

# Research on the transformation of Human Resource Sharing Center under the background of Artificial Intelligence - Take Haier Group as an example

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**Abstract:** With the reform of industry 4.0, Internet of Things and other modes, sharing economy is booming as a new economic form. Through the integrated utilization of excess capacity and idle resources, enterprises build platforms for sharing technology, finance and human resources to achieve win-win scale benefits shared by users. Senior managers of enterprises re-examine the role of HR, and organize human resource management, build a human resource-sharing center, and centralize, standardize and specialize transactional human resource base services. With the background of artificial intelligence, this paper studies the intelligent transformation of the human resource-sharing center of Haier Group. Using human resources sharing center theory analysis of Haier group human resources sharing center operation status, based on zero signature, zero delay and zero distance of the best experience goal, from the guest induction, pay payment and information system construction three key business, business process analysis, found that induction process, low efficiency, business consulting information lag and talent structure. Through in-depth analysis of the causes of the problem, business process optimization, and use artificial intelligence information technology business model innovation, induction process, pay process, information system and other business modules and talent development channel and talent cultivation system transformation to save operating costs, improve efficiency and organizational efficiency. Through the study of the transformation case of the human resource-sharing center of Haier Group, it can provide successful models and reference for the construction and transformation of the human resource-sharing center of other enterprises, and enrich the theory of the

human resource-sharing center.

**Keywords:** Human Resource Sharing Service Center; Haier Group; Artificial Intelligence

## 1. Introduction

The report of the 19th National Congress of the Communist Party of China pointed out that accelerating the development of the new generation of artificial intelligence is an important strategic grasp for us to win the initiative in global science and technology competition, and an important strategic resource to promote China's leapfrog development of science and technology, industrial optimization and upgrading of productivity. Human resources, sharing center as an enterprise for employees to provide basic human resources service department, need enterprise employees to the scene into the departure, daily business consulting human resources based services, employees of human resources sharing center site, waiting time, low efficiency problems, intelligent service experience demand and look forward to growing, how to meet the best experience of employees, the intelligent transformation of human resources sharing center, become the enterprise human resources sharing center the focus of the exploration and research. In this paper to Haier group human resources sharing center as a research object, study the carding under the background of artificial intelligence through the business process and user pain points, how to introduce artificial intelligence technology intelligent transformation, and improve organizational efficiency, in the process of continuous practice and optimization, form with industry can be reference and application results.

## 2. Literature Review

### 2.1 Review of Foreign Literature

The shared service center originated in Ford Company in the United States, and was originally used only for the finance department, focusing on transactional repetitive work. With the development of The Times, DuPont, HP, IBM and other companies also began to set up shared service centers, the application scope is also one

gradually expanded to information technology, market management and human resources departments. The human resource sharing center introduces the enterprises, mainly undertaking the transactional personnel work such as employee entry and leaving, and salary delivery. Its advantages such as resource integration, standardized scale effect, cost reduction and efficiency improvement have gradually been recognized and favored by the enterprises. FuJia [1] (2007) pointed out the concept, organizational structure and operation mode of foreign human resource sharing center, and predicted the future development prospects of HRSCC. With the development of sharing economy, there are many problems and challenges in the operation process of human resource sharing center, and the transformation is imminent. SharynD . Gardner [2] (2003) raises the problems and challenges in the operation of human resource sharing center caused by information technology investment and innovation. TorranceS [3] (2013) found the pressure of AI application from the perspective of ethics and morality, which also became a challenge for the application of intelligent technology in human sharing service center. Although there are many HRSSC operation practices in the world, there are still many challenges and problems to be optimized in its construction and operation. HavishMadhvapaty [4] (2018) pointed out that information technology for human resource management, performance management plays an important role, the emergence of artificial intelligence in recent years, the automation of human resources services, data analysis application, human interaction into human-computer interaction, eliminate the limitation of time and region, greatly subvert the human resource management model. ShwetaShrivastava [5] (2018) pointed out that the future wide application of artificial intelligence in human resource management, including personnel analysis, data mining, predictive analysis and other aspects, to help enterprise management decisions. Angrave,

David [6] (2016) predicts through a large number of human resources analysis : in the future, big data analysis, artificial intelligence and other new technologies will replace a large number of human resources, and the human resources industry needs to integrate into the business for strategic transformation, so as to give full play to its value. While dealing with and solving problems and challenges, the HR-sharing center also constantly adapts to the challenges of the market and the region, bringing opportunities for its improvement and development.

