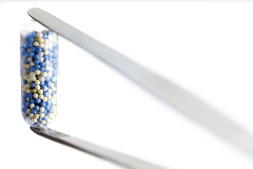




PLIVA Upravljanje učinkom u G-TOP - aplikaciji

**Ljudski potencijali
2012**

PLIVA u Hrvatskoj – lider u farmaceutskoj industriji

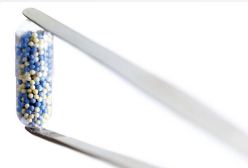


PLIVA, članica Teva grupe, vodeće generičke farmaceutske tvrtke u svijetu

- bila je i danas je najveća farmaceutska tvrtka u Hrvatskoj
- važan gospodarski subjekt, te jedan od najvećih izvoznika
- čimbenik stabilnosti zdravstvenog sustava



PLIVA u Hrvatskoj - jedna od vodećih kompanija



- Prihodi 2,6 mlrd. kuna (2011.)
- 1000 hrvatskih dobavljača
- Jedan od najvećih izvoznika
75% proizvodnje je izvoz
- Siguran faktor naplate i pokretač rasta i razvoja povezanih djelatnosti

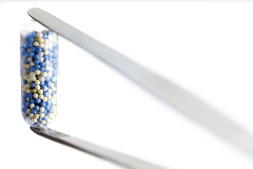


90 godina duga tradicija uspješnog farmaceutskog poslovanja



1921 – 1980	1921 Kompanije Isis (Zagreb) i Chinoin (Budimpešta) osnovale Kaštel d.d. u Karlovcu	1935 Dr. Vladimir Prelog , kasnije dobitnik Nobelove nagrade, pridružuje se kompaniji i započinje s istraživačkim radom u Kaštelu	1936 Kaštel postaje jedan od prvih proizvođača sulfonamida u svijetu	1941 PLIVAH postaje PLIVA – Državni zavod za Proizvodnju Lijekova i Vakcina	1945 Kaštel postaje dijelom PLIVE	1952 Osnovan Istraživački institut PLIVE	1959 Započinje proizvodnja oksitetra ciklina i vitamina B6	1971 Patentiran metaciklin	1980 Patentiran PLIVIN originalni makrolidni antibiotik – azitromicin
1981 – 2010	1986 PLIVA sklopila licencni ugovor s američkom tvrtkom Pfizer o prodaji azitromicina u SAD i Zapadnoj Europi	1988 PLIVA uvodi azitromicin na tržište pod zaštićenim imenom Sumamed	1991 Pfizer uvodi azitromicin na tržište pod zaštićenim imenom Zithromax	1996 Uvrštenje dionica PLIVE na London Stock Exchange i Zagrebačk u burzu	1997 – 2003 Ekspanzija poslovanja: Poljska 1997 Češka R. 1999 Vel Britanija 2000 Njemačka 2001 Italija 2002 SAD 2002 Španjolska 2003	2005 generički azitromicin stavljen na tržište SAD-a	2006 Izlazak iz proprietary poslovanja Povezivanjem PLIVE i kompanije Barr Pharm. Inc. nastaje treća najveća globalna generička farmaceutska kompanija	2009 PLIVA je danas nova članica Teva grupe, najveće generičke farmaceutske kompanije u svijetu	

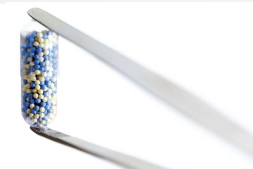
Strategija za uspjeh



- **Efikasno upravljanje resursima**
- **TIMSKI rad**
- **Visokokvalificirani i motivirani ljudi**
- **Napredne I & R tehnike i tehnologije**
- **Standardi Proizvodnje/Registracije/Kvalitete/DPP-a**

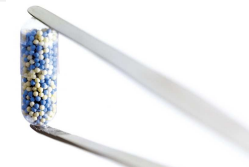


PLIVA, to su ljudi!

