

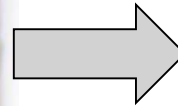
ONE HR

HOW WE MADE IT?



Lufthansa Technik

The SixToONE Change Story



SixToONE – European Reorganization Program

Principal Idea and Locations

SixToONE Team Spirit Company

“SixToONE is Aircraft Base Maintenance’s reorganization program for the European base maintenance locations. The aim is to create **ONE transnational, competence oriented organization** out of the independently operating subsidiaries in Europe to **safeguard the competitiveness** of the overhaul network in the medium to long term.”

Sören Stark
Senior Vice President
Aircraft Base Maintenance

					
Shannon AS Since: 1995 Empl.: ~490 Bays: 6	LHT Hamburg Empl.: ~670 Bays: 1	LHT Berlin Since: 1990 Empl.: ~260 Bays: 3	LHT Budapest Since: 1995 Empl.: ~330 Bays: 4	LHT Malta Since: 2003 Empl.: ~580 Bays: 6	LHT Sofia Since: 2007 Empl.: ~510 Bays: 5



LHT ONE European Base Maintenance



Start: 2012
Empl.: ~2840
Bays: 25
Checks: 484/year

Not bad idea but...As Is Analysis

Roles and Tasks

► Updates and maintains the information for the open job positions and the need for new employees;
► Ensures all activities related to the publication of the job advertisements – preparation, choice of communication channels, updating the open positions on the company website;
► Communicates and coordinates with the heads of the departments the necessary qualifications and responsibilities of new employees;
► Prepares the job advertisements together with the heads of the departments – duties, responsibilities and required qualifications;
► Performs initial selection of candidates by received CVs and submit them to the manager of the department;
► Replies to all candidates that have sent a CV;
► Schedules and conducts interviews together with the head of the department;
► Evaluates candidate's skills and qualification and the result form the interview and gives their recommendations;
► Communicate income package and contract details with HR director;
► Gives the candidates feedback for the outcome of the interview;
► Prepares and sends offers to the successful candidates;
► Archive applications in the personnel paper database;
► Prepares reports related to the status of the open positions and others requested by management;
► Organizes, coordinates and conducts the assessments for the selection of new groups of candidates;
► Liaises with universities to conduct internship programs, and with companies and other sources of recruitment;
► Prepares the program for the interns and coordinates it with the heads of the departments;
► Responsible for organization and conduction of the internship;
► Collects and provides feedback to the student for their performance;
► Organizes participation of the company in various forums for career guidance and development;
► Responsible for the compilation and maintenance of a CV database;
► Monitors employees under probation, with a view to confirm or otherwise their employment with the Company;
► Carries out exit interviews and prepares the relevant documentation;
► Prepares procedures in relation with internal rules and policies of the company, ensuring that these are regularly updated to reflect any changes;
► Responsible to compile all internal procedures adopted by the department;
► Recommends new approaches, policies and procedures to effect continual improvements in efficiency of the section and the services provided
► Informs, advises and supports employees in relation with policies, procedures and requirements of the company;
► Prepares contracts for the employees, additional agreements, terminations, official notes;
► Enters and administers data for new coming employees in the SAP system and E-base;
► Updates and maintains personal files of the employees;
► Enter adjustment for changes in wages, positions, codes and etc.
► Ensures and prepares reports and information requested by the management, government and other institutions;
► Ensures implementation, testing and proper work of the HR module in the SAP system;

- 187 HR tasks identified
- 18 HR different roles across network
- Differences in the distribution of HR tasks to other departments e.g. T&A
- Different extent of outsourcing of tasks

As Is Analysis – Some examples

- Ratio HR/FTE

SAL	LTB	LTM	LTSF
1:99	1:62	1:77	1:57

- All HRs are part of the Executive teams
- No structured succession planning programs
- HR processes are similar within the network
- Standardization needed but seniority of the facility should be considered