## 2.2 Review of Domestic Literature

Wu (2010) [7] pointed out that the human resource management department generally has four stages : the initial stage based on personnel management, the customer-based human resource management, the strategic transformation and diversification stage of human resource management. The HRBP system includes three parts : business partners, human resource sharing center and human resource expert center, which jointly constitute the enterprise human resource management system. In the Internet era, the sharing mode has gradually become a new trend. Sharing economy (2015)[8] is an economic mode in which users can share idle resources through the platform sharing of Internet technology. In the sharing economy mode, [9] (2016) enterprises share human capital by building the enterprise HRBP system to meet the personnel management needs of business departments, and realize the value of integrating into business and strategy implementation. Domestic human resource sharing center has three development stages : germination, enrichment and subversion and change (2016) [10]. At present, it is currently in the stage of subversion and change. Many enterprises' human resource sharing center model are faced with problems in new technologies, their own operation and other aspects, and the optimization measures and programs need to be practiced and witnessed. Diao Jingwen and Zhang Zhengtang(2016) [11] , through many practical and research experiences, proposed the COST model of building the human resource sharing center: technical foundation, shared content design, organizational design and personnel allocation, and defined the construction direction and basic design scheme of the human resource sharing

center. Cao Ling [12] (2017) research on the human resource sharing service mode and innovation efficiency, indicating that the human resource sharing service mode and innovation efficiency complement each other, and the innovation of the mode can improve the efficiency. According to the People's Daily(2018) [13] report : artificial intelligence technology is a strategic technology of industrial transformation. Accelerating the development can win the initiative of global science and technology competition, which is of vital strategic significance. Zhu (2018)[14]studied the current situation, construction and application of intelligent technology and intelligent robot, and summarized the feasibility scheme and application field of intelligent shared service, which has important guiding significance for the feasibility and application value of the optimization scheme of human resource sharing center under the background of artificial intelligence. Yin Hong(2018) [15] Through the research of human resource sharing service mode, due to the influence of big data analysis and artificial intelligence technology, the human resource sharing center will transform to sharing + professional services, which can not only handle enterprise human resources affairs, but also output the scheme of establishing human resource sharing center for enterprises. Chang Wen chao [16] (2018) research shows that Shared economic era of human resource management, organization operation mode from the traditional hierarchy to platform work type through the introduction of new technology, low cost, barrier-free, zero distance communication, form a systematic organization running ecology, for the change challenges and opportunities for organizational optimization transformation is urgent. Shang Fei [17] (2020) points out that the human resource sharing center is the enterprise human resources department and business department bridge, occupies an important position in the enterprise strategic transformation, the demand for human resources sharing center talent need to give professional training, establish a series of training mechanism and cultivation system, in order to provide effective solutions for enterprises. Yang Yun [18] (2021) pointed out that with the continuous advancement of information technology, online, mobile, data and even intelligent have become essential elements of human resource sharing. The positioning of human resource sharing

center has gradually changed from human resource basic service delivery center to higher value service and intelligent enabling value-added center.

### 3. Relevant Concepts and Theoretical Basis

#### 3.1 Definition of Relevant Concepts

##### 3.1.1 Human Resource Sharing Center

Human resource sharing service center (HRSSC) refers to the enterprise will each business department involved in the human resources centralized processing organization, namely the enterprise in the internal resources collaboration of human resources special service units, and through the human resources management department as a new profit creation department, in many enterprise groups, accept human resources special service business departments need to share service center. The human resource sharing service center can acquire value by bringing services to other departments, contribute to the orderly development of human resource management, and provide reference for the decision-making of enterprise strategic management. This management mode is directly related to the characteristics of the industry and its own business status, and can be used for optimizing the resource allocation and simplifying the management process provide the driving force, showing the standardization and contemporary characteristics of modern enterprise human resource management. In addition, it also needs to be paid attention to. As the internal management system and job responsibilities are facing changes in the innovation process of enterprises, human resource management also needs to change from past managers and executors to decision-making consultants and system innovators according to the development needs of The Times.

##### 3.1.2 Artificial Intelligence

Artificial intelligence is the research and development for simulation,extension and extension of thinking, behavior, learning, perception of computer programs, artificial intelligence theory, technology and application is a new science, its essence is by editing computer algorithm and design algorithm logic to simulate the wisdom of the "people", the analysis of data information processing, layout and scientific decision-making, so that the machine replace artificial, automatic unmanned achieve set goals and planning. The application

of artificial intelligence in the HR sharing center is mainly in two ways : it is the business automation of the HR sharing center, transferring the business management of the transactional HR sharing center from the manual field operation to the machine automation operation; the second is the business in formatization of the HR sharing center, which is based on the information system and transferring some offline consulting and handling services to the convenience for employees. According to the above two application methods, the core technologies of artificial intelligence, such as big data, face recognition technology, intelligent search and robotics technology, have been continuously applied in the process of the creation and transformation of the human resource sharing center.

