

Human Resources Development

In 2013, in view of the need for strategic transformation and business development of the Group, our human resources work endeavored to satisfy the requirements arising from the strategic transformation, reform and innovation and healthy development and emphasized exploration and results achievement. Throughout the whole year, our human resources work focused on mechanism reform and innovation. In order to provide human resources and organizational support for sustainable development, the Group strived to enhance labor management, improve the diversified incentive mechanism, stimulate talent vitality, continuously optimize the human resources management system and procure a more systematic, integrated and coordinated work system.

In 2013, the Group focused on strategic planning and enhanced the support for our strategic transformation capabilities through different measures including implementing assessment of the human resource management of the 31 provincial subsidiaries in order to guide various units to rectify defects in capability and improve management standards, while optimizing the organizational structure to support the our specialized operations, continuously promoting human resources management enhancement activities and implementing and promoting the quantitative performance-based remuneration system and HRMS data quality assurance system in order to enhance the efficiency of human resources management.

The Group strengthened its human resources and labor management and improved the efficiency of its human resources allocation, which included the adoption of the 2013 Human Resources and Labor Management Plan and providing guidance for various units to properly conduct job management, thereby ensuring that various units would have the required solutions and benchmarks for their human resources allocation. The Group also optimized the structure of the management team with the completion of the evaluation and re-designation of 83 managers from 43 units (departments). The Group also improved the job rotation system for the management team, stipulating that the term for which key managers serve at the same position within the provincial subsidiary level (district and city levels) should not exceed a designated period of time.

In respect of optimizing the incentive mechanism and promoting the quantitative performance-based remuneration system, the Group formulated guidance for the implementation of the quantitative performance-based remuneration system for sales staff, such as call centre employees, corporate account managers and telesales managers. As at the end of 2013, the quantitative performance-based remuneration system covered all the sales employees, call centre employees, corporate account managers and telesales managers, and a pilot project was launched for the front-line network employees, adequately motivating the commitment of front-line employees and enhancing our sale capabilities and service quality.

In order to further optimize the training system and improve team capabilities, the Group organized the current year training results assessments and also conducted a training needs survey for 2014 within the whole Group. The Group also enhanced the internal trainer management system and establishment of the training curriculum system, and strived to encourage the building up and sharing of training resources. With the capacity expansion of the online university being completed and the enabling of remote log-in, the value contributed by the online university was exemplified. In 2013, the number of people who logged in to and studied at the online university reached 330,000 people, with an average study time of 25 hours per person. Mobile School was launched offering a total of 232 courses and 690 pieces of news and information, and nearly 100,000 people logged in and studied for a total of 222,026 person-times.

In 2014, the Group will continue to face intense market competition and challenges which highlight the need to continuously focus on the three key areas of strategic transformation, reform and innovation and healthy development. The Group will firmly embrace its strategic work, with stimulating vitality and improving efficiency as the focus, transformation and structural adjustment as the theme, reform, innovation and management improvement as reliance and enhancing human resources and labor management, optimizing the system in recruitment and allocation, establishing a diversified incentive mechanism and perfecting human resources management as key tasks. In order to provide strong human resources support and organizational security for our strategic transformation and sustainable development, the Group will focus on the key issues, identify areas requiring major efforts, further innovate the work methodology, improve the pace of response, enhance work standardization, systematization and coordination and properly handle the interactions among the need for reform, development and stability.