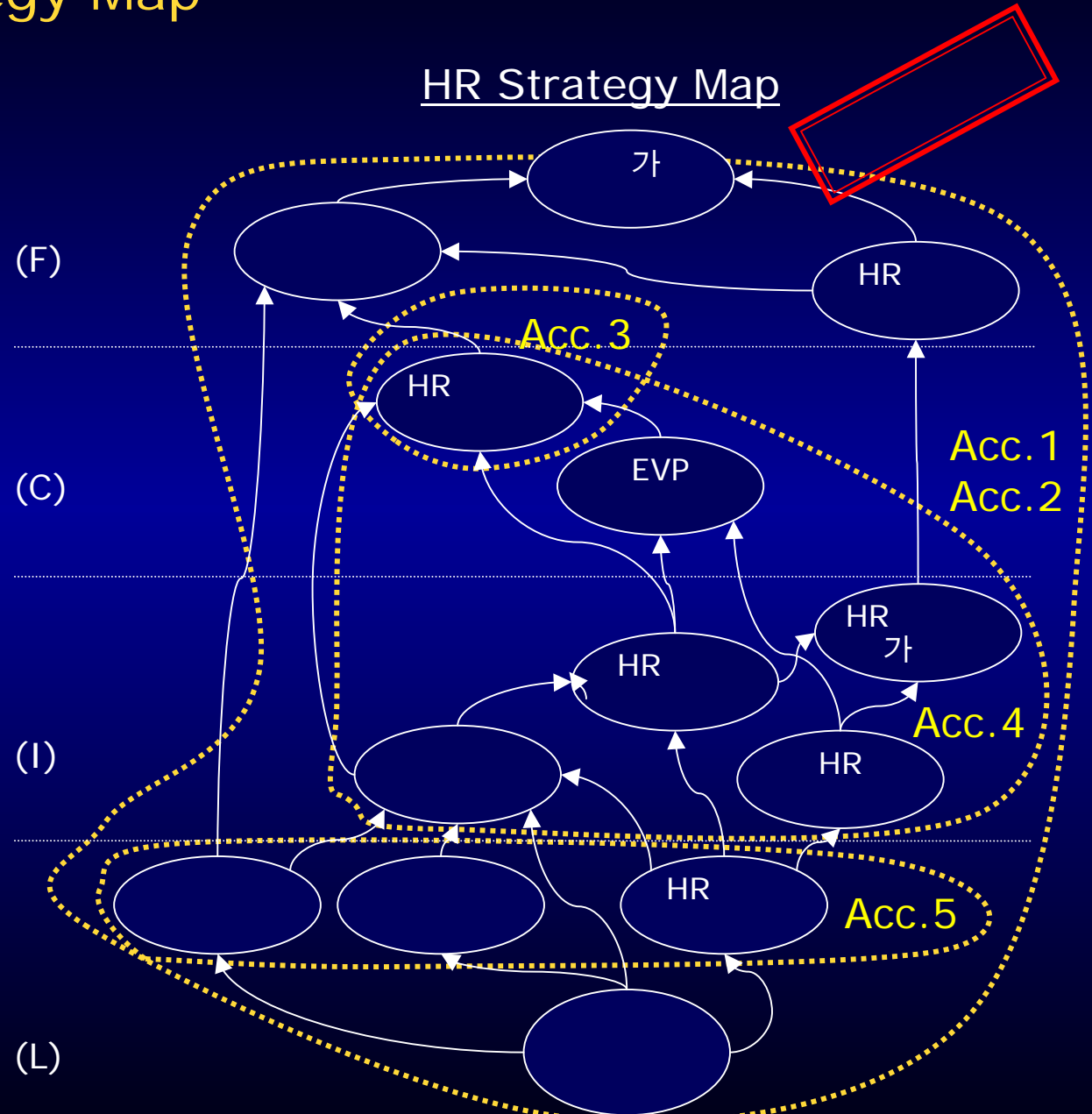
CHRO

HR Strategy Map

HR

(Talent Pool)