### 3.2 Theoretical Basis

#### 3.2.1 Strategic Human Resource Management Theory

The concept of strategic human resource management is first proposed by Americans, its positioning is used to support the enterprise strategy about the role of human resource management and function, is the enterprise organization in order to achieve the strategic goal, the deployment of human resources related activities and planning and a mode of management, is an indispensable part of the organization strategy. The success of the construction of a strategic human resource management system is determined by the four basic platforms of human resources : professional team, organizational environment, professional construction and infrastructure construction. Strategic human resource management has four core functions, namely: human resource allocation, human resource development, human resource incentive and human resource evaluation. In terms of strategic human resource development, the core task is to develop and cultivate the company's existing human resources, so as to ensure that the human resources can meet the strategic needs of the company both in terms of quality and quantity. Therefore, in the current socialist market economy environment, so nervous under the intense market competition, how to survive and get sustainable development, human resources become the most important competition resources, so in the enterprise management, should not hesitate to apply and support strategic

human resource management system, so as to better improve the staff quality, to ensure that the enterprise get greater development momentum.

#### 3.2.2 Business Process Optimization Theory

Process is a way for enterprises to achieve customer satisfaction, improve efficiency, save cost and other value appreciation. It is a series of enterprise activities with goals, continuous, regular and dynamic optimization. In the enterprise, enterprise strategy has a decisive impact on the process, affecting the process setting goals, process service customer groups, and the value appreciation of the process. Business process optimization refers to the optimization and improvement on the basis of existing processes, eliminating invalid process nodes, introducing information, automation technology and other ways, so as to form a new process and realize the highest state of process intelligence. The theory is evolved on the basis of the business process reengineering theory.

This theory has a strong guiding significance for the optimization and upgrading according to the transformation of enterprise development strategy, business model innovation and the change of meeting users' demands.

#### 3.2.3 Three Pillars Theory of Human Resources

The three-pillar model of human resources was first proposed by David Juric, who first defined the three pillars of human resources as the HR Expert Team (HRCOE), the Human Resources Business Partner (HRBP), and the Human Resources Sharing Service Center (HRSSC). The three-pillar theory first divides the human resource management system into three systems, and divides the original system into six functions. Among them, HRCOE is the expert role of HR, focusing on and optimizing organizational policies and processes, handling the strategic management of HR in the operation of the organization; as the designer of enterprise scope policy, process and plan, it provides expertise support and strategy for HRBP and HRSSC. HRBP is a specific human resource management participant, focusing on managing and maintaining customer relations well, and dealing with the tactical management of human resources in the process of organization operation. Providing HR consulting services and solutions to business units is the primary responsibility of HRBP. HRBP needs to take the initiative to communicate with business departments, understand the business

development status, integrate into business management, explore the business demand for human resources, and provide professional manpower planning and talent management solutions to business departments to meet the business development. At the same time, HRBP ensures the effective application of hr system, work process and solutions in the process of close cooperation with business departments. HRSSC Mainly responsible for dealing with the human resources-related transactional work of employees in the life cycle of the enterprise, providing human resources services for employees and other functional departments, and will focus on the improvement of work efficiency. Specific work includes, from the recruitment of vacant positions, to employee entry, salary and welfare, employee files, post transfer or resignation procedures.

#### 4. Haier Group Human Resource Sharing Center Operation Status

##### 4.1 Haier Group Overview

Haier group is one of the world's leading solutions for a better life, headquartered in Qingdao, Shandong province, since 1984 has 36 years of development history, global business involves refrigerators, air conditioning, washing machines, water heater, kitchen electricity, manufacturing, logistics, real estate, finance, biological medical, etc. The industry, always adhere to the user-centered, in the industry has won many recognition and honors. Haier Group is an enterprise of The Times and changes according to The Times. It always adheres to the development line of "human value first" and responds to all changes. Over the past 30 years, it has gone through six strategic steps, including famous brand strategy, diversification strategy, internationalization strategy, global brand strategy, network strategy and ecological brand strategy segment [19]. On December 26, 2019, Haier group in 35 anniversary, held the sixth development stage strategic theme and the

fourth generation of corporate culture, conference several generations of co-founder jointly opened the sixth strategic stage - ecological brand strategic stage. Based on the new technological changes, Haier group step time beat into the stage of ecological brand strategy, in the strategic stage of Haier group three changes: one is the ecological role definition into create user centered, with users and ecological resources evolution, create a win-win ecosystem, the second is the product definition into based on the best experience, with "scene" to reconstruct the link between the product and the user, three is the value definition into rational and tool rational value to maximize the value of people. Haier group adhering to the "single unity model and iot era new growth engine" enterprise vision, always adhere to the "value of the first" the development of the main line, by the world's largest white electricity manufacturers strategic transformation for the world's most dynamic ecosystem, use of chain group composed of small micro enterprises to create ecological value, will create value and share value, finally realize "the value of the first". As Peter Drucker, the father of modern management, said: strategy determines structure. Structure is a means to achieve the various objectives of a certain institution. In order to ensure the efficiency and rationality, the organizational structure must be adapted to the strategy, that is, the strategy determines the structure. Haier group in order to adapt to the ecological brand strategy, enterprise organization structure upgrade to the ecosystem organization structure, enterprise culture spirit upgrade to the integrity ecology, win-win evolution, enterprise culture style upgrade for single unity, chain group contract, and users and stakeholders in the ecosystem co-evolve, co-create, share, and win-win to achieve value-added sharing. At present, Haier Group's ecosphere organization has six major domain ecosphere and shared empowerment platforms, as shown in Figure 1 and 2.:

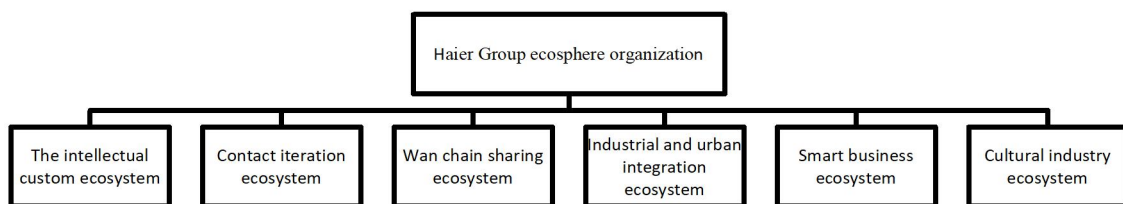
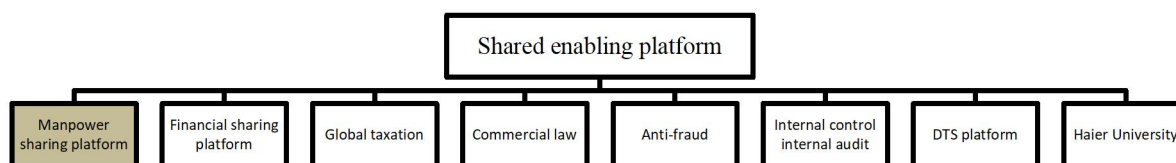


Figure 1. Ecosphere Organization of Haier Ground



**Figure 2. Shared Enabling Platform Structure of Haier Group**

#### 4.2 Development History of Human Resource Sharing Center

Haier group human resource sharing center since 2008, has after 11 years of development history, can be roughly divided into two stages of development : the first stage is to create stage, started in 2008 based on Haier group globalization strategy, group business process reengineering, business sector adjustment, began to set up human resource sharing center, its goal is to do HR basic business staff management and compensation management. The second stage is standardized upgrade stage, began in 2012 based on Haier group network strategy, the basis of human resources sharing center business integration, form the standardization of business process BOM file, but limited to internal staff, the stage and guest business can only be handled through the human resources sharing center service hall. In 2015, the integration of internal resources in the service hall of Haier Group Human Resource Sharing Center will be transformed from the original professional window to a comprehensive window, and a business will be handled step by step without multiple Windows. Part of the business has been transferred from offline manual processing to online information system, with the goal to improve efficiency and employee satisfaction. Since 2019, based on the strategic transformation of Haier Group's ecosystem, the transformation and development goal is to be user-centered, focusing on the three zero goals of "zero signature, zero delay, zero distance and zero distance", so as to achieve the best user experience. The center takes small and micro businesses as the organization unit, starting from the four modules of entry, salary payment, daily business consultation and talent development, sorting out the business process problems and discovering users.

Pain point, through process optimization, technology innovation and model innovation and other measures, to achieve the sample explosion, and promote the overall sample replication, so as

to improve work efficiency, reduce operating costs. The three pillars of human resources of Haier Group are human resources business partners (HRBP) and human resources sharing service center (HRSSC) and human resources expert (HRCOE) are composed of three parts, which cooperate, resource sharing, to achieve the goal of human resource management together. The hr organization structure of Haier Group is shown in Figure 3.:

#### 4.3 Human Resource Sharing Center Service Content

Haier Group Human Resources Sharing Center is the basic platform and value-added enabling platform of the group's standardized management of human resources. According to the service content, the organization is divided into four parts. The organizational structure is shown in Figure 4.:

The front desk of Haier Group Human Resource Sharing Center is a maker experience platform, and the goal is to achieve one-stop experience clothing for maker business. To improve the satisfaction of makers. The middle platform of the Human resource sharing Center is a salary payment platform, and the goal is to realize one-click automatic intelligent payment, accurate and risk-free payment ; the background of the human resource sharing Center is an operation interactive platform, the goal is to realize the interconnection of government and enterprise between small and micro businesses, and help small and micro businesses lead. Human resource sharing center Shared COE platform is a strategy, policy system and interpretation platform, is responsible for the undertake group strategy, set up group platform process policy, government policy interpretation, at the same time and the group horizontal synergy between small, power policy landing and operation analysis, realize policy value-added resources platform. The Human Resource Sharing Service Center of Haier Group mainly has 4 services, as shown in Table 1.

