

# Chinatrust Human Resource System



*Presented by Sophia Huang  
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Chinatrust Commercial Bank*

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中國信託  
Chinatrust

# Sophia Huang

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## ❖ Company

- Chinatrust Commercial Bank (Taiwan)

## ❖ Current Position

- Senior Vice President, General Administration Group.

## ❖ Company Tenure

- 16 years in HR Function

## ❖ Experience

- Motorola (Taiwan), L&D Specialist
- Chinatrust Commercial Bank
  - HR Specialist, L&D Specialist, Secretariat, Head of HR Account Officer, Head of HR Planning Department, Head of L&D Department

# Agenda

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- ❖ Introduction
- ❖ Chinatrust Human Resource System
  - Selection
  - Deployment
  - Development
  - Retention
- ❖ Conclusion

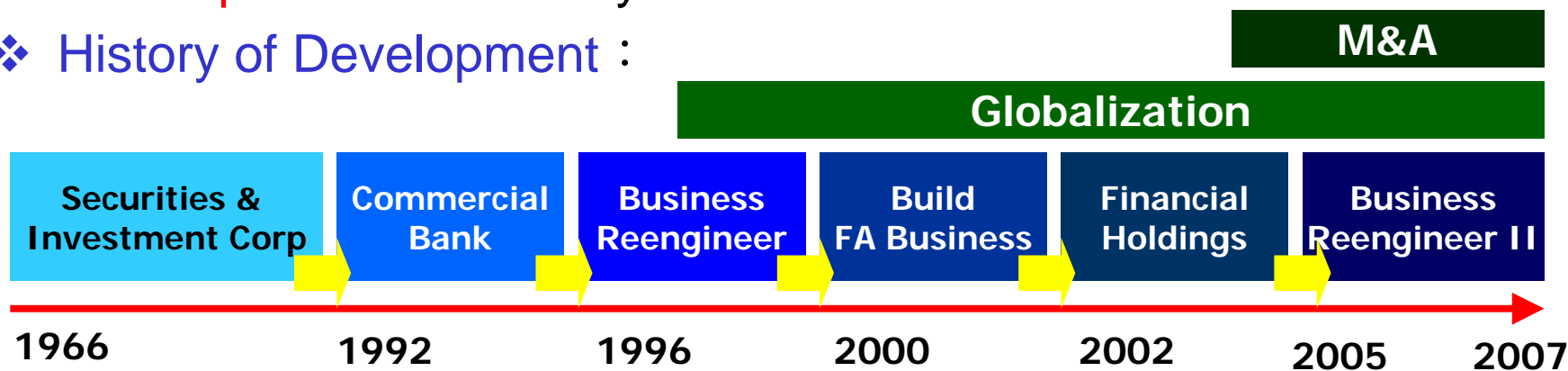


# About CTCB



中國信託  
Chinatrust

- ❖ Established Date : Mar 14, 1966
- ❖ Scope of Business :
  - Savings, loans, guarantees, foreign exchange, OBU, trust, credit card, securities, bonds, electronic bank etc.
- ❖ Reward :
  - “**Best Foreign Exchange & Trade Finance Bank in Taiwan**”by Global Finance,
  - “**Best Bank in Taiwan**”by FinanceAsia,
  - “**Top 10 Asia Bank**”by Asia Risk.
- ❖ History of Development :