As is Analysis - Some examples

Budgets and Benefits

Benefit/Compensation	LTSF	LTM	LTB	SAL
Flexible working time system	X			X*
Sick pay Scheme	X			X
Profit Sharing scheme				X
Private Pension Scheme			X***	X**
Life assurance scheme	X	X	X***	X
Local travel pass			X	
Travel vouchers			X	
Internet voucher			X	
Additional health insurance	X	X		X***
Labour accident insurance	X	X		X
Personal accident insurance		X		
Compensational payment for work on schedule Sat/Sun	X			
Compensational payment for night work	X			
Compensations for work more than 10 hours in 4 continuous days	X			
Compensations payment for "on call" duty	X			
Subsidized Canteen	X			X
Subsidized Sports& Social events	X	X	X	X
Gym				X
House purchase scheme				X**
Lufthansa ID card	X	X	X	X*
Food vouchers	X		X	
Car parking	X	X		X
Foreign language courses	X			
Preferential Bank conditions	X			
Special occasion gifts (anniversary in the company, baby born etc)	X		X	X

* - available for some positions only

** - available after 6 months with the company

***, available for all but voluntary for employees

Benefits in LTB are available after probation period (3 months in the company)

Different benefit scheme

Travel pass and vouchers

- Present only in LTB

Compensation payments

- Present only in LTSF

House purchase scheme

- Present only in SAL

Benefits budget Calculation

LTSF

- 10% of annual base salary budget

SAL

- 15% of annual base salary budget

LTB

- Predefined sum per person

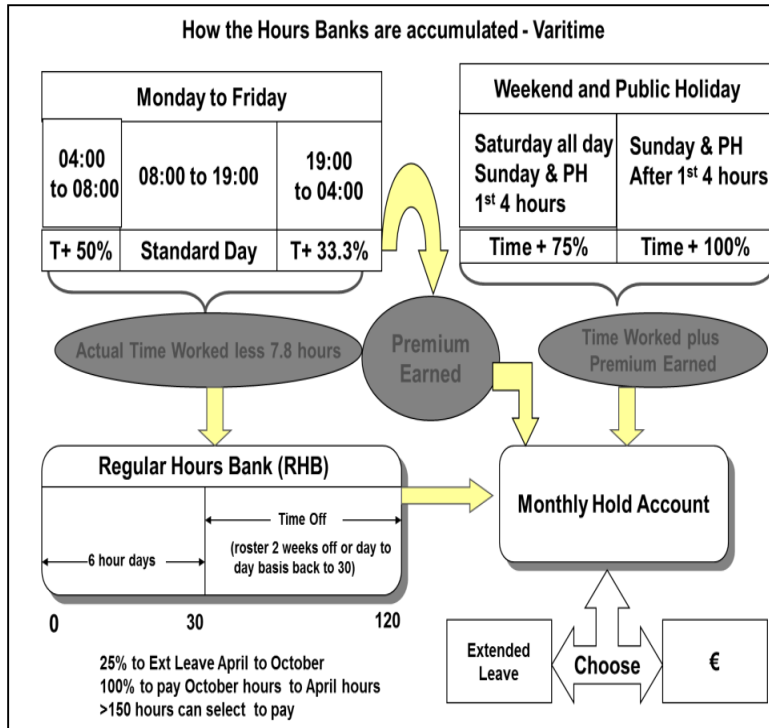
LTM

- Various solutions

As is Analysis - Some examples

Work Patterns and Working Time Calculation