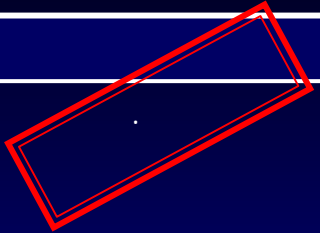
HR



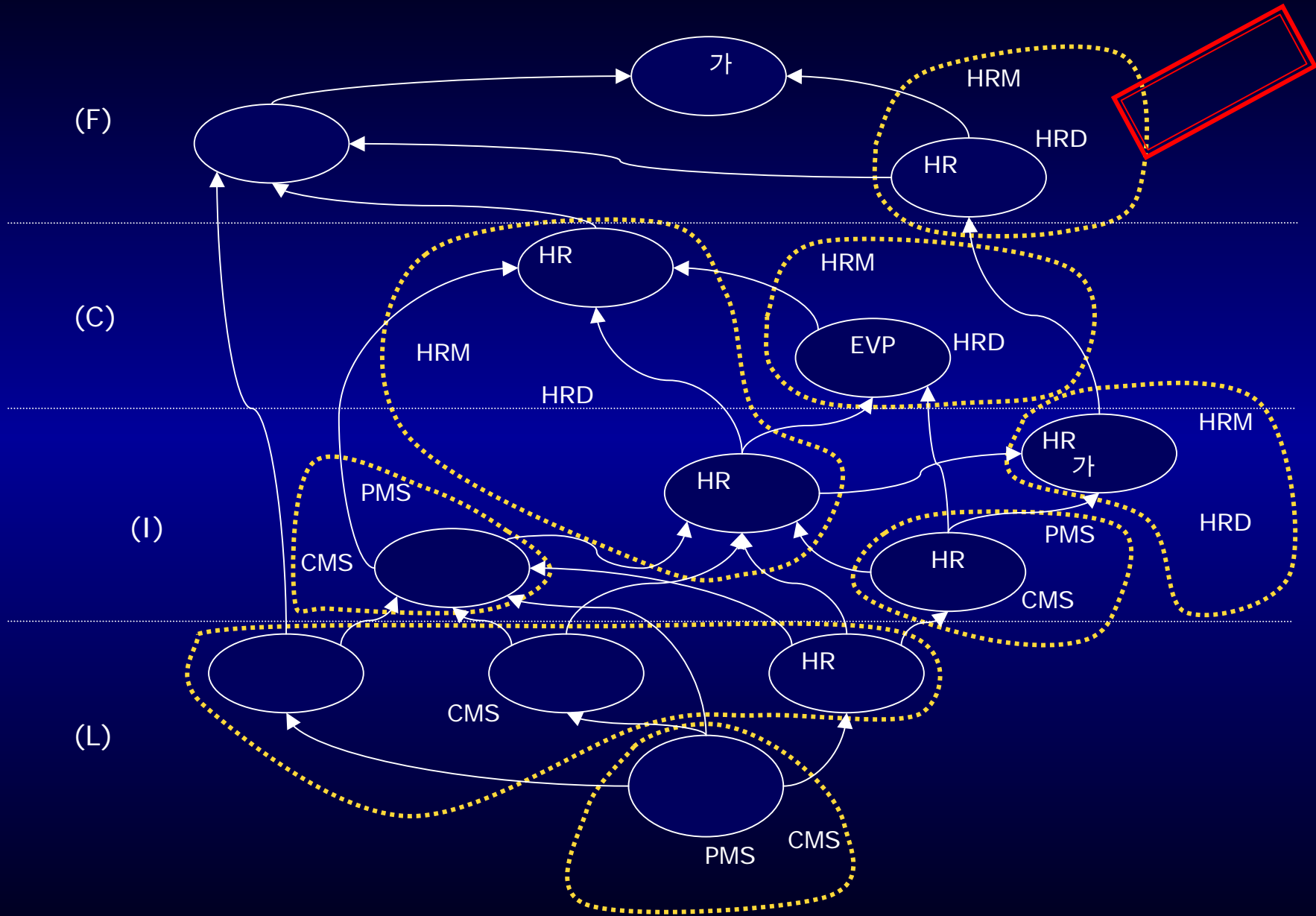
Perspective	Performance Drivers (Objectives)	Key Performance Indicators	Key Initiatives
	F1.	•	• HR
	F3. HR	• HR	
	C1. HR	<ul style="list-style-type: none"> • ESI Score • • HR (HR Net Promoter) • ESI 	• HR
	C2. EVP	• EVP	
	I1. HR	<ul style="list-style-type: none"> • • HR 	• HR (HPWS*)
	I2. HR 가	• HR	- '가', 가,
	I3. HR	• HR	- HR IT
	I4.	•	
	L1.	•	•
	L2.	•	•
	L3. HR	• (,)	- HR HR
		<ul style="list-style-type: none"> • HR • HR 	• HR
	L4.	<ul style="list-style-type: none"> • CCS Factor Score • PMS 	