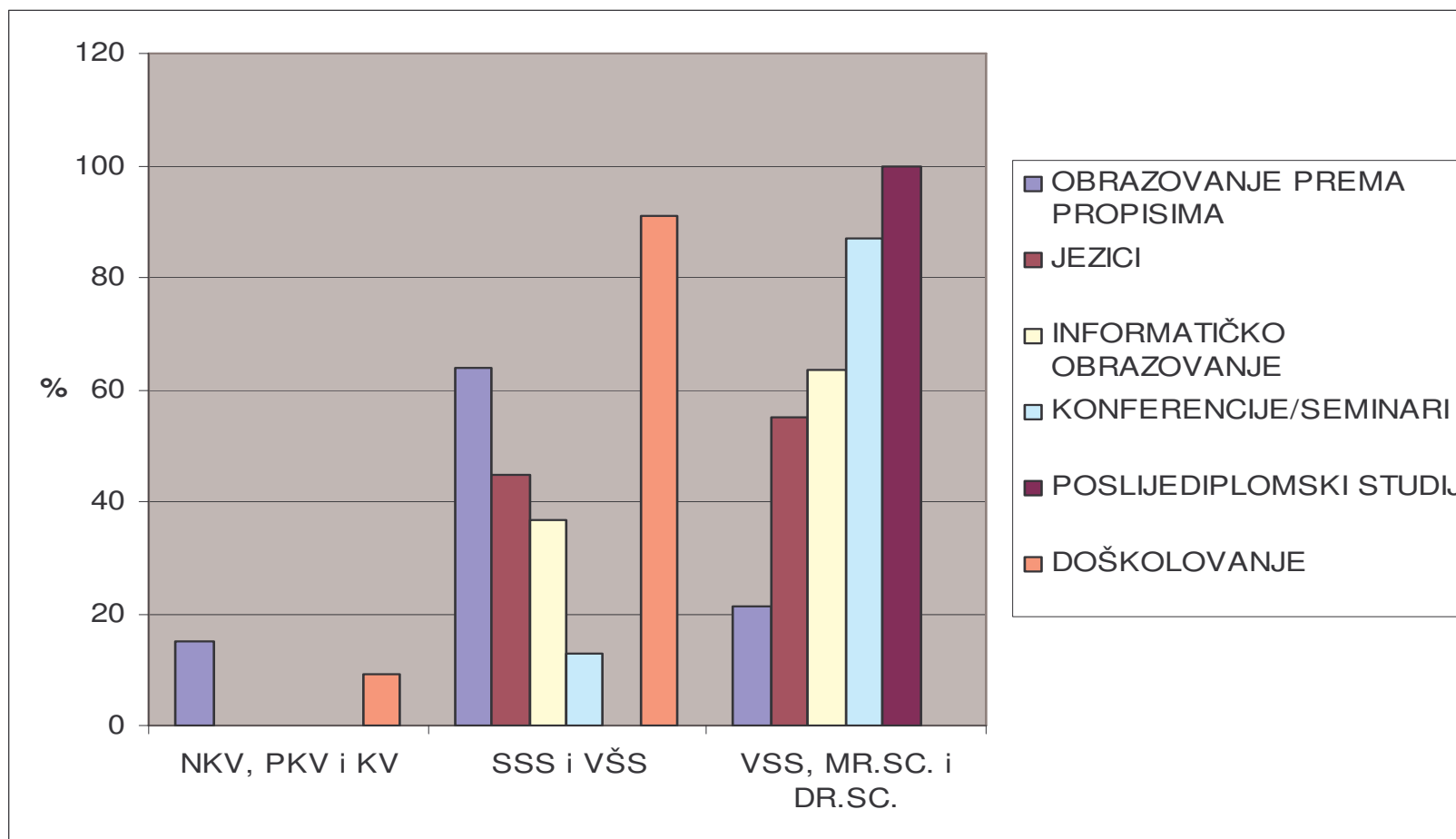


- **više od 1700 zaposlenika (50% visokoobrazovanih)**
- **Najzastupljenije struke:**
 - **Farmacija**
 - **Prehrambena – biotehnologija**
 - **Kemijsko inženjerstvo**
 - **Kemija**