# The Challenge of Financial Industry

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Relaxed Financial Policies

Rapid Changes in  
Technology and Internet

Mergers &  
Acquisitions

Globalization

*The Key to Winning:  
Excellent Human Capital*

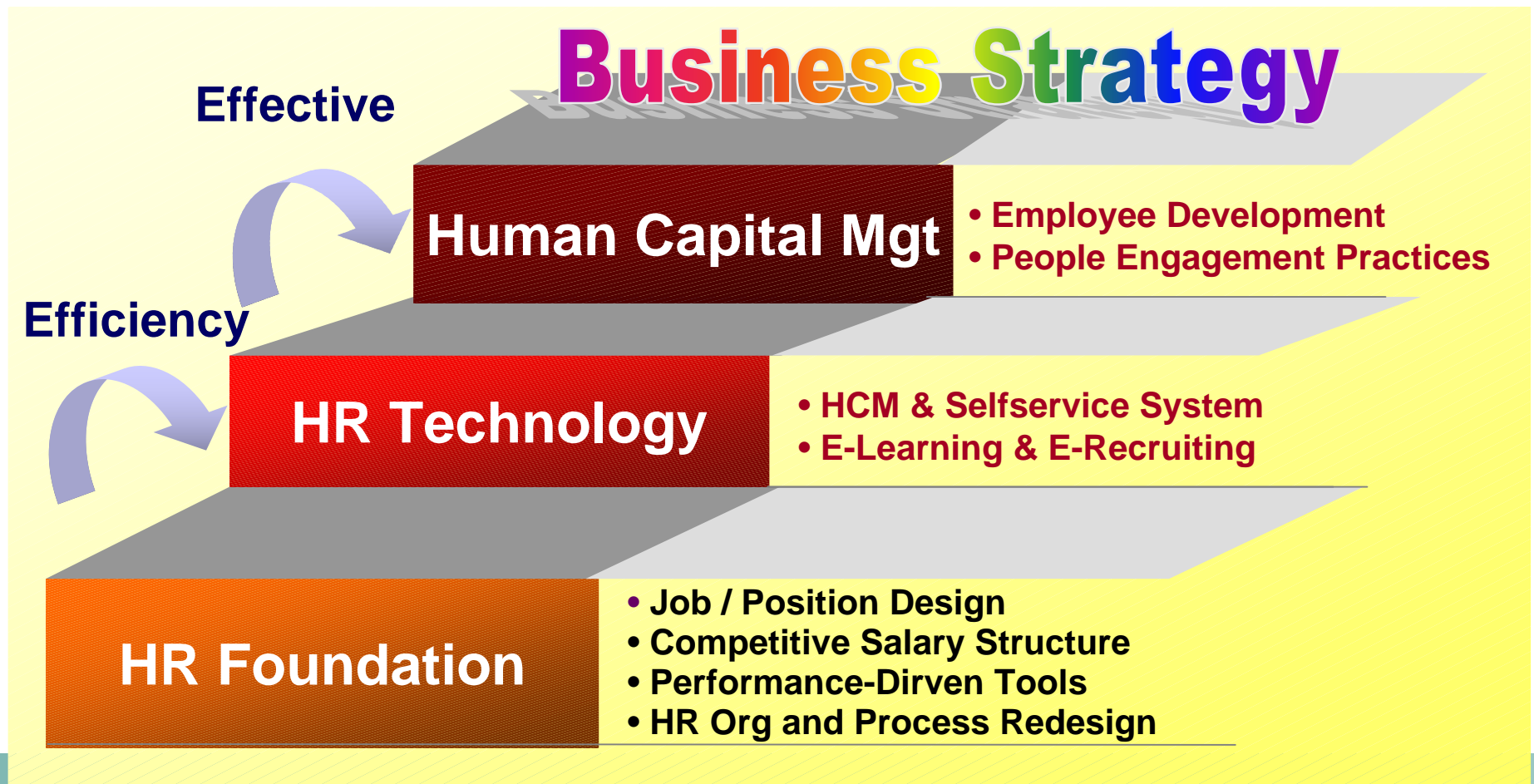
# Human Resources - Business Partner

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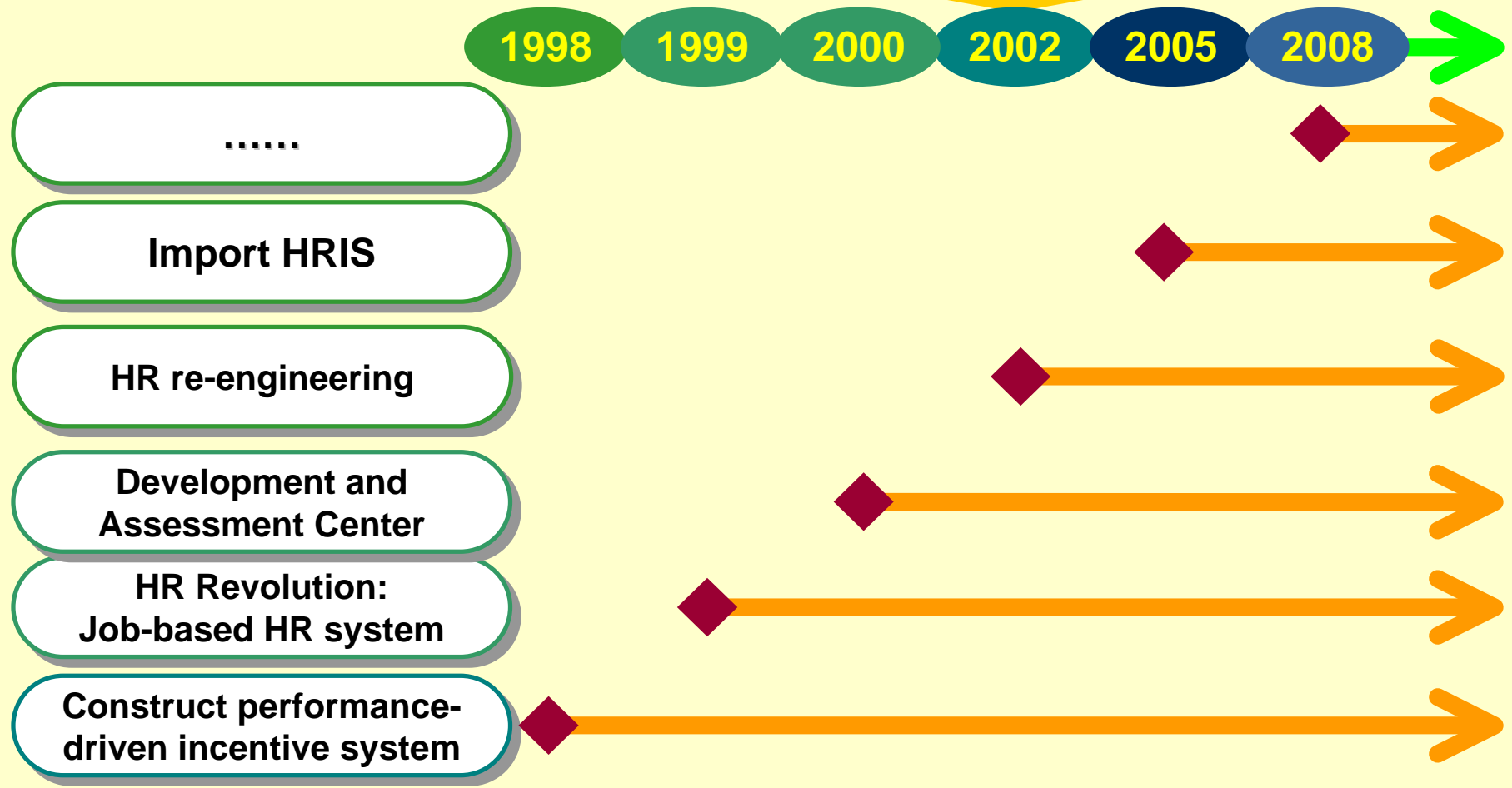
# Chinatrust HR Revolution