* HPWS: High Performance Work System

CHRO		
	()	(HRD)
	(, , , ,)	HRD
HR		
(Talent Pool)		
HR	HRM	HRD



HR Strategy Map



Head of HRM

Accountability-HR Strategy Map

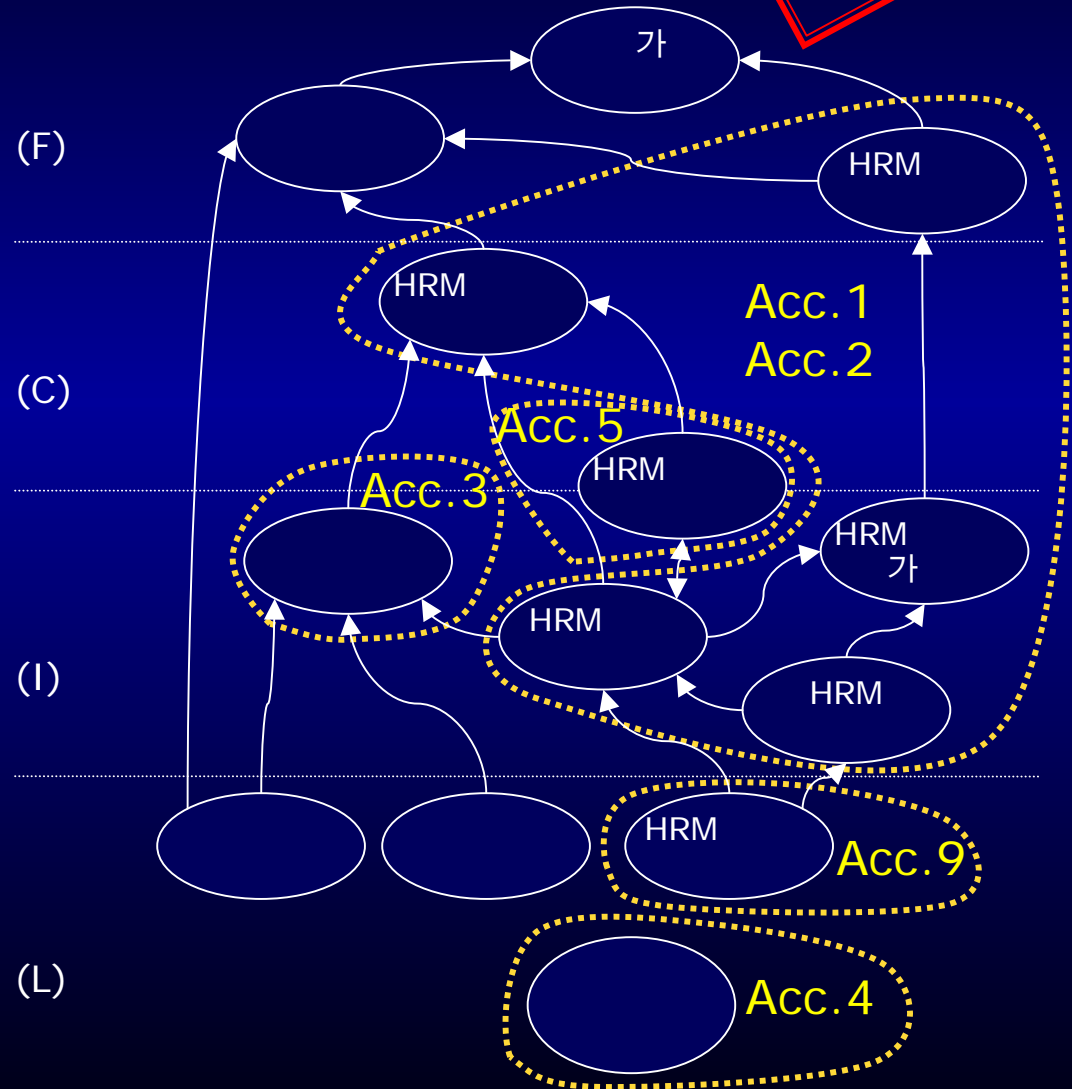
Head of HRM

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HRM



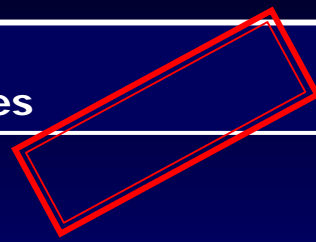
HRM Strategy Map



Head of HRM

HRM Scorecard

Perspective	Performance Drivers (Objectives)	Key Performance Indicators	Key Initiatives
	F1.	•	• HRM
	F2. HRM	• HRM	
	C1. HRM	<ul style="list-style-type: none"> • ESI • ESI • ESI • CCS Factor Score 	• HRM
	C2. HRM	• HRM	
	I1. HRM	• HRM ROI	•
	I2. HRM 가	• HRM	- (가), ,
	I3. HRM	• HRM(가)	- HR IT
	I4.	• Spec.	•
	L1.	•	• Pool
	L2.	•	•
	L3. HRM	• (,)	• HR
	L4.	• HRM	



