

Optimization suggestions for Huawei's HRM

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Assignment 2 Video: [https://uowtsd-my.sharepoint.com/:v:/r/personal/2227096_student_uwtsd_ac_uk/Documents/Optimization%20suggestions%20for%20Huawei%207s%20HRM%EF%BC%88Luyao%20Feng%20\(2227096\).mp4?csf=1&web=1&e=E1NRVp](https://uowtsd-my.sharepoint.com/:v:/r/personal/2227096_student_uwtsd_ac_uk/Documents/Optimization%20suggestions%20for%20Huawei%207s%20HRM%EF%BC%88Luyao%20Feng%20(2227096).mp4?csf=1&web=1&e=E1NRVp)

Huawei Company Overview



977.3 billion

Total R&D investment over the last decade now exceeds CNY977.3 billion

25.1%

In 2022, our total R&D spending was CNY161.5 billion, representing 25.1% of total revenue

55.4%

At the end of 2022, 114000+ employees, or 55.4% of our workforce, worked in R&D

120 thousand+

By the end of 2022, Huawei held a total of 120000+ active patents

The Development History of Huawei's HRM System

01

live on(1987-1994)

- Basic personnel management
- Effective recruitment management

02

Growth and standardization(1995-2004)

- Process based organizational construction
- Rapid personnel growth
- Huawei Basic Law
- Establish HR professional module

03

Globalization and transcendence(2005-2013)