- ❖ Chinatrust HR policies & practices highly connect with Business Strategy



# HR Milestone

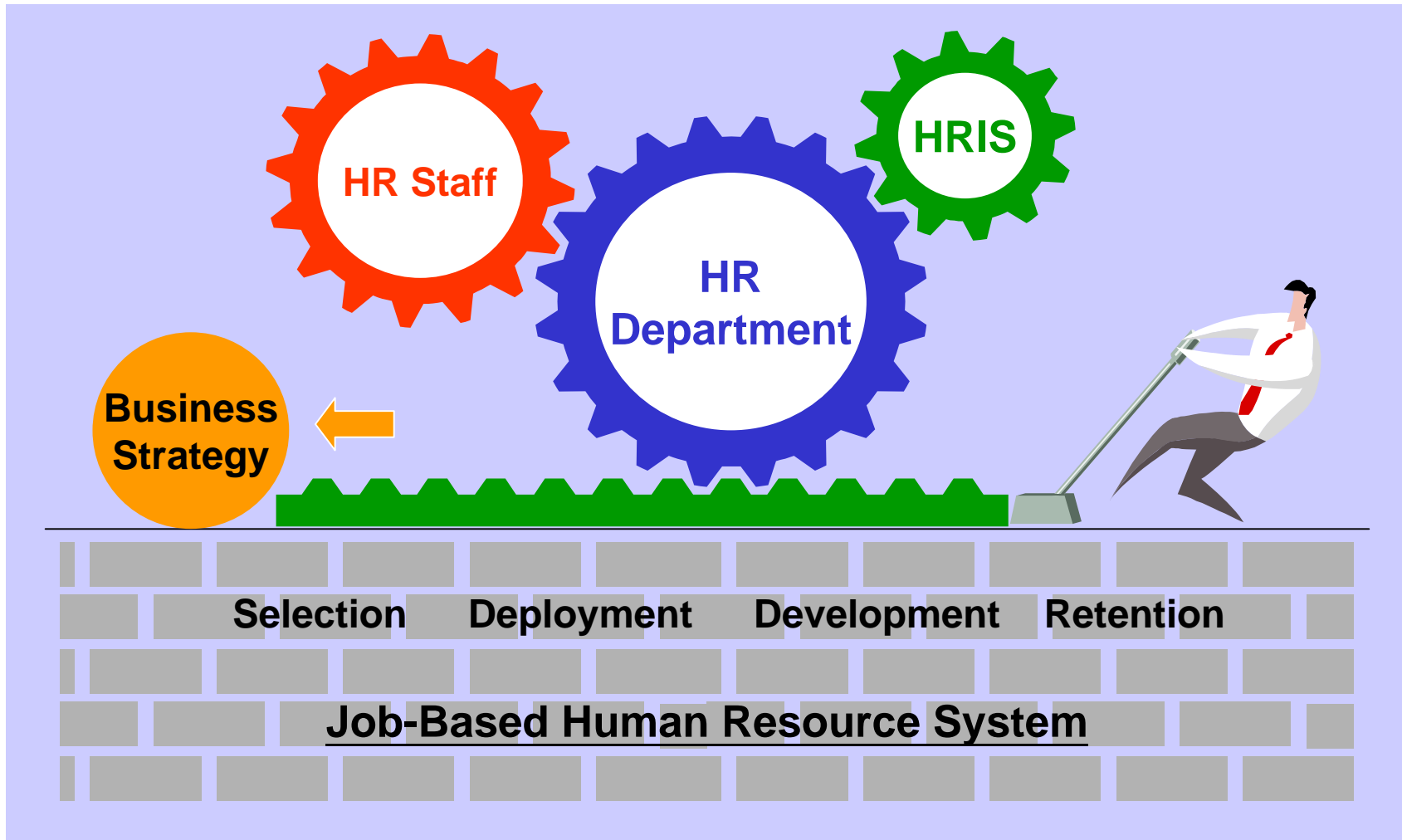
Chinatrust Financial Holding Co.  
Founded



