

HUMAN RESOURCES DEVELOPMENT

In 2015, our human resources work strictly adhered to the Group strategies and business development with “innovating mechanisms, stimulating vitality and improving efficiency” as the focus, “personnel selection and appointment mechanism improvement, labor management reform, diversified incentive mechanism enhancement and talent system management enhancement” as the emphasis, continuously improving organizational ability and work efficiency and actively promoting our transformation development.

ENHANCING KEY TALENT RETENTION

First, we implemented the successor scheme. We commenced studies on successor recommendation and preliminarily built up a team of successors that was prepared for the mid-and-long term leadership with proper structure and sufficient quantity. Second, we conducted forward-looking research. Based on our corporate strategic transformation, we carried out research on key talent retention and development to fully understand the current work situation of key talents and explored measures in respect of their retention and development.

OPTIMIZING REMUNERATION INCENTIVE MECHANISM

First, we firmly promoted the reform of the remuneration incentive mechanism with “flexible job structure and up-and-down job movements” as the focus, enhancing different management framework and optimizing the remuneration mechanisms of management and employees. Second, we continuously improved the remuneration incentive system at different levels and categories and promoted the reform on quantitative performance-based remuneration system for front-line employees, such as salespersons of Marketing department.

Employees participated actively in various healthy events.



IMPROVING FUNDAMENTAL MANAGEMENT

First, we launched the pilot unified written test for campus recruitment. We promoted employer brand building by organizing 14 presentation sessions and 16 on-site recruitment sessions, covering more than 30,000 person-times, to draw on a wide range of talents. We adopted an innovative recruitment management model and launched the first pilot unified written test attracting 33 organizations in more than 1,000 test centres with students participating for more than 40,000 person-times. Second, we actively improved the human resources information level. Further initiatives were taken to support the business management and promote the best human resources practices, including full implementation of the HRMS system, establishment of the training management system for its overall workflow and assistance to newly established specialized companies in their business and system construction planning.

In 2015, the online study platform of China Mobile University which was based on the development of mobile internet, introduced innovative study models by integrating multiple study means, such as PC, mobile phone, WeChat, live-broadcasting and MOOC. The platform provided our employees with training courses and learning materials in respect of corporate strategies, corporate culture communication, business strategies, work skills certification and employee development, etc. The number of people who studied at platform during the year exceeded 330,000 with a total of 10.24 million study hours. The platform encouraged them to study and make progress and endeavored to implement the corporate strategies. New initiatives were introduced and implemented to raise the refinement and professional levels of the trainings which, in turn, provided a sound training and development platform for our employees. Whilst employee vocational skills were comprehensively enhanced, this provided strong support to our business development. In 2014, China Mobile University was awarded “ATD – Excellence in Practice Award”, “China Best Enterprise University” and further than that, we received important awards this year, including “2015 Engine Award – China Benchmarked Enterprise University” and “2015 Innovation Award in China E-learning Industry”, etc.

In 2016, with China economic growth entering into a stage of new normal, there will be new changes in competition within the industry and new development of the Group. Our human resources work will also face new challenges and requirements. Thus, our human resources work shall further focus on “optimization of resources allocation, improvement of mechanisms, enhancement of talents retention and strengthening of service support” and endeavor to address new strategies, new requirements, new normal and new problems. We shall strive to be more proactive, forward-looking, systematic and efficient, continue to enhance organizational capabilities and work efficiency in order to support the sustainable and sound development of the Group.



2015 Engine Award – China Benchmarked Enterprise University



2015 Innovation Award in China E-learning Industry