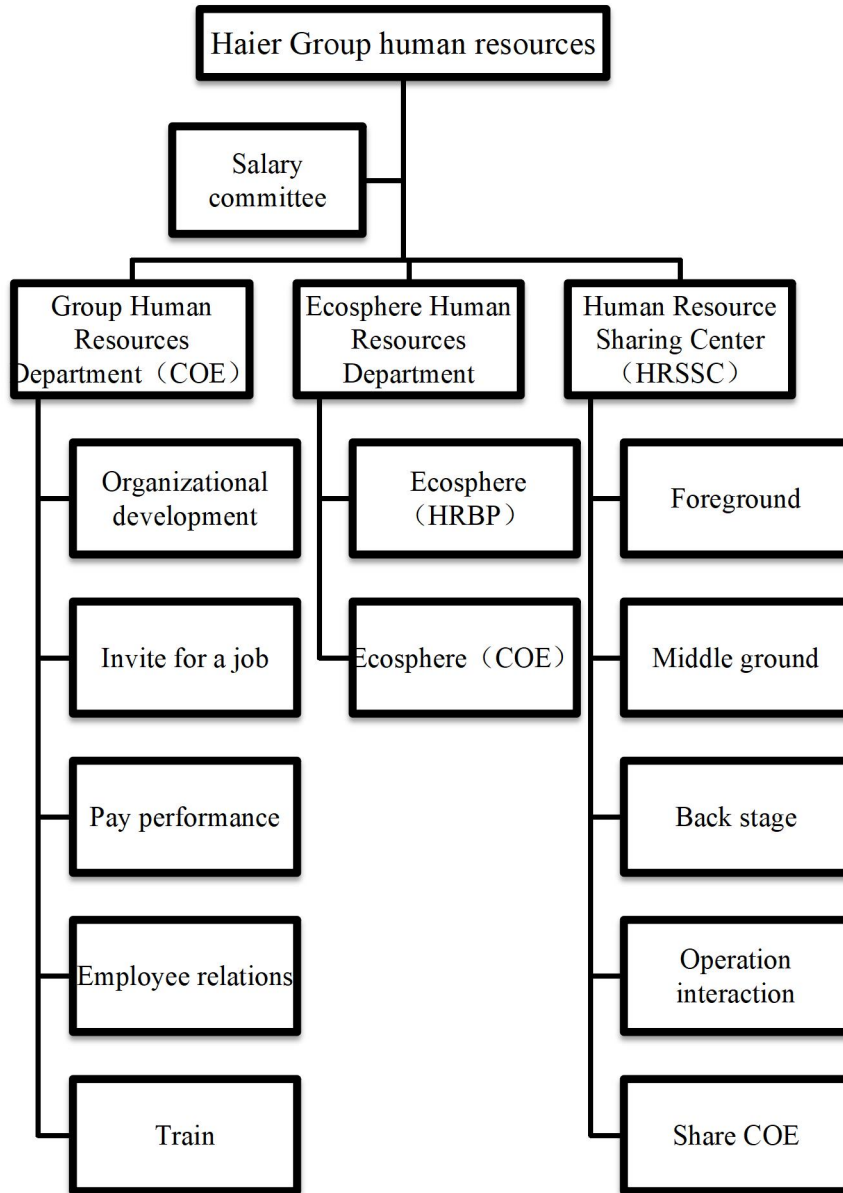


Figure 3. Organizational Structure of Haier Group

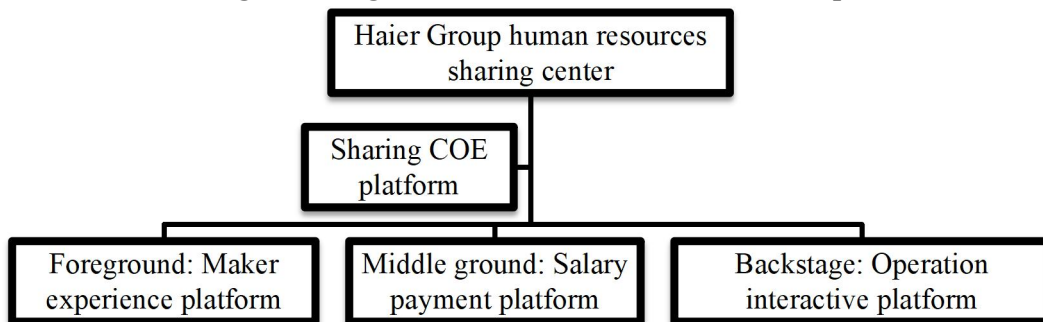


Figure 4. Organizational Structure of the Human Resource Sharing Center of Haier Group