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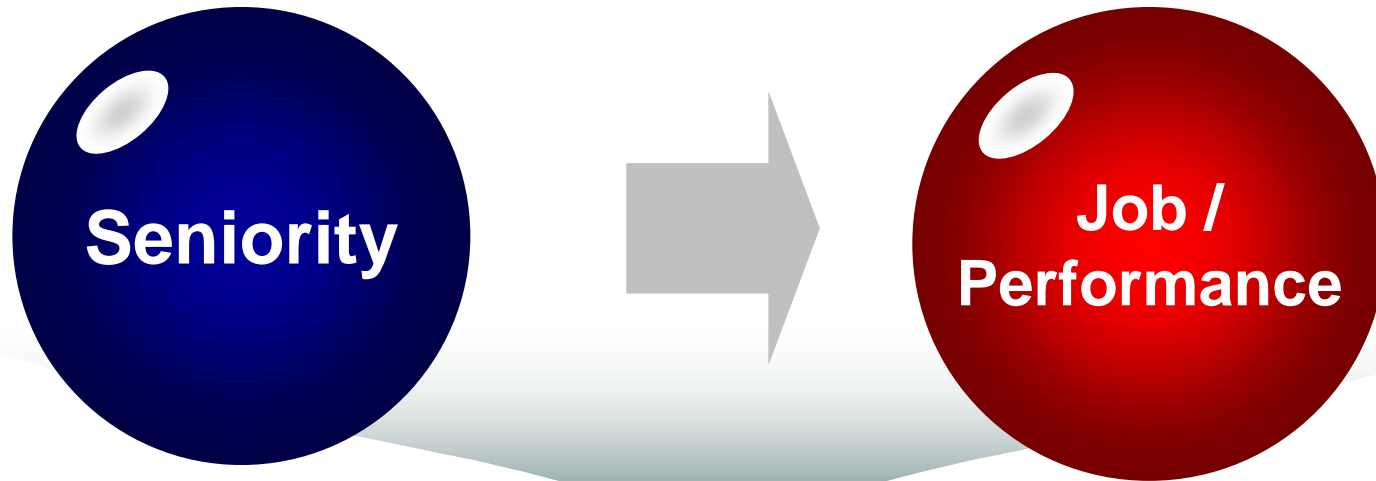
# **Chinatrust Human Resource System**

