



# HR @ BOSCH SERVICE SOLUTIONS PORTUGAL

**LISBON**  
**25.06.2019**

*Let us generate enthusiasm  
for your brand*

*“We understand ourselves to  
be a service designer.  
In partnership with our clients,  
we create and optimize  
business models and  
processes, which add value to  
their business and guarantee  
highest customer  
satisfaction.”*

**Henning von Boxberg**  
President

**Robert Mulatz**  
Executive Vice President



# Bosch Service Solutions

## Lisboa



### General

- ▶ Located in the new area of the City (Expo 98 / Parque das Nações).
- ▶ Focus on near-shoring services for EU countries
- ▶ Automotive Aftermarket Specialized Services for High Value Partners
- ▶ BPO Financial services for Automotive banking
- ▶ Shared multi-language services for HR Bosch Group

### Main references

- ▶ Bosch TT: Customer Service para Portugal
- ▶ Bosch AA: Technical Hotline Spain & Portugal
- ▶ Bosch: Shared Services in human resources
- ▶ Miles & More : Backoffice Customer service
- ▶ BMW Portugal : BPO Services for the BMW Group , Inhouse and Outsourced
- ▶ Otis France: Elevator Emergency Services



Est. 2010

Associates: 248

Portugal

Lisboa

### Awards

2018 – Customer Contact Center Award  
Best Customer Service TT



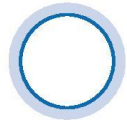
# SO/HRL-PO

## HR focus areas



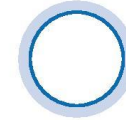
# SO/HRL-PO Recruitment

## ≡ Assets, Channels & Methods:



### INTERNAL

- \_ Bosch Brand Reputation and Attractiveness
- \_ Bosch eRecruitment System (application in 1 minute)
- \_ Bosch Referral Program (M2M)
- \_ LinkedIn – Active Sourcing
- \_ Strong National Employee Branding Strategy



### EXTERNAL

- \_ Specialized Partners (e.g. Staffing Agencies)
- \_ Partnership with Indeed – Sponsored Ads.
- \_ Language Schools (*Being developed*)
- \_ German Embassy and Câmara de Comércio e Indústria Luso-Alemã

# SO/HRL-PO

## Recruitment overview

- Bosch Brand Reputation and Attractiveness in Portugal
- Talent Hub (application in 1 minute)
- Bosch Referral Program (M2M)
- LinkedIn – Active Sourcing / Partnership with several job boards
- Specialized Partners (e.g. Staffing Agencies)
- Partnership with Language Schools (ongoing)

Hirings	N°
Number hirings since Sep. 2018	103
Number hirings SO	79
Number hirings Lufthansa/M&M	62
Member2Member	20%

Entries / Leavings	N°
Active M&M	49
Voluntary leavings	6
Involuntary leavings	7

# SO/HRL-PO

## Employee Retention & Development

### ≡ Bosch | Experience for Life

*We want to create to best work experience for our associates, making their journey with us pleasant and rewarding which will encourage the associate to stay.*

- **Low Level:** strategies that are done initially to give a recognition and appreciation to the employee.
  - Personalized well done and thank you card from supervisors;
  - Give rewards like certificate, gifts, monetary and non-monitory rewards;
  - Conduct holiday parties and organize get-togethers.
- **Medium Level:** next level of strategy developed by the organization that creates a sense of belonging to the employees. In this strategy mainly focus is given to bonus, personnel development and improvement in the current job.
  - Providing training and development and personal growth opportunity
- **High Level:** this type of strategies helps in maintaining a good relationship with the management as they are designed according to the needs of each employee.
  - Promote proximity with associate and understand their needs (HRBP model)

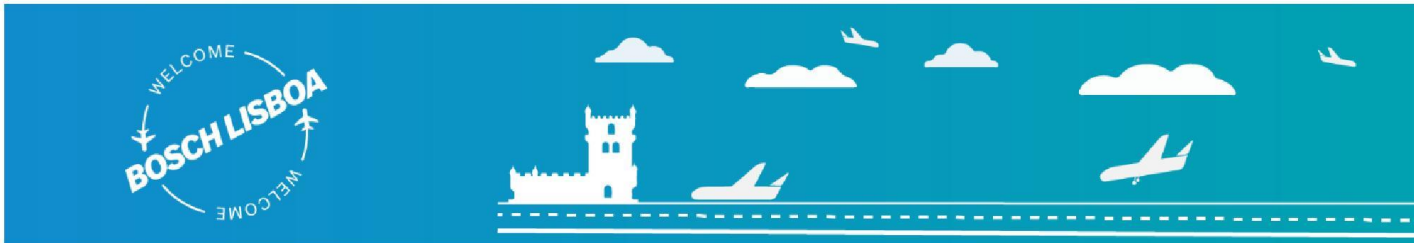
# SO/HRL-PO

## Employee Retention & Development

### ≡ Examples @ Bosch

#### – Onboarding:

- Setting up a monthly “*integration session*” with new hires in order to promote the network/relationships between projects, teams and Bosch (Starting in 2019);
- Select a “buddy” for each new member to facilitate the integration;
- Creation of a community in Bosch Connect with useful information (together with the [Corporate Communication Department](#)):