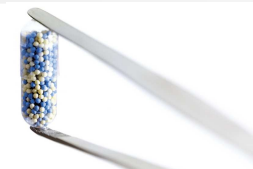
Cjeloživotno obrazovanje



Udio različitih vrsta obrazovanja kod zaposlenika različite stručne spreme



Procjena učinka i G-Top projekt



- Svaki zaposlenik PLIVE vlastitim radom, angažmanom i postignućem može iz godine u godinu znatno utjecati na svoju plaću.
- Kreiranje, razvoj i implementacija cjelokupnog sustava procjen učinka te edukacija menadžera za primjenu sustava u nadležnosti je Ljudskih potencijala
- u svrhu korporativnog jačanja kulture visokog učinka i ostvarivanja korporativnih ciljeva u PLIVI je pokrenut i implementiran globalni G-top projekt
- G-Top je jedinstvena platforma na kojoj se provodi:
 - postavljanje ciljeva,
 - procjena ostvarenja ciljeva
 - razvojni planovi zaposlenika
 - procjene talenata (ključnih zaposlenika)
 - dodjela bonusa i povećanja plaća
 - plan sukcesije

G- TOP Value Statement



Business

- snažan rast, kompleksnost poslovanja, broj zaposlenika



Workforce / Labor

- relativno mali broj ključnih lidera i ključnih zaposlenika
- potreba jačanja kulture visokog učinka gdje se visok učinak cijeni i nastoji zadržati u kompaniji



HR Function

- kreiranje kulture Talent Managementa
- identificira i razvija visoke potencijale za lidere
- identificira i razvija ključne zaposlenike koji su potencijalni sukcesori kako bi bili spremni preuzeti nove odgovornosti
- kreira HR planove (zapošljavanje, razvoj i motivacija/zadržavanje) temeljena na Talent Planning procesu



G-Top

Podržava zaposlenike i managere u procesima: Talent Review, Succession Planning, Performance Management i Compensation Management.

G- TOP Talent Cycle – Postavljanje ciljeva



My G-Top Help User Options Logout: Doe, Jane TST TEVA

My Team Myself

Manager Home
 Manager's Dashboard
 My Items
 Select Employee
 Performance Management

Doe, John
 QA Admin

Employee at a Glance
 Employee Details
 Employee Reviews 2010

Teva - Performance Plan - (HQIL1V01) 2010

Quick find:

Recent:
 Doe, John
 Major, Mary
 Stiles, John
 Miles, Richard

Doe, John (555002)
 QA Admin
 Teva Corporates >> Human Resources
 Israel, Petach Tikwa
 Direct manager: Major, Mary

Performance Plan: Teva - Performance Plan - (HQIL1V01) 2010 (01/01/2010 - 31/12/2010)

Employee Draft → Manager Draft → Employee Acknowledge → Approved Goals → Interim Review → Self Evaluation → Manager Evaluation → Acknowledge Evaluation → Completed

Goals Strengths Dev. Opportunities Development Plan Notebook

Goal Title	Target	Category	Weighting (%)
▶ Increase Sales and Reduce Costs	Qualitative	Corporate goals	50.00
▶ Establish BU Talent Management Process	Qualitative	Corporate goals	20.00
▶ Improve customer services	Qualitative	Individual goals	20.00

Available Actions >>
 Add Goal
 Release to Employee >>
 Back to Employee Draft

Status Checks >>
 ✓ Check number of goals
 ✗ Total weight of goals = 100%

View Report

Goal overview
 No. goals: 3
 Total weighting: 90.00%

Goal guidelines
 Min number of goals: 2
 Max number of goals: 8

Done Internet

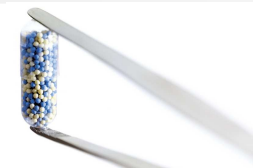
Postavljanje ciljeva 2012.