# HR System



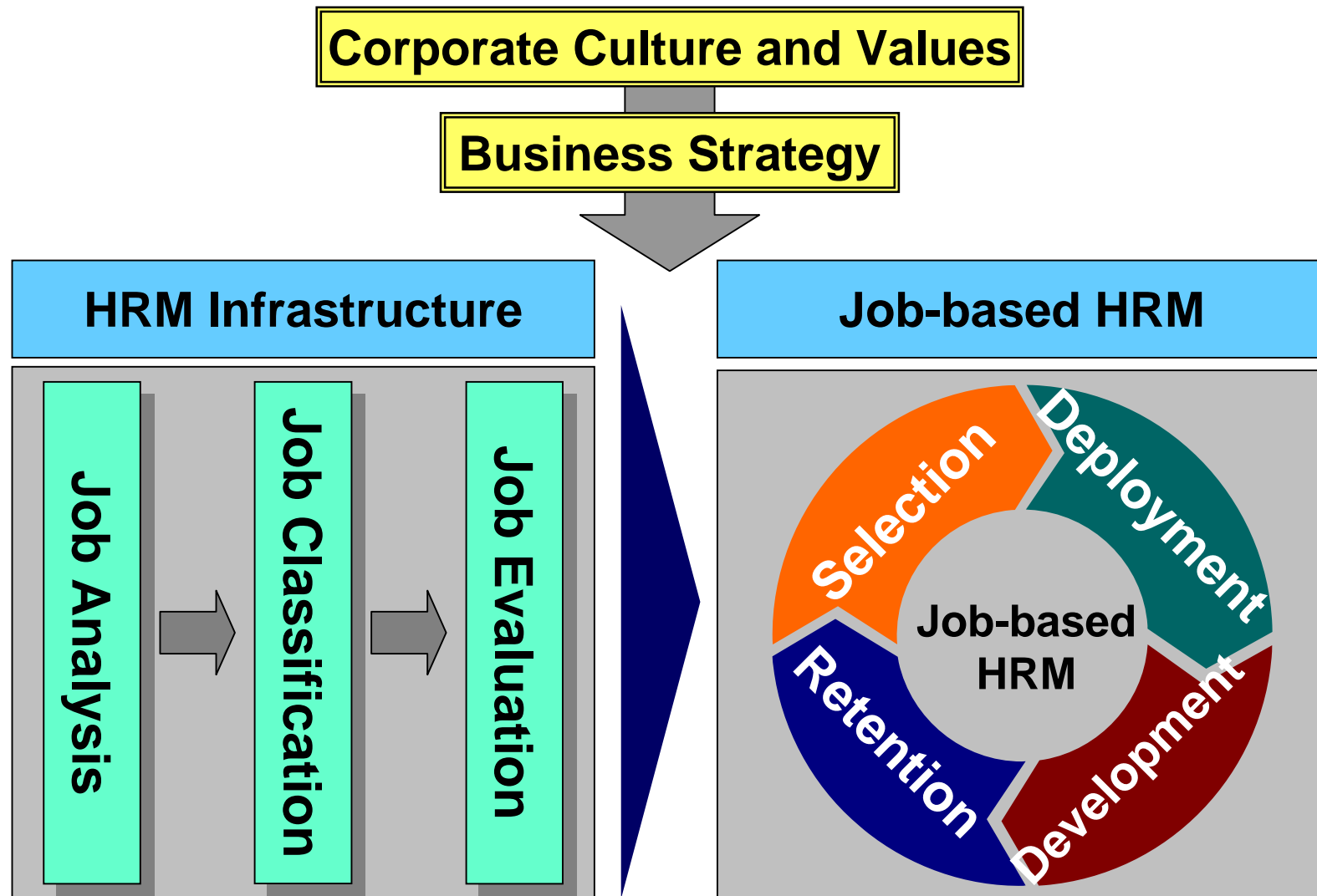
# HR Transformation

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- **Promotion**
- **Salary Increase**
- **Annual Bonus**

# Job-Based HR System





# Selection

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**Target Selection**

**People and Organization Fit**

# Target Selection

## Target Selection



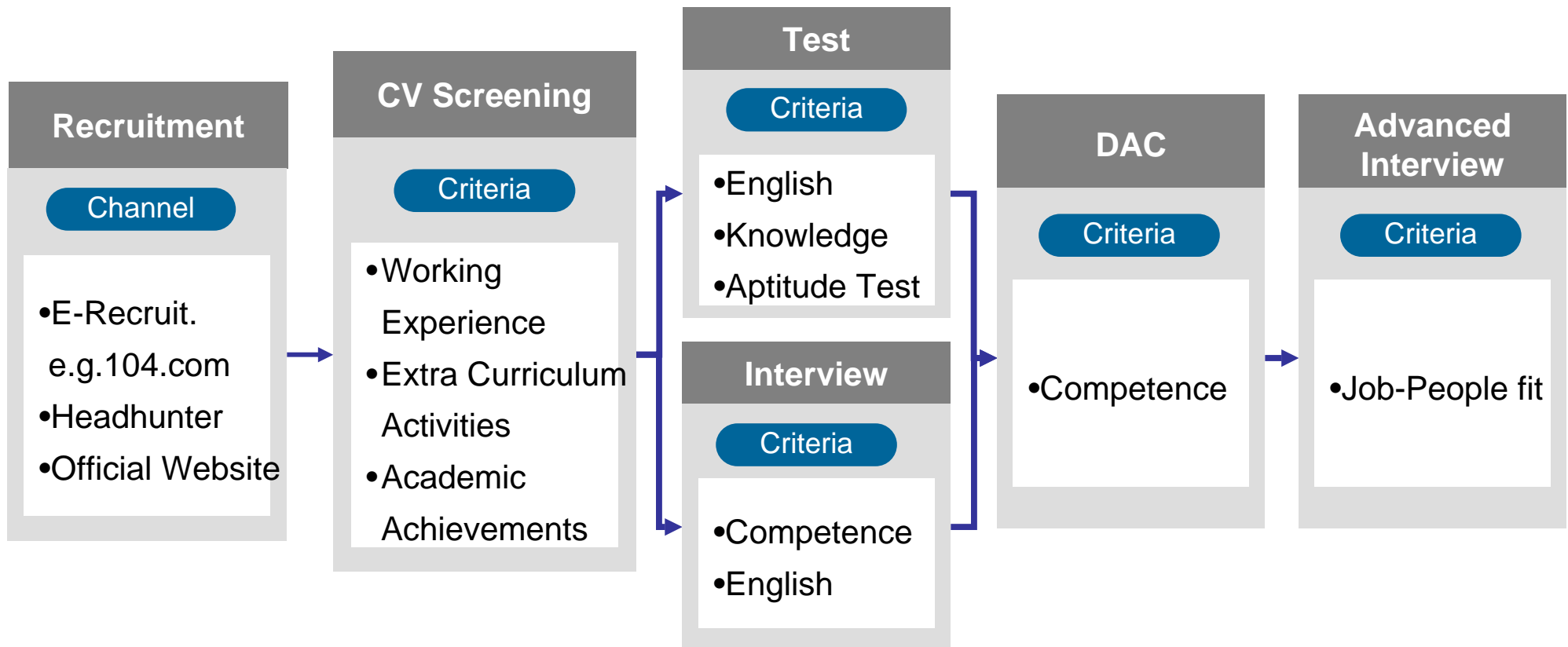
# People and Organization Fit

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# Selection Process

❖ Use multiple tools to improve the validity of the selection process.





