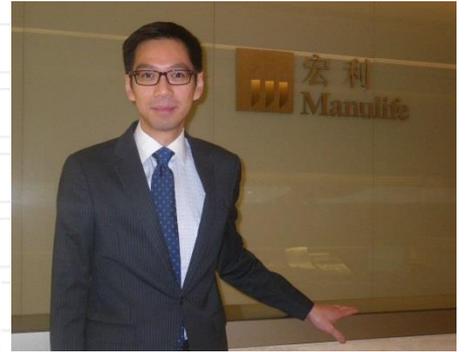


"Recalling our long term partnership with IPL we found that regardless of technical expertise, service attitude or business operation, they have consistently excelled above our expectations. Their Human Resource Management System, IPL HRIS, fully complements with our innovative concept of viewing employees as customers."

Kam To
Head of Human Resources, Hong Kong
Manulife (International) Limited



Company Overview

Manulife (International) Limited is a member company of the Manulife Financial group of companies. They provide a wide range of individual insurance, investment-linked insurance, group life and health insurance services, etc. As of today, they have over 1.7 million customers and 1,400 employees (including 20 staff in HR team) in Hong Kong.

Business Overview

According to Kam To, Head of Human Resources of Manulife (International) Limited, human capital is the core asset for the financial sector. In the insurance industry where competition is fierce, hiring and retaining first class talent is often regarded as the key to success. Hence in 2004, Manulife has already embarked on updating their approach to HR management – to embrace the new concept of "viewing employees as customers", whilst also emphasizing the importance of workforce management, career planning and employee engagement. By doing so Manulife was at least 5 years ahead of industry peers. To enforce this concept, Manulife required a capable Human Resource Management System (HRMS) and a long term solution partner.

Adopting IPL HRIS for HR Workflow Management

"The partnership between Manulife and IPL commenced in 1996, and has turned out to be a long lasting one", remarked Kam. When they first started the partnership, the company adopted IPL HRIS mainly to manage payroll and MPF payments. Later, they added more add-on modules to support recruitment, payroll and MPF payments, staff assessment and even staff turnover; in accordance with their HR policies. IPL HRIS is customized to Manulife's needs based on their corporate plans and sector requirements, to ensure more effective employee life cycle management.

Besides, the analytical functions of IPL HRIS facilitate management to perform HR intelligence, such as evaluating if employee requirements are truly fulfilled and identifying high potential employees to execute succession planning. "Since our cutting edge HR management concept cannot be achieved within a short span of time, the continuity of the solution provider is of paramount importance."

"Whether it be technology, service quality or business operation, we find that IPL HRIS is a great solution to complement our innovative concept of viewing employees as customers. IPL is capable of developing new system modules to suit our needs that make them our preferred long term partner."

Viewing Employees as Customers

Kam suggested that, in order to retain high calibre employees to support business growth, it is important to address the changing of staff expectations in every phase, and build a good relationship with them.

"Given that Manulife has over 1.7 million customers in Hong Kong, and their family members or friends could also be our customers, we are aware of the linkage between staff sentiments and their impression to the company. In order to view our employees as customers, we have to bring in effective employee life cycle management and process automation."

"Since IPL HRIS has extensive experience in the HRM domain, they are well prepared for ever-changing government regulations, such as adjustment of MPF contribution and minimum wage implementation. They enable us to be care free."

Supported by the comprehensive IPL HRIS, Manulife's strong 20 people HR department is able to manage the whole workforce of 1,400 employees. In fact, the staff turnover rate at Manulife is lower than market average, with over half of the total employees offering five-year service or longer; a fact definitely superior to industry peers.

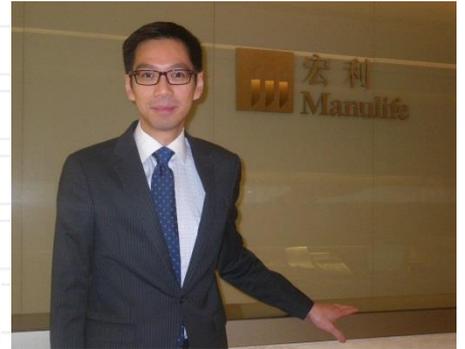
Corporate Social Responsibility (CSR) Excellence

As a long term partner of IPL for more than 10 years, Kam will give IPL HRIS 9 out of 10 marks for performance. Kam had earlier recommended IPL HRIS to their Shanghai office.