1. Organizacijski ciljevi ili kaskadiranje ciljeva sa punom transparentnošću između menadžera i zaposlenika
2. Omogućena je interakcija u postavljanju ciljeva i bilježenje progressa
3. Poboljšano je planiranje i vidljivost prioriteta

G- TOP Talent Cycle – Talent Review



Talent Review



Reporting hierarchy: Direct Manager

Legend

- Retention risk
- Key Talent
- Critical Position

Senior Vice President, Business Developm IMG

Ariel, Moshe
High Potential (++)

Vollovitch, Doron Long-term (2-3 yrs)

Darazi, John Ready now (0-1 yr)

Talent Management

- unosom podataka u **Talent Review** identificiraju se ključni potencijali i njihove potrebe
- podržava **cross-cluster planiranje sukcesije**
- jednostavni izvještaji** za korištenje managerima

Chief Fin



High Potential (++)



Contribute in Place



Herman, Eran

Full Level Promotable (+)



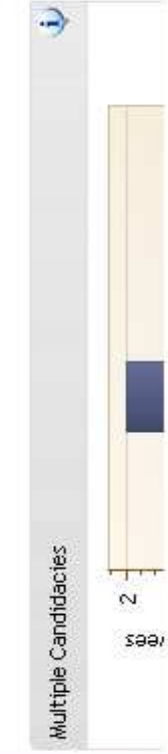
Performance Program: 2007

Performance /Potential Portfolio

Potential	Performance					
	Too new to rate	1 - Below	2 - Mostly Meets	3 - Meets	4 - Exceeds	5 - Exceptional
High Potential (++)	0	0	0	0	0	5
Promotable (+)	0	0	0	0	2	0
Develop within current role (Horizontal)	0	0	0	1	2	0
Contribute in Place	0	0	0	0	0	0
Manage Out	0	0	0	1	0	0
Too new to rate	0	0	0	0	0	0