Table 1. Service contents of the Human Resources Sharing Center of Haier Group

Service content	Subordinate department	Belongs to the human resources management module
Employee entry and departure	Maker experience platform	Labor relations
Employee compensation payment, insurance payment	Salary payment platform	Salary payment

Employee consultation, file management, etc	Operation interactive platform	Labor relations
Internal staff training and development	Sharing COE platform	Training and development

The four services of the sharing center involve more than 100 legal entities of the group, and the service volume is about 80,000. That is to say, each sharing service specialist needs to serve 2,000 people on average. Therefore, the service efficiency and scale benefits in human resource sharing, Not only can it reduce the operating costs of enterprises, but also the professional services can avoid the legal risks of enterprises.

## 5. Haier Group's Human Resource Sharing



**Figure 5. Signing Process of Labor Contract**

In the signing of labor contract (new signing, renewal, change), the makers often encounter the risk of multiple errands, signature and seal, and the risk of the maker cannot sign in time due to business trip. In addition, there are also challenges such as signing by others, inconvenient access to the contract text, and a huge number of new employees. The whole entry process, on the one hand, labor contracts signed more. The new signing of the entry labor contract requires 7 copies of information, requiring a total of 10 signatures. The contract requires multiple repetitive signatures, which leads to the extension of the entry time for makers. On the other hand, the labor contract uses more seals. Official seal to print the application to need to find multiple negative.

Responsible for the signature, and the printing procedure is complex, the business is not centralized, time-consuming, low efficiency. Secondly, the cost of paper labor contract office supplies is high. Data related to the labor contract need to be printed in paper. According to the big data statistics in previous years, the printing cost is about 20 0,000 yuan per year, which greatly increases the operation cost of the human resource sharing center.

### 5.2 Employee Service Business

#### 5.2.1 Consulting Services Are Efficient and Cost Effective

The staff basic business consultation of the

### Center Has Problems

#### 5.1 The Paper Labor Contract is Complicated and the Cost is High

In the entry business process of Human Resource Sharing Center of Haier Group, the labor contract signing link should be signed offline, which takes a long time and is complex process. The process of maker labor contract from sharing initiation to maker signing covers 5 nodes, as shown in the Figure 5. as it shows.

human resource sharing Center of Haier Group mainly includes on-site consultation, 1001 and hotline consultation, When employees want to know about the business process, preparation and other materials related to human resources sharing, One way is to go to the nearest HR sharing center to consult with a sharing specialist, Another way is for employees to call through the 1001 hotline, Then the telephone consultant will answer the questions according to the BOM process documents formed by the consulting questions, Problems and business outside of the BOM process file, The telephone consultant could not answer it in time, Will be transferred to the relevant module sharing specialist or wait for the telephone consultant to record the problem, After a return visit to the staff consultation. In addition, if the business handled by the maker is not closed at that time, it needs to know the progress of the subsequent business. Because the process progress does not visualized the information system, it can only consult on-site or by telephone, and the maker has poor experience. Secondly, the Human Resource Sharing Center of Haier Group is headquartered in Qingdao, Shandong Province, including Wuhan, Chongqing, Zhengzhou and Tianjin with 15 branches, there are scattered regions and many branches. Without human resource sharing centers, makers can only consult or consult small and micro HR by telephone, which increases the work burden and



pressure of small and micro HR. Therefore, it brings inconvenience to timely business consultation and business handling for makers.

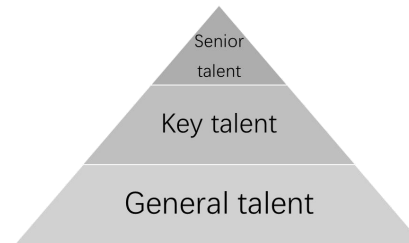
### 5.2.2 The Issuing of Income Certificate and the Handling of Welfare Security Service Are Cumbersome

Similar businesses such as income certificate, social security and provident fund inquiry and other common services need to be handled by on-site consultation, can not be real-time, convenient and quick handling and inquiry. For example : employees because to buy a house, etc., need to issue a variety of Banks, various formats of income certificate, around the previous operation is need to open certificate staff email inquiries, attached template, HR colleagues received query and fill in the income data, stamp after mail to each other, in the process cost quite a lot of manpower, financial and material resources. Employees hope to transfer the income certificate to online to achieve convenient and efficient operation. Similarly, the traditional mode of social security processing requires sharing staff to log in the social security center and input the relevant information and data of each employee one by one. From entry to social security processing, information needs to be manually input for many times. Employees who do not pass the online audit also need to go to the Human Resources and Social Security Bureau for offline processing. This makes it very time-consuming and inefficient.