# Deployment

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## High Performance Management

# Evolution of Performance Management

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## Before

- Equalitarian Practice
- No clear performance indicators to measure performance
- Appraisal only



## After

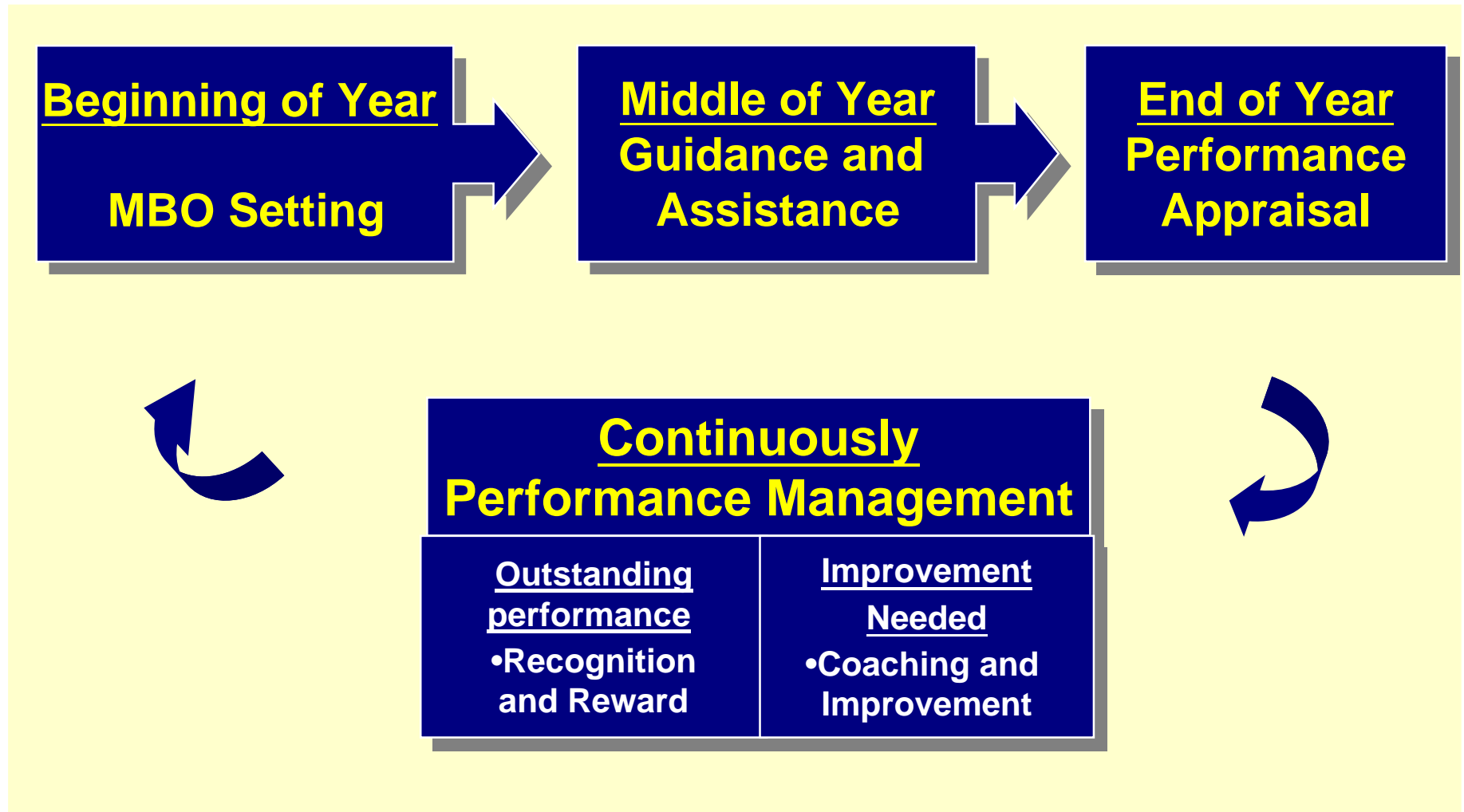
- Combine organization's and individual's goals
- Continuously improve performance management cycle



- Employees get feedback from managers to improve and develop themselves
- Enhance human capital