Kam believes in the value of human capital, HR management and staff belongingness, especially within the highly competitive industry. Hence he anticipates employee life cycle management to become the future trend for companies to grow. Combined with advanced and innovative HR management concepts, companies will be able to align the interests with their employees. ■

「我們回顧一直以來與 IPL 的合作，發現該公司無論從技術水平、服務態度以至經營模式，都能勝任宏利不斷提高的要求，透過其人力資源管理系統，充分配合我們『視僱員為顧客』的創新概念。」

杜錦華
人力資源部主管
宏利人壽保險（國際）有限公司



公司簡介

宏利人壽保險（國際）有限公司是宏利金融集團屬下的成員公司，宏利香港的一分子，為香港客戶提供多元化的個人保險、投資相連保險、團體壽險及醫保等服務，全港客戶超過 170 萬，僱員數目約 1,400 人，其中人力資源部約 20 人。

業務概況

宏利人壽保險（國際）有限公司人力資源部主管杜錦華指出，人才是金融行業的根本。保險行業競爭激烈，招聘、培訓、挽留一流人才是成功的關鍵。因此，早於 2004 年該公司已更新了人力資源管理的概念，將僱員視為顧客，重視人才管理、僱員事業發展以及加強員工對公司或工作的歸屬感（Employee Engagement），較許多金融同業領先最少五年。要實踐此嶄新概念，宏利需要一套可配合其人力資源策略的系統方案以及一個能夠長期承擔的方案夥伴。

以 IPL HRIS 管理人力資源流程

「宏利和 IPL 的合作由 1996 年開始，關係悠久。」杜錦華透露，十多年來，由最初只採用 IPL HRIS 的薪資及強積金管理模塊，到後來按其人事發展策略加設不同模塊，由招聘、薪資及強積金管理、表現考核以至離職安排，都因應其業務發展及行業要求而度身定制，以配合公司有效管理整個僱員週期。

此外，管理層更可透過人力資源分析功能剖析各種人事管理數據，用以探討公司是否能夠真正滿足員工需求，及透過系統搜尋公司內部可以重點栽培的卓越員工，以實踐企業接班人的發展理念。「我們尖端的人事管理理念並非一時三刻可達成，因此供應商的業務持續性非常重要。」

配合以僱員為顧客的僱員週期管理

杜錦華分析，僱員的要求並非一成不變，要搜羅並保留頂尖人才，配合公司成長，人力資源管理必須在每一階段切合僱員的期望，並和僱員建立良好關係。

「須知宏利在香港擁有超過 170 萬客戶，每位僱員的家人和朋友便已可能有幾位是我們的客戶。所以，僱員工作開心，又或背後抱怨，很大機會影響客戶對公司的觀感。要貫徹『以僱員為顧客』的管理概念，自然要導入僱員週期管理，及將各環節電腦化。」

「由於 IPL HRIS 系統在人事管理領域上已累積了豐富經驗，面對政府政策上的轉變，例如強積金供款、最低工資實施等，早已作好準備，無需我們操心。」

現時，宏利人力資源部的員工人數只有 20 人，卻可支援公司超過 1,400 名員工，一套先進完善的人力資源系統發揮了非常重要的作用。事實上，宏利的員工流失率比市場平均值為低，超過半數員工的年資達 5 年或以上，較同行優勝。

人力資源管理的趨勢

作為一間十多年的長期合作夥伴，假如以 1-10 分評級，以 10 分為滿分，他認為 IPL 表現可達 9 分，早前杜錦華更推薦上海宏利採用 IPL HRIS。

另一方面，杜錦華相信競爭激烈的行業必會更重視人才，推展至人才管理、員工投入感等。因此，他深信僱員週期管理勢必成為未來發展趨勢。配合先進的管理概念，僱員和企業更能同心合拍。■