### 5.3 Homogeneity of Talents and Lack of Intelligent Talents

Haier Group human resource sharing service Center talent team. From professional skills, most engaged in human resources a module of professional basic services, because staff stability is better, professional skilled, has become a skill, internal jobs and personnel mobility is less, the guest status of professional skills, development enthusiasm is poor, lack of intelligent talents. From the talent structure, divided into general talents, backbone talents and senior talents, as shown in Figure 6.: senior talents and backbone talents, general talent to backbone talent development and backbone talents to senior talent development cycle is long, professional skills and management ability, general talent only focus on the position of human resources professional skills, but for new technologies such as artificial

intelligence, and the combination of artificial intelligence and human resource management of excellent case learning less, failed to timely implementation. Ability talents quickly supplement to meet the talent needs of the transformation of human resource sharing center.



**Figure 6. Personnel Structure Diagram**

## 6. Haier Group Human Resource Sharing Center Transformation Measures

### 6.1 Electronic Labor Contracts Replace Paper Labor Contracts

Under the guidance of the one-person-order mode, Haier has transformed from a traditional manufacturing enterprise to a global entrepreneurship and innovation platform, subverting the traditional linear management mode and building a non-linear management ecology. Take the lead in using block chain technology, face recognition, electronic signature and other new technologies applied to the scene of labor contract signing. Labor contract signed by MyHR system trigger text messages, send electronic labor contract site, signed by the guest through face recognition authentication login, only on the last page of electronic signature, system automatically build electronic contract, complete the labor contract signed, and the guest can login system anytime and anywhere for labor contract contract online query

and download, the application of electronic labor contract also greatly reduces the cost of human resource sharing center. The "electronic labor contract" model is the result of win-win results among makers, Haier and the government. Pioneering link Qingdao human resources and social security bureau, public security identity authentication and other external resources, link Haier group digital technology service platform, Haier group legal platform, such as internal resources, a chain group, subvert the traditional labor contract mode, create a "electronic labor contract" innovation mode, completely solve the labor contract signing and various pain points.

## 6.2 Introduce Self-Service Robots and Create Hr Cloud Halls

### 6.2.1 Self-Service Robot to Realize Employee Self-Help Consultation

Haier group human resources sharing center need from user needs, from different and business scenarios, on the basis of the group platform, build human resources sharing self-help query information system, for the convenience of employees to use and meet the needs of employees, realize the guest one-stop consulting and business, realize the best user experience.

### 6.2.2 Create "Hr Cloud Hall", the First "Government and Enterprise" Direct Connection Model

Haier human sharing platform as the basis of the support of single unity landing platform and assign value-added platform, always adhere to walk with the user, create the best experience for users, in the spirit of entrepreneurial innovation, subvert the traditional enterprise cooperation mode, realize enterprise information connectivity, Haier HR,sharing from the cooperation of the construction bank, communicate with their income prove whether can change from paper to electronic sign form. Its concerns are : when it comes to bank loans, most about fraud and numerical error. In order to solve this problem, the company through technical innovation for each income certificate plus anti-counterfeiting QR code, can scan the code at any time query and false inspection. At the same time, the contact information of Haier HR is attached to the income certificate to facilitate the inquiry and return visit of bank personnel. At the same time invite the bank staff and responsible person are requested to personally experience and feel the convenience of the electronic signature for the income certificate. After the employee initiates an application in the "HR Cloud Hall", the system will automatically generate revenue data and have multiple kinds of data for the employees to use (in the past year / half year /quarter, etc.). At the same time, the major bank templates prepared by HR have been input into the system, which can be directly matched with the bank template. Up to now, Haier has covered 32 banks across the country, and has configured more than 500 templates of different banks in the system for retrieval and use at any time.

Through the "HR Cloud Hall", the information sharing and link between the enterprise system

and the social security center are realized, and the information and data recorded for the first time can be directly uploaded to the social security center, so as to realize the sharing and circulation of the information input in one platform. It avoids repeated manual input, reduces the business volume of offline social security handling, shortens the cycle of social security handling, realizes efficient information social security handling, improves the work efficiency, and significantly improves. The time is reduced from 10 minutes to 1 minute, which alone saves 18,000 hours. At the same time, the one-click direct connection information input is zero risk, the system automatically identifies the employee contract unit, automatically matches the user name of the social security unit, realizes zero difference in insurance, and the satisfaction of public services such as the social security center is also higher. This innovative mode subverts the linear mode of separation and errands between government and enterprise, and reconstructs the non-linear interconnection mode of government and enterprise.