# Basic Performance Management Principle

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# Development

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## Development System

# Human Capital Development System



# Core Competence for Leadership Development

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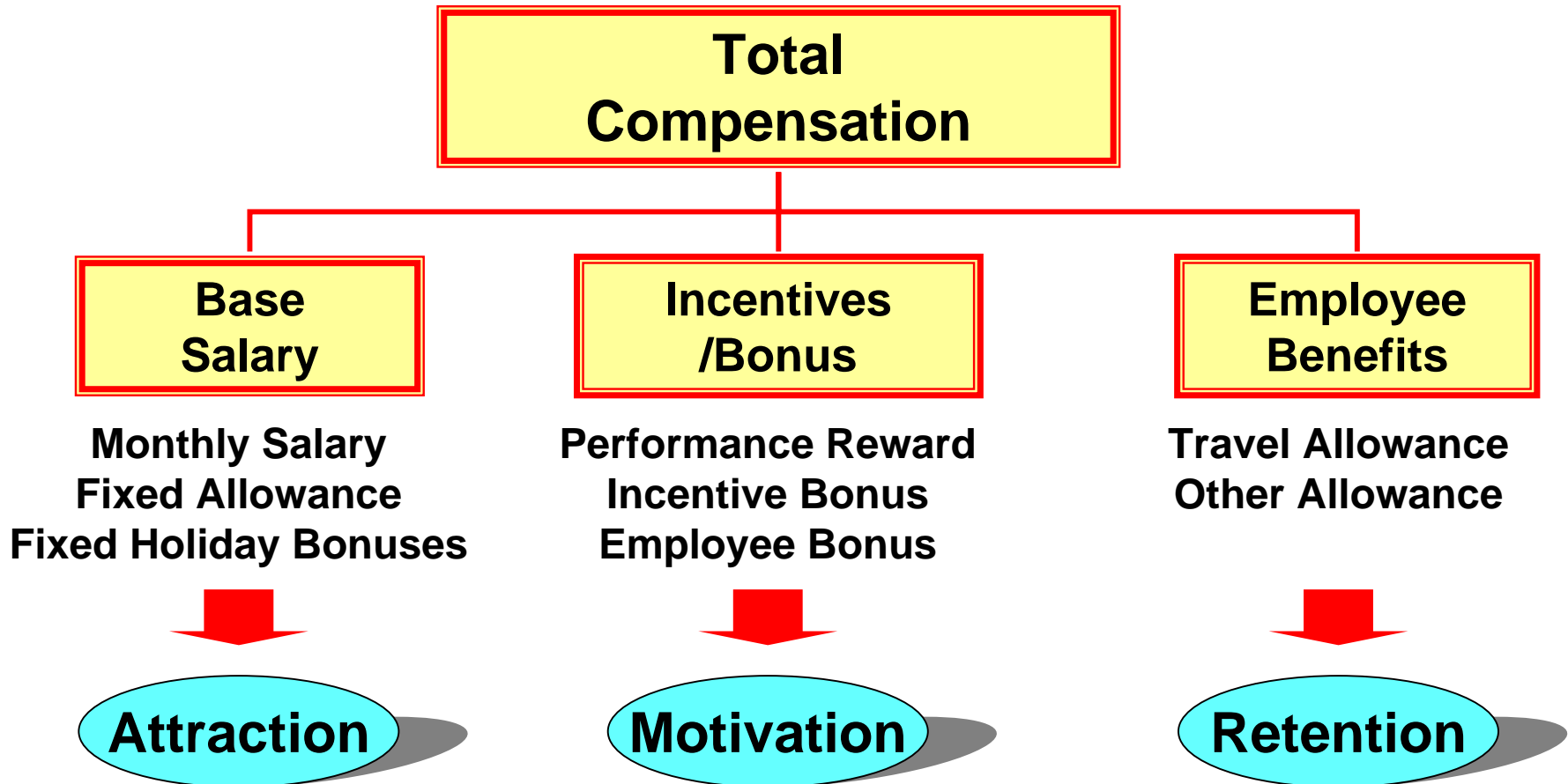


# Retention

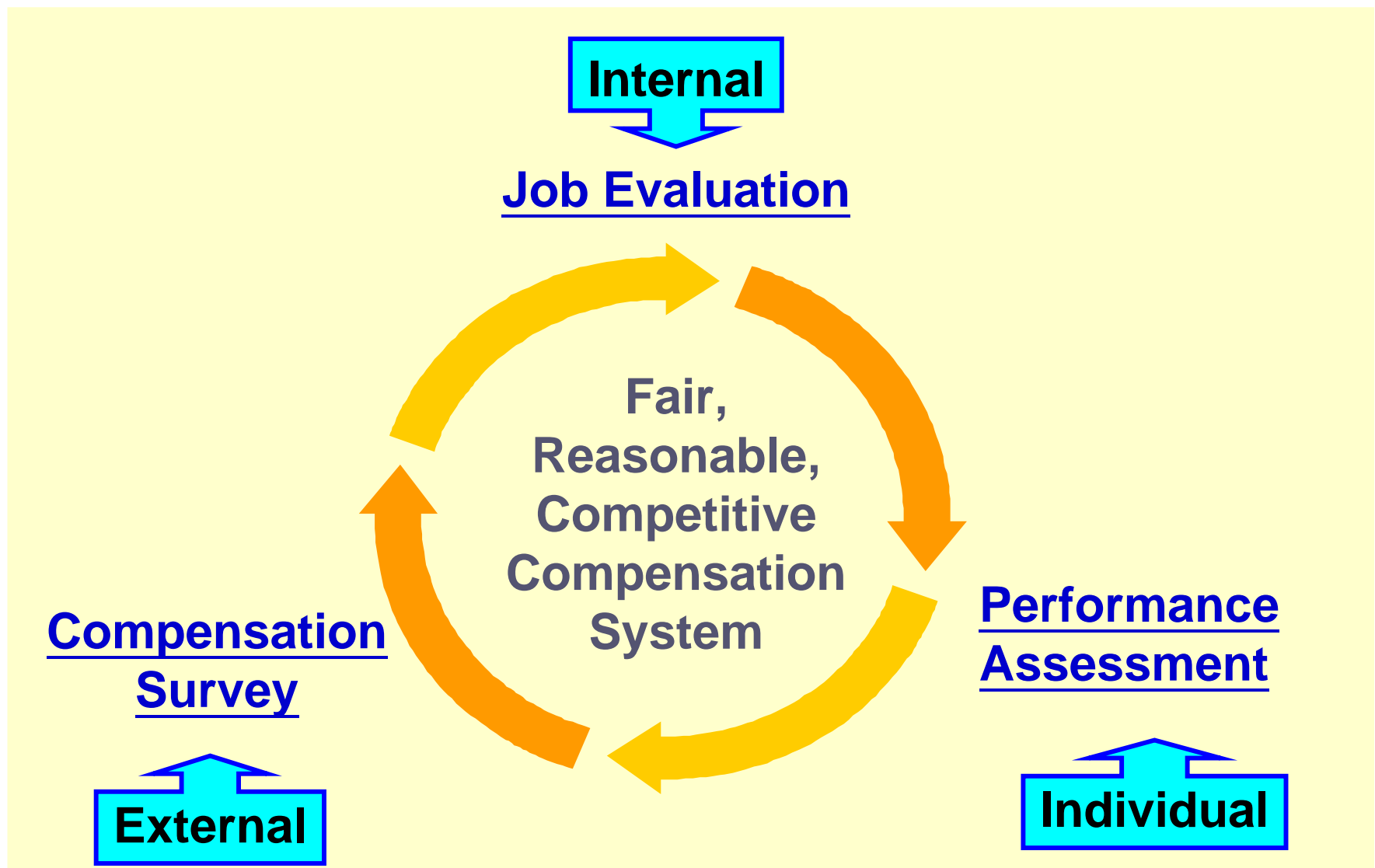
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## Job-based Compensation System