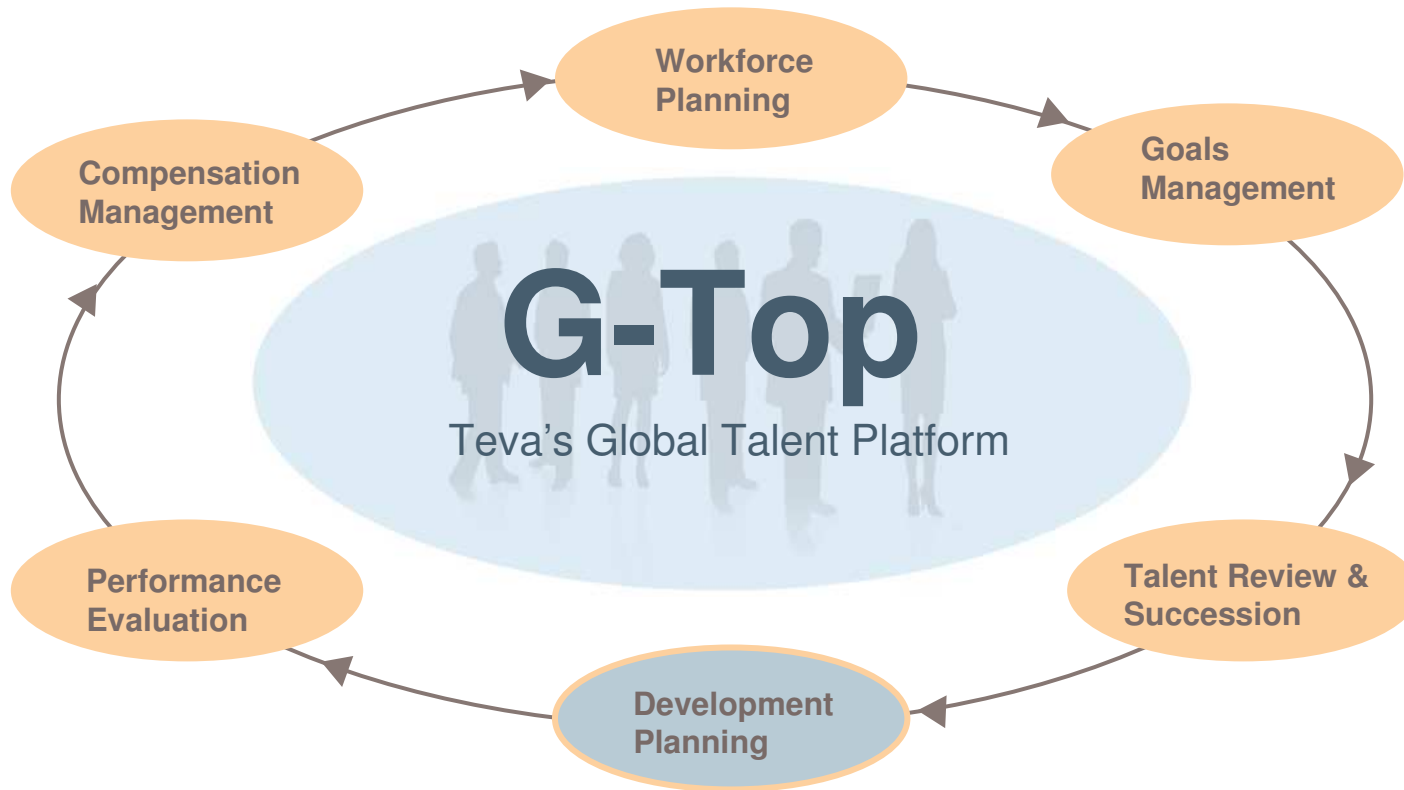
Potential /Retention Portfolio

Potential	Retention Risk		
	Low	Medium	High
High Potential (++)	0	2	3
Promotable (+)	2	0	1
Develop within current role (Horizontal)	2	0	0
Contribute in Place	0	0	1
Manage Out	0	0	0
Too new to rate	0	0	0



Business unit
Geographic

G- TOP Talent Cycle – Planiranje razvoja



My G-Top Help User Options Logout: Benson, Manuel

MIGRATION

My Team · Myself

Manager Home

- Manager's Dashboard
- My Items
- Select Employee
- Performance Management
- Talent Mngement

Rice, Sergio I.
Tax Director - Europe

Employee at a Glance

Employee Details

Employee Reviews 2009

Teva's Talent Review Cycle 2009

Quick find:

Recent:

- Rice, Sergio I.
- Mor, Fritz
- Serrano, Gabriela L.
- Curtis, Sharon N.
- Hudson, Charles E.

Rice, Sergio I. (61519)

Tax Director - Europe 61519 Direct manager: Benson, Manuel

Hungary, Debrecen

Performance Plan: Teva - Performance Plan 2011 (GL1CT01) (01/01/2011 - 31/12/2011)

Goal Setting Goal Approval Interim Review Evaluation Acknowledgement Completed

Goals Competencies Development Plan Overall Evaluation Ongoing Notes File Attachments

Development Activities

Development Objective	Development Aimed to	Activity Area	Proposed Activity	Target Date	Status
+					
Development Objective:					
Development Aimed to:	(not specified)				
Proposed Activity:					
Target Date:					

Available Actions >>

Release to Manager >>

Status Check >>

- Is Goals self evaluation done?
- Is Competencies self evaluation done?
- Is overall self evaluation comment entered?