Direct success of social security to Haier have the confidence to explore more direct, the Haier HR sharing enterprise direct include : social security, health care, accumulation fund direct and tax direct four categories, total more than 30 functions, including social security, health care, accumulation fund pay increase or decrease fill business, accounting verification of five social insurance and one housing fund unit payment details, unit payment summary and electronic bills, etc., implementation around employees five insurance two gold of all kinds of business, data and the government website connectivity. Through the direct connection mode between government and enterprise, promote the creation and development of the new digital, intelligent and mobile human service operation mode, avoid employment risks, ensure business compliance and risk control, improve efficiency, and continuously empower the development of enterprises.

## 6.3 We Will Improve the System for Developing and Cultivating Talents

### 6.3.1 Develop Career Development Channels for Talents

The Human Resource Sharing Center of Haier Group develops career development channels for makers. In terms of skill development requirements, it can be divided into four skill

levels, namely raw (P0), skilled (P1), expert (P2) and all-around (P3). In the student hand stage, a single module can be conducted for professional operation and practice, And arrange a professional master to provide professional basic knowledge and basic operation guidance, Quickly get familiar with professional operation; A single professional work can be carried out in the mastery stage, To undertake the professional work tasks independently; In the expert stage can

carry out multiple modules of professional implementation management work, After a single module reaches its mastery, Can independently grab the single change or rotation, Master the professional skills of multiple modules ; In the all-around stage, the whole process of professional management and system management in the platform, After reaching the master of multi-professional skills, Can be backup as a manager, Assist small and micro

managers in department and system management, Develop into a versatile reserve talent.

6.3.2 We Will Improve the Personnel Training System

The Human Resource Sharing Center of Haier Group has developed a diversified post competency talent cultivation system, mainly including various forms of talent cultivation, such as the maker new school and the sharing lecture hall. In addition to the regular talent training, the Human Resource Sharing Center of Haier Group also focuses on the selection and training of high-potential talents, and adopts diversified training methods to train them into a qualified strategic talent reserve. It has established a perfect three mechanisms for strategic talent training in the human resource sharing center: talent selection. Talent training, training and competition, as shown in Figure 7.:

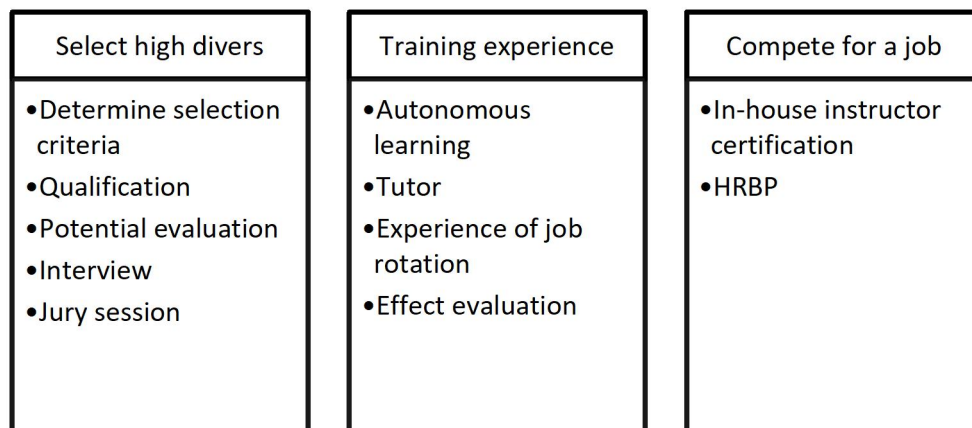


Figure 7. Talent Training Mechanism

detailed plans need to be formulated.

7. Research Deficiency and Prospect

7.1 Shortcomings

(1) This paper takes the Human Resource Sharing Center of Haier Group as an example to study the transformation measures, mainly involving the employment business, salary payment business, daily consulting business, talent cultivation and other etc., other human resources business such as recruitment business is not involved, so further comprehensive research is needed.

(2) The transformation measures of this paper are not detailed enough, and only a preliminary framework is formed. Some schemes have not been specifically implemented yet, and further

7.2 Outlook

Haier group human resources sharing center as the ecosystem of human resources service department, with the expansion of the ecosystem, its service object, business scope will continue to expand, gradually as an independent small opening to the outside world, independent management, and create ecological income and value appreciation, its strategic positioning will be upgraded from basic services to human resources wisdom to provide department, and gradually realize the globalization international operations. Haier Group human resource sharing service center will continue to focus on user experience, with lower the cost provides a better

service, making the human resource sharing center become the best service platform in the ecosystem, and making the sharing service as indispensable as the air for the makers. In order to achieve this goal, the shared service team will continue to explore technological innovation and mode innovation from the four aspects of automation, remote transformation, digitalization and intelligence, and continue to iteratively upgrade the human resource sharing service center.

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