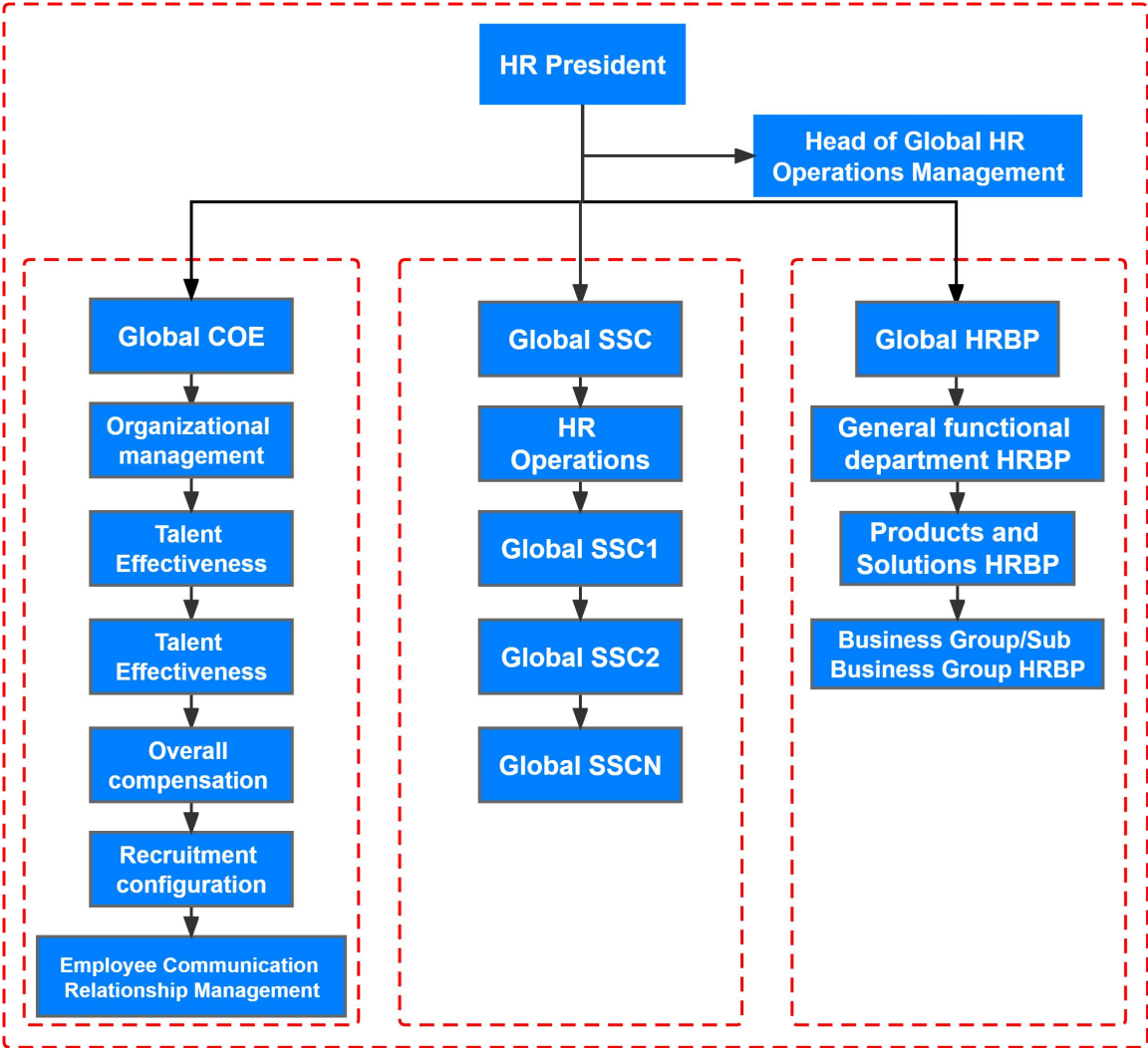
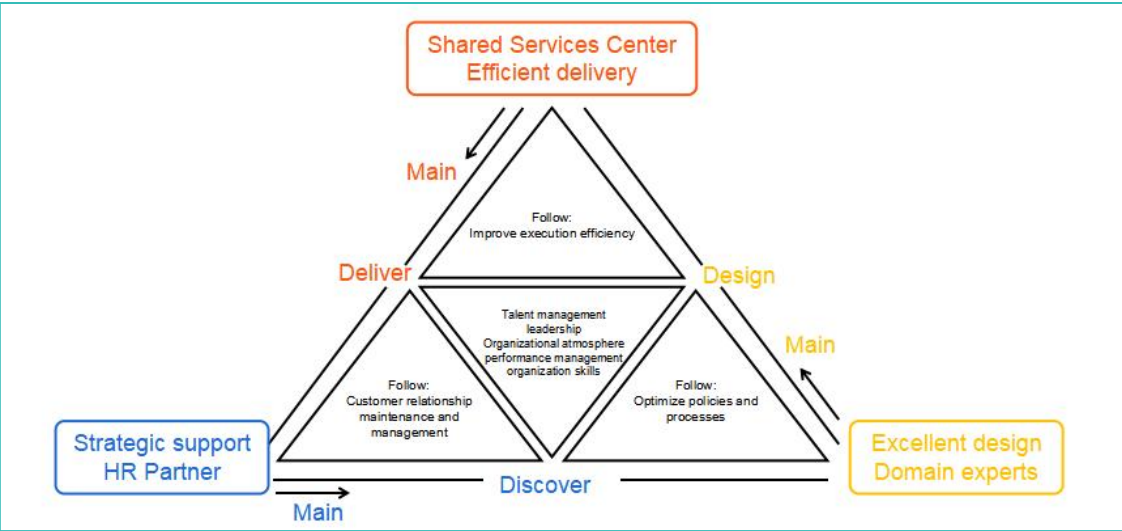
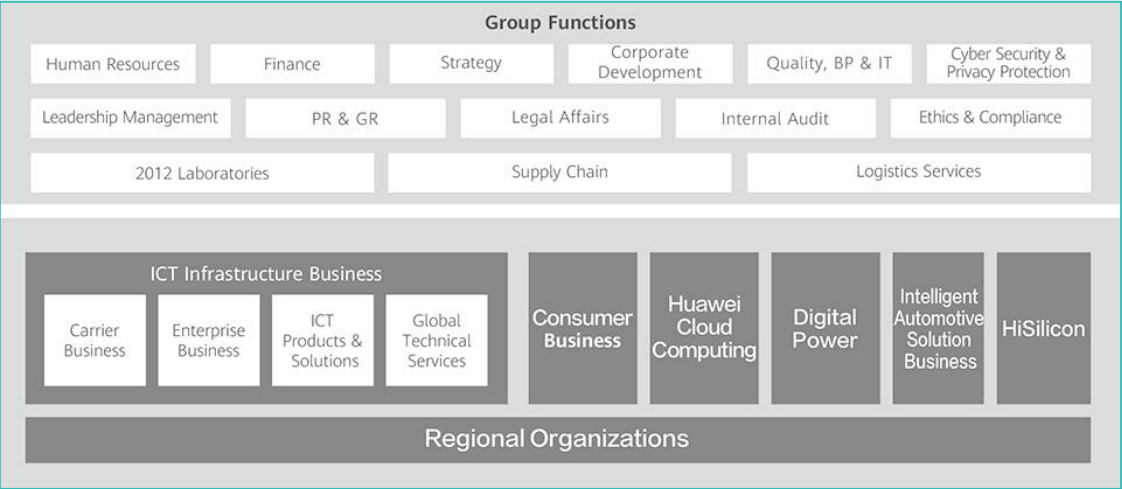
- The Engine of Company Development
- New core values
- Leadership and Cadre Standards
- Evaluation and incentive policies
- Global HRM