#### – Associate Development:

- Talent & Associate Review (TAR): The TAR assesses the personal and professional development potential of the associates. The TAR is held once a year between the manager, if applicable the next-level manager and the HRBP.
- Goal and Performance Dialogue (GPD): The GPD is a one-on-one dialogue conducted in an atmosphere of trust between associate and target manager. Aims to consolidate cooperation and communication between the associates and manager, as well identify strengths, opportunities for improvement, and development of competencies.
- Career Development Dialogue (CDD): the CDD is broader dialogue to discuss future paths and development in Bosch, if applicable. It is held between associate, manager, next-level manager and the HRBP.



# SO/HRL-PO

## Employee Retention & Development

### ≡ Examples @ Bosch

- **Training:** SO Qualification Concept (*Being developed*)
- **Benefits:** Medical Insurance (after 6 months of contract), pension plan for permanent associates
- **Feedback:** Associate Survey – Worldwide survey where associates provide feedback regarding different topics such as Leadership, People Management, IT Tools, Transformation, etc...
- **Leisure:** Playground/Gaming Area

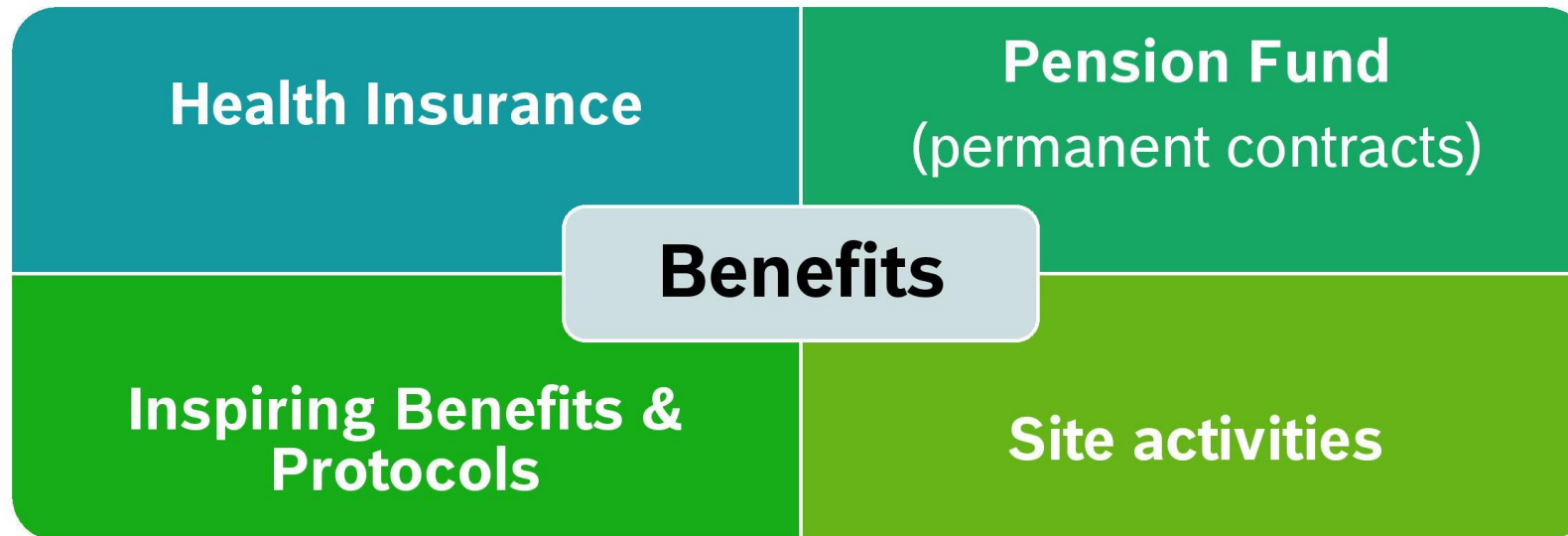


# SO/HRL-PO

## Employee Retention

### Training & Development

Definition and implementation of a training program for middle management (SV, TL) and potentials:  
Focus on (1) Leadership, (2) Communication, (3) Coaching, (4) Conflict Management



THANK YOU