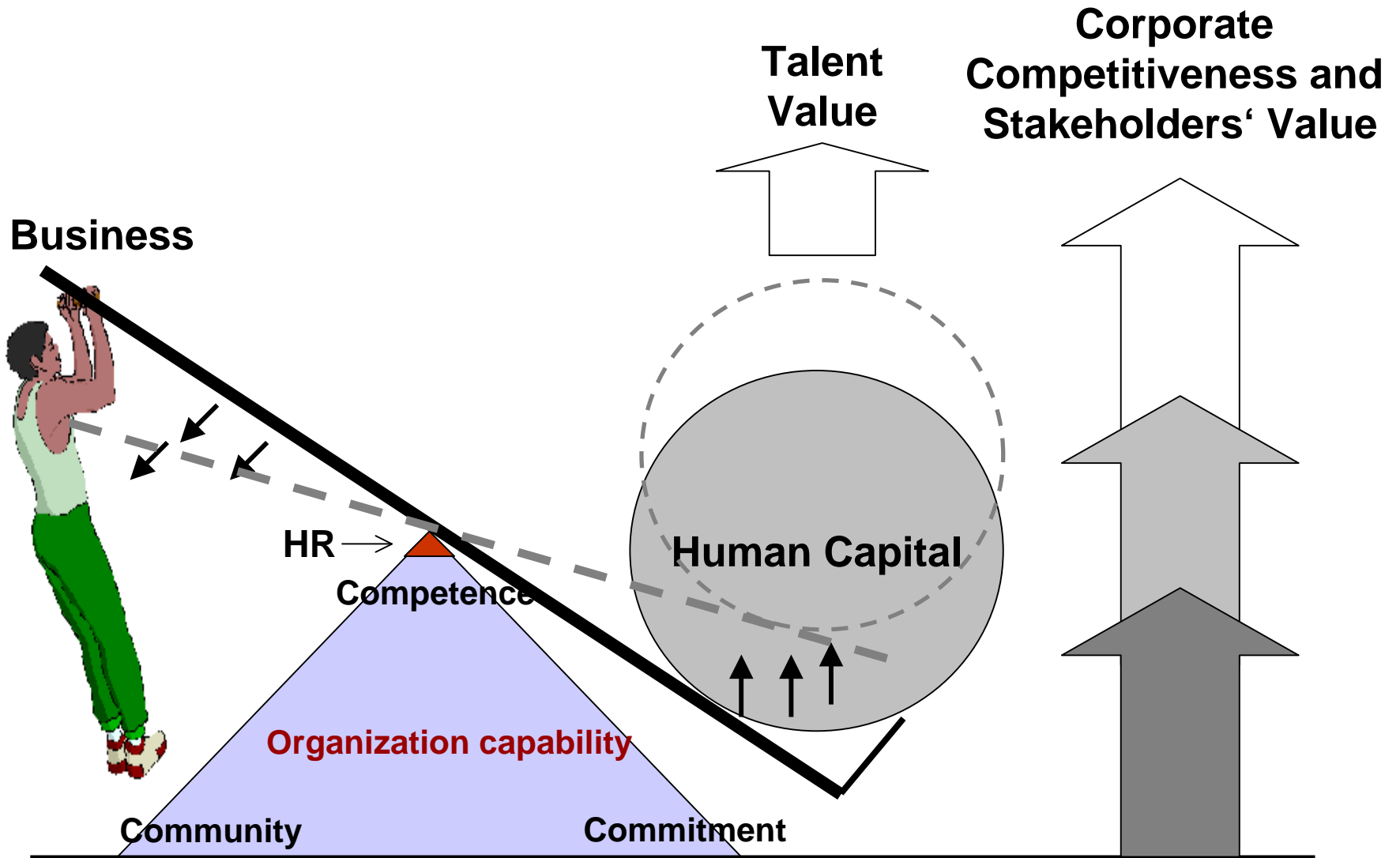
# Job-based Compensation System



# Fair and Reasonable Principle



# Conclusion : Achieve the organizations' and individuals' goals



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***Thank You !!***