Documents and Reports

- Blank Report
- Self Evaluation report
- Full Report
- Employee Goals

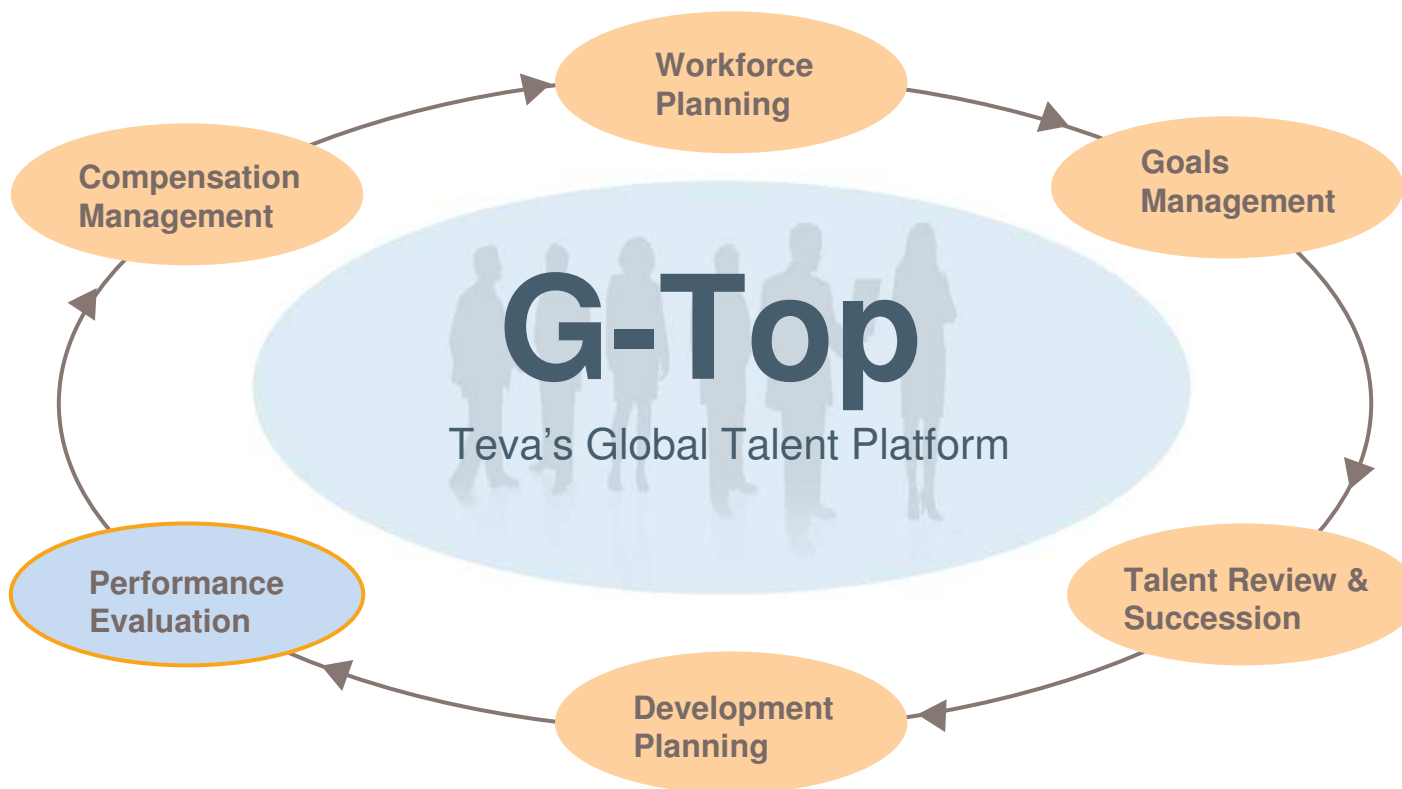
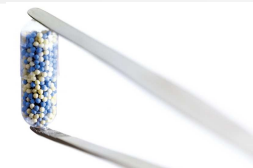
Ready.

Done Trusted sites

Planiranje razvoja

1. Podržava i strukturira godišnji ciklus procjene učinka
2. Uključuje status listu za menadžere kao vodič što sve treba napraviti
3. Fleksibilno za lokalne potrebe

G- TOP Talent Cycle – Procjena učinka



My G-Top Help User Options Logout: Benson, Manuel

My Team Myself

Manager Home
 Manager's Dashboard
 My Items
 Select Employee
 Performance Management

Rice, Sergio I.
 Tax Director - Europe

Employee at a Glance
 Employee Details
 Employee Reviews: 2009

Teva - Performance Plan - (GM1V01) 2009

Quick find:

Recent:
 Rice, Sergio I.
 Mor, Fritz
 Serrano, Gabriela L.
 Curtis, Sharon N.
 Hudson, Charles E.