04

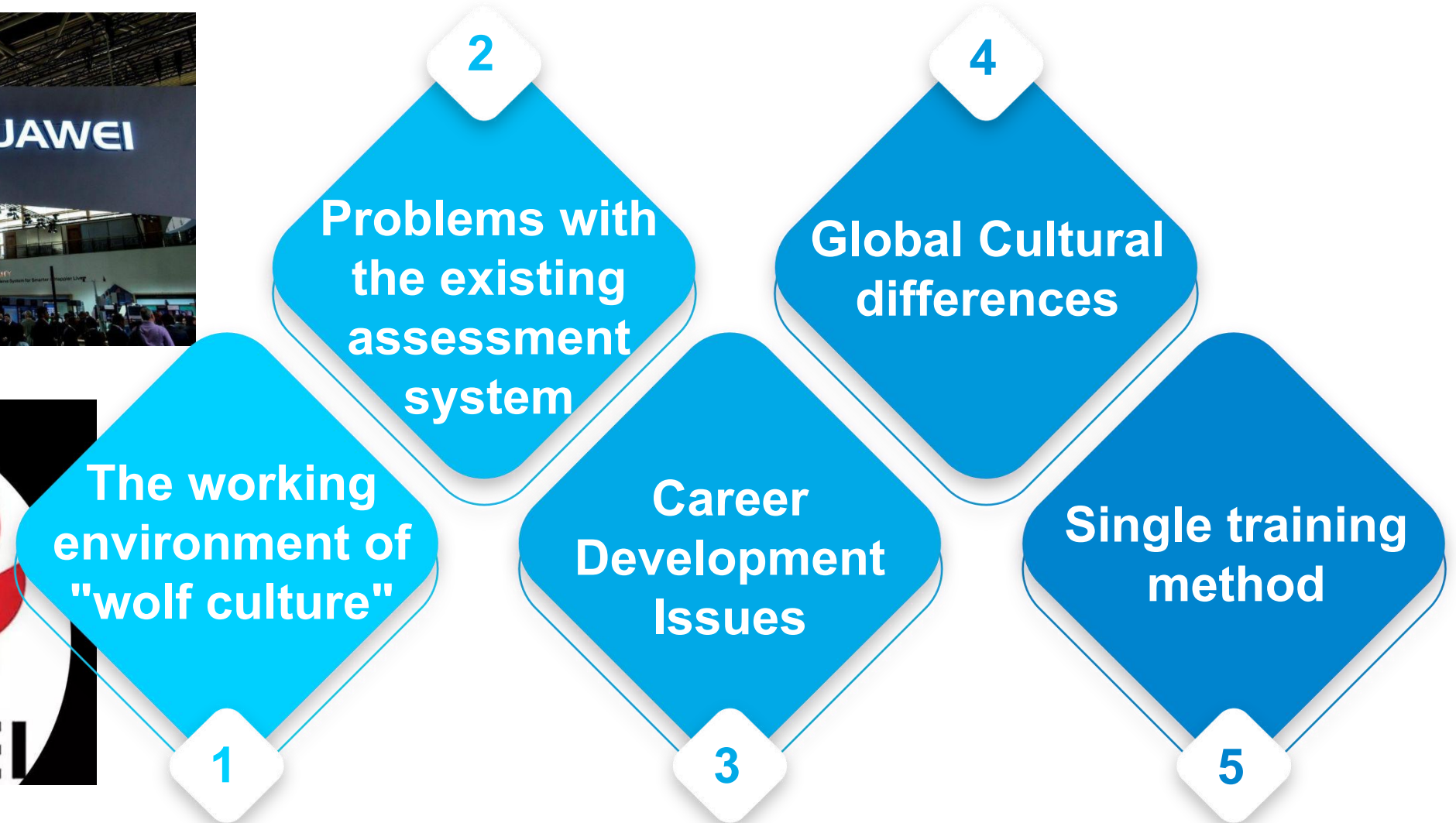
Leading and self elevating(2014-present)