Example SAL



Different work patterns and various working time calculations

LTM

- Defined shift system

SAL

- Defined work pattern system

LTB

- Defined shifts system

LTSF

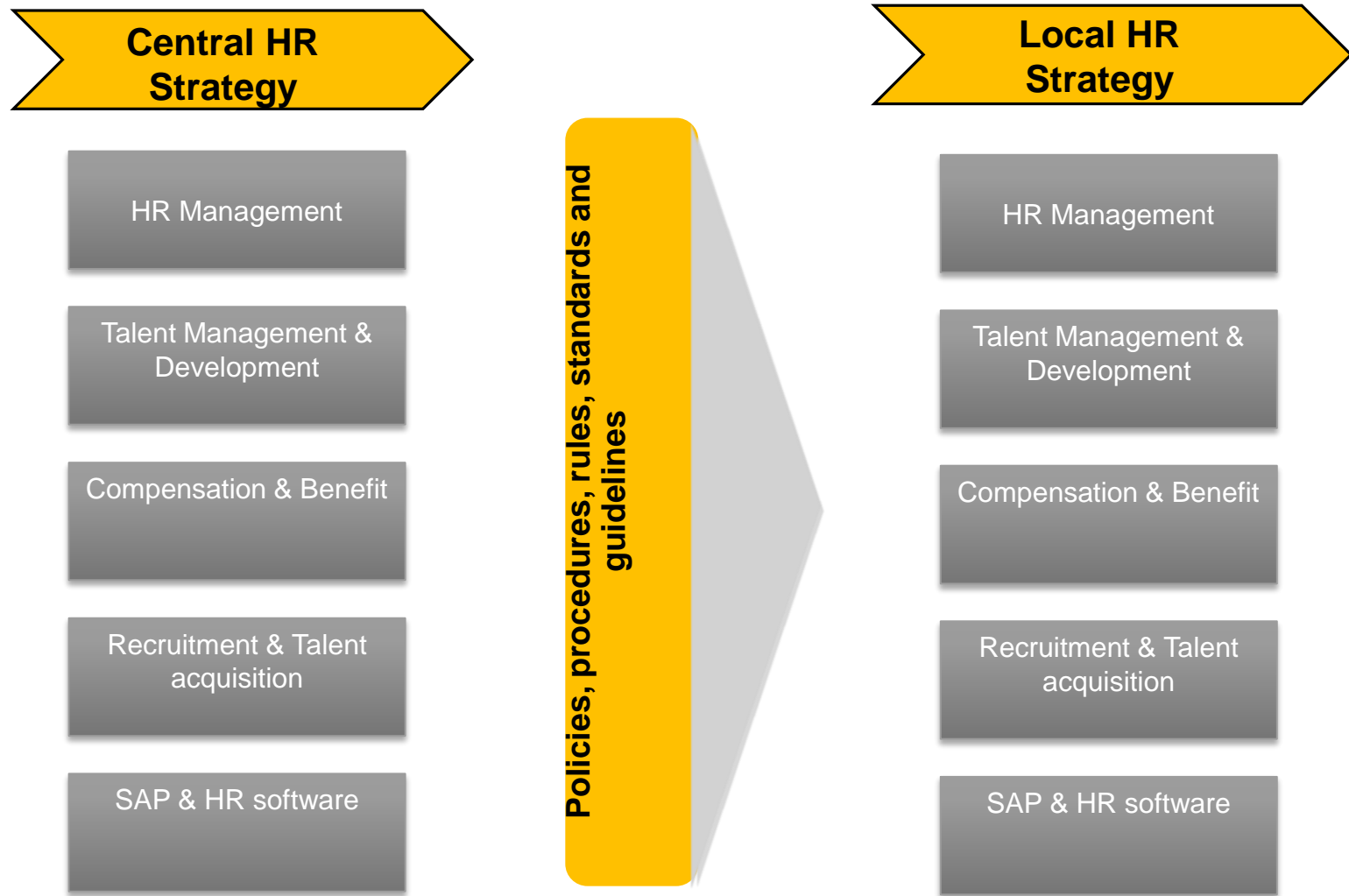
- Defined work patterns system

OHR Vision

“ Network of HRs working together in an open and transparent atmosphere creating new standards, sharing the same values and understanding, identifying best practices and using the HR synergy to create ONE family of employees across all facilities.
A strong interface from OHR to German HR has been established to transfer knowledge and best practices”



Matrix governance structure of OHR roles – central and local



Organisation Structure: Mapping

- ❖ **Central Head of HR** oversees the Local Head of HR, the Centre of Excellence and potentially, Shared Services
- ❖ **Local Head of HR** oversees HR Business Partner and Employee relations, Payroll and C&B and HR Administration & Legal
- ❖ The **Central of Excellence** manages Rewards and Engagement, HR Measurement & Analytics, Talent Acquisition & Strategic Projects and Talent Management



OHR Sub-Projects: Introduction

In Progress

Project:

Talent
Identification

Responsible:

Niamh O'Connor

Location:

SAL

DONE

Project:

Performance
Appraisal

Responsible:

Claude Frendo

Location:

MLA

In Progress

Project:

Leadership
Development

Responsible:

Janos Fay

Location:

LTB

DONE

Project:

Reward
Strategy

Responsible:

Tsveta Milanova

Location:

LTSF

**Vielen Dank für Ihre Aufmerksamkeit.
Thank you for your attention.**

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