Rice, Sergio I. (61519)
 Tax Director - Europe 61519 Direct manager: Benson, Manuel
 Hungary, Debrecen

Performance Plan: Teva - Performance Plan - (GM1V01) 2009 (01/01/2009 - 12/31/2009)

Employee Draft Manager Draft Employee Acknowledge Approved Goals Interim Review Self Evaluation Manager Evaluation Acknowledge Evaluation Completed

Goals Competencies Strengths Dev. Opportunities Development Plan Overall Evaluation Notebook

Competencies

Business Acumen
 Teva is a leader in its industry and Teva's leaders are expected to contribute to that by understanding and utilizing economic, financial, market and industry data to accurately identify business strengths, weaknesses, and key issues.

Manager Evaluation (3)	Self Evaluation	Interim Evaluation
(not specified) N/A - Not applicable	1 - Below 2 - Mostly Meets	3 - Meets 4 - Exceeds 5 - Exceptional
<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

Notes:

Available Actions >>
 Finish Manager Evaluation >>

Status Checks >>

- ✓ Is Goals evaluation done?
- ✓ Is Competencies evaluation done?
- ✗ Has 'Development Plan' been Reviewed?
- ✓ Is Overall Evaluation done?
- ✗ Check gap between average and overall rating?
- ✗ Enter date of evaluation session (Overall Evaluation)

View Report

Procjena učinka

- Podržava i strukturira godišnji ciklus procjene učinka
- Uključuje status listu za menadžere kao vodič što sve trebaju napraviti

Ready.

Compensation management projekt 2012



My G-Top Help User Options Logout: Vega, Eduardo V. TET TST

My Team Myself

Manager Home
 Scorecards and Reports
 To Do List
 Select Employee
 Performance Management
 Talent Management
 Compensation Management

Bonus Merit

Bonus Review: 2010_Anuual_Bonus_TST (2010)
 Vega, Eduardo V. Ziener, Heinz 31/12/2010

Recommendation Review Recommendation Recommendation Submitted Recommendation Confirmed

Bonus Review Basic Info

Bonus Review

Budget Allocation

Budget:	30,237.30 NIS	100 %
Allocated amount:	30,237.30 NIS	100 %
Not allocated:	0.00 NIS	0 %

Status Check >>

- Do all employees have recommendation?
- Exceeding Bonus Budget?
- PE not in place?

Display in: Original currency

Available Actions >>

Request Approval >>

Documents and Reports

Reviewer Bonus report

Baseline Information Bonus Recommendations

Name	Eligible Salary	Target Bonus	Business Performance	Bonus Budget	PE - Ratings	Individual Perf. Factor Range	Recommended Individual Factor	Bonus Amount
Rivera, Lisa	5,588.00 NIS	270.00 %	90.00 %	13,578.84 NIS	5 - Exceptional	120.00 - 150.00 %		13,578.84
Schulze, Werner	5,103.00 NIS	180.00 %	90.00 %	8,266.86 NIS	3 - Meets	60.00 - 100.00 %	100.00 %	8,266.86
							100.00 %	8,391.60

Save Cancel

Quick find:

Recent: Rivera, Lisa

Done Trusted sites 100%

Compensation Management

1. Podržava management da **odluke o povećanju plaća i definiranju bonusa** budu povezane sa procjenom učinka
2. Sadrži i podatke prethodnih godina

Ključni koraci u procesu



1. definiranje lokalnog tima za implementaciju i projekt menadžera
2. definiranje broja menadžera i zaposlenika za edukaciju
3. definiranje rizika, ljudskih resursa, trenera, rokova
4. prezentacija top menadžmentu kako bi ostvarili njihovu naklonost (buy-in)
5. plan treninga i priprema trening materijala
6. priprema podataka i validacija podataka u sustavu
7. priprema pilot grupe i trening za zaposlenike koji će pristupiti pilotu
8. validacija konačnih podataka u sustavu

Ključni koraci u procesu - nastavak



9. komunikacija menadžerima i zaposlenicima kroz letke i plakate
10. trening za menadžere
11. start Performance Management procesa – go live!
12. Procjena učinka i postavljanje ciljeva (menadžerska procjena i samoprocjena)
13. HR review (prema lokalnim smjernicama)
14. Ocjenjivački intervju sa zaposlenicima
15. traženje anonimne povratne informacije od svih korisnika putem e-maila – link na kratki upitnik