- Integrating Human Resources into Business
- Three Pillars of Human Resources
- New System of HRM

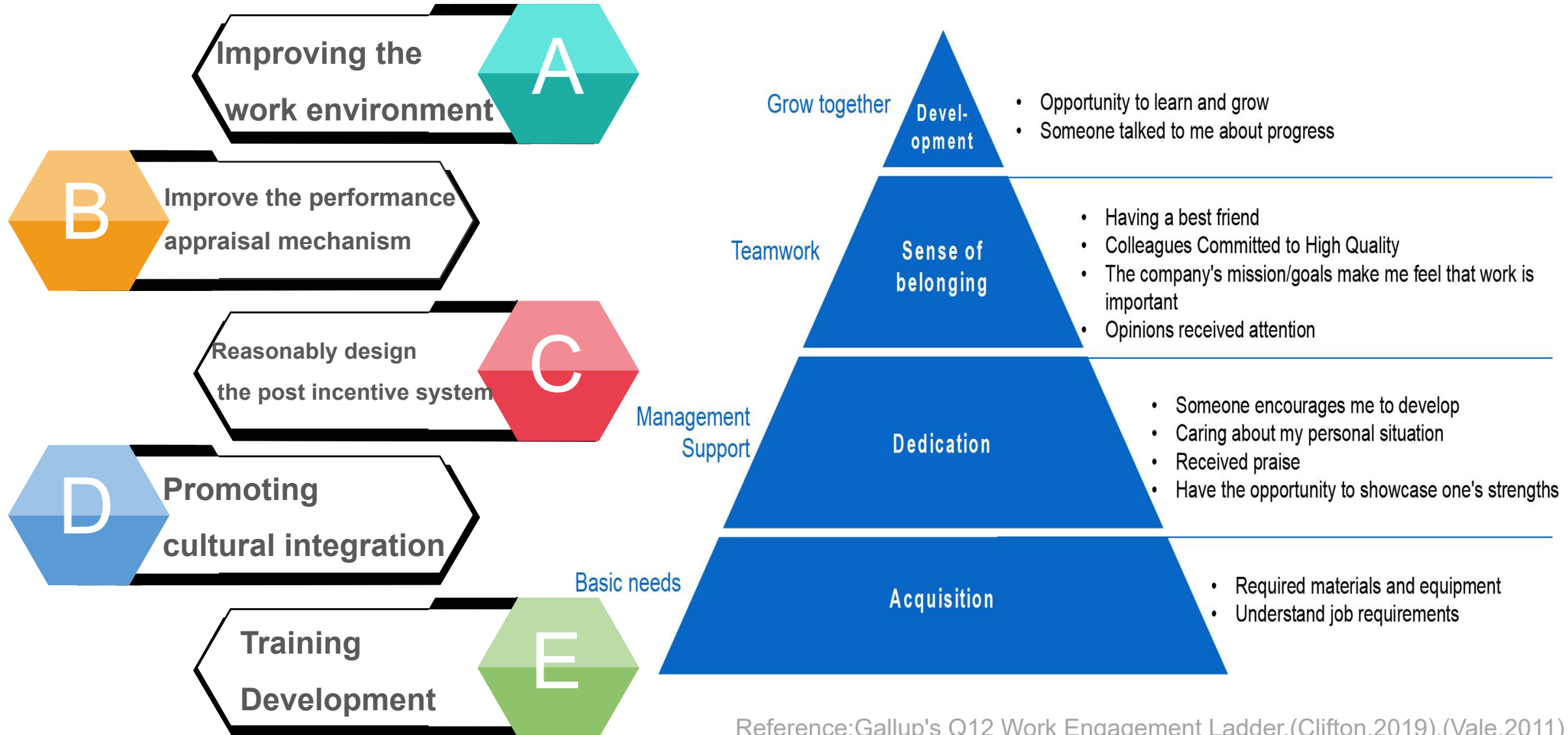
Huawei's HRM Strategic Model



Challenges in Huawei's HRM



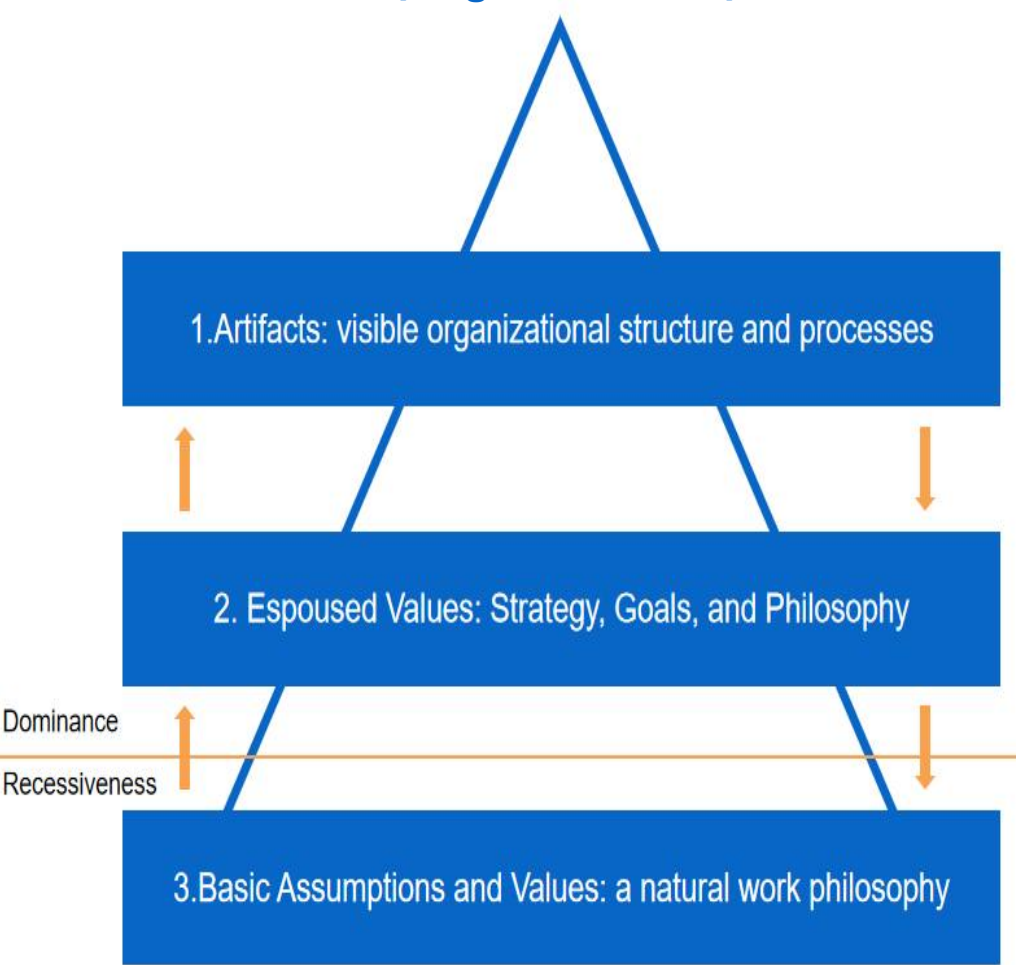
Optimization suggestions for Huawei's HRM



Reference: Gallup's Q12 Work Engagement Ladder, (Clifton, 2019), (Vale, 2011)

HRM Department Self Growth Plan

Hierarchical Model of Organizational Culture (Edgar H.Schein)



Huawei HRM Department Self Skill Learning Schedule		
Skill	concrete content	Cycle
Cultural Diversity Training	Carry out interpersonal communication and cultural exchange knowledge training in the multicultural background, and require HR to participate in the training	once amonth, half of the day each time
Data analysis skills training	FProvide training on basic tools such as data statistics and data visualization, and conduct practical drills in the work	Once aweek, 2 hours each time
Training on improving team management skills	Customize practical courses, and conduct systematic training from target and indicator formulation to talent management, performance appraisal, etc	Once a quarter, 2 days each time
Strategic Planning Plan Training	According to the company's strategic goals, carry out human resource planning, conduct a comprehensive talent inventory, and propose reasonable suggestions	Once six months, 2 weeks each time

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