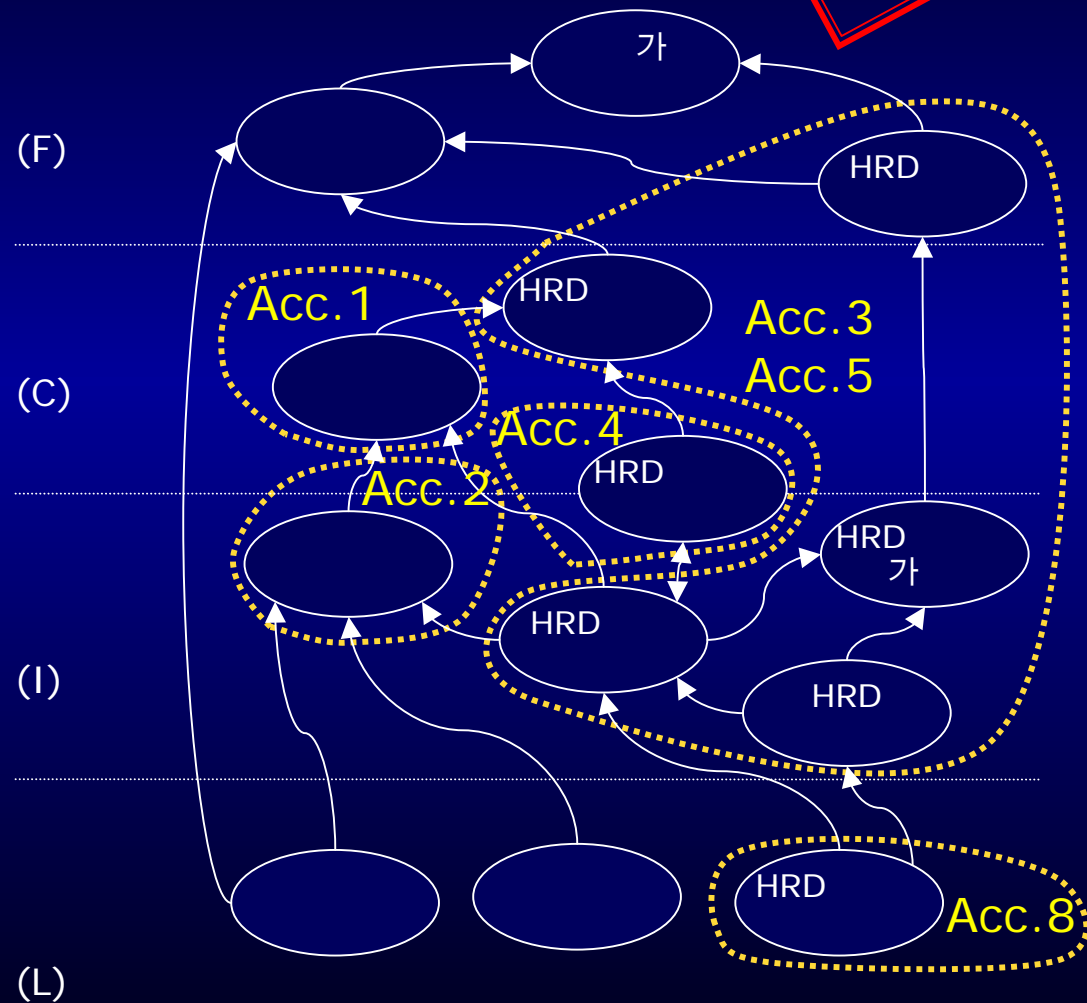
Head of HRD

Accountability-HR Strategy Map

Head of HRD

HRD Strategy Map

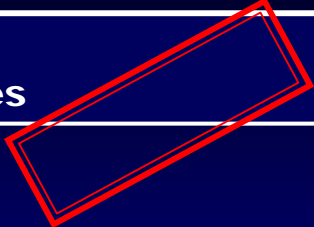
(HRD)
HRD
HRD



Head of HRD

HRM Scorecard

Perspective	Performance Drivers (Objectives)	Key Performance Indicators	Key Initiatives
	F1.	•	• HRD
	F2. HRD	• HRD	
	C1. HRD	• ESI	• HRD
		• CCS	Factor Score
	C2.	• IDP	
		•	
	C3. HRD	• HRD	
	I1.	• IDP	• HRD
	I2. HRD	• HRM ROI	• Infra
	I3. HRD 가	• HRD	• HR Record
	I4. HRD	• HRD(가)	
	L1.	• IDP	•
	L2.	• Level	• HRD
	L3. HRD	• (,)	• (A/C)
		• HRM	
		• Internal Assessor	



HR Performance Drivers

CHRO Performance Drivers	Performance Drivers	Performance Drivers
F1.	F1.	F1.
F2. HR	F2. HRM	F2. HRD
C1. HR	C1. HRM	C1. HRD C2.
C2. EVP	C2. HRM	C3. HRD
I1. HR	I1. HRM	I1.
I2. HR 가	I4. I2. HRM 가	I2. HRD I3. HRD 가
I3. HR	I3. HRM	I4. HRD
I4.	I4.	I4.
L1.	L1.	L1.
L2.	L2.	L2.
L3. HR	L3. HRM	L3. HRD
L4.	I1. HRM I3. HRM L4.	I2. HRD I4. HRD





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