


hrm

- + Managing talent at NXP Semiconductors
- + PowerSeraya's HR blueprint
- + Ron Kaufman: Uplifting your service



Ready for take-off

Overcoming people challenges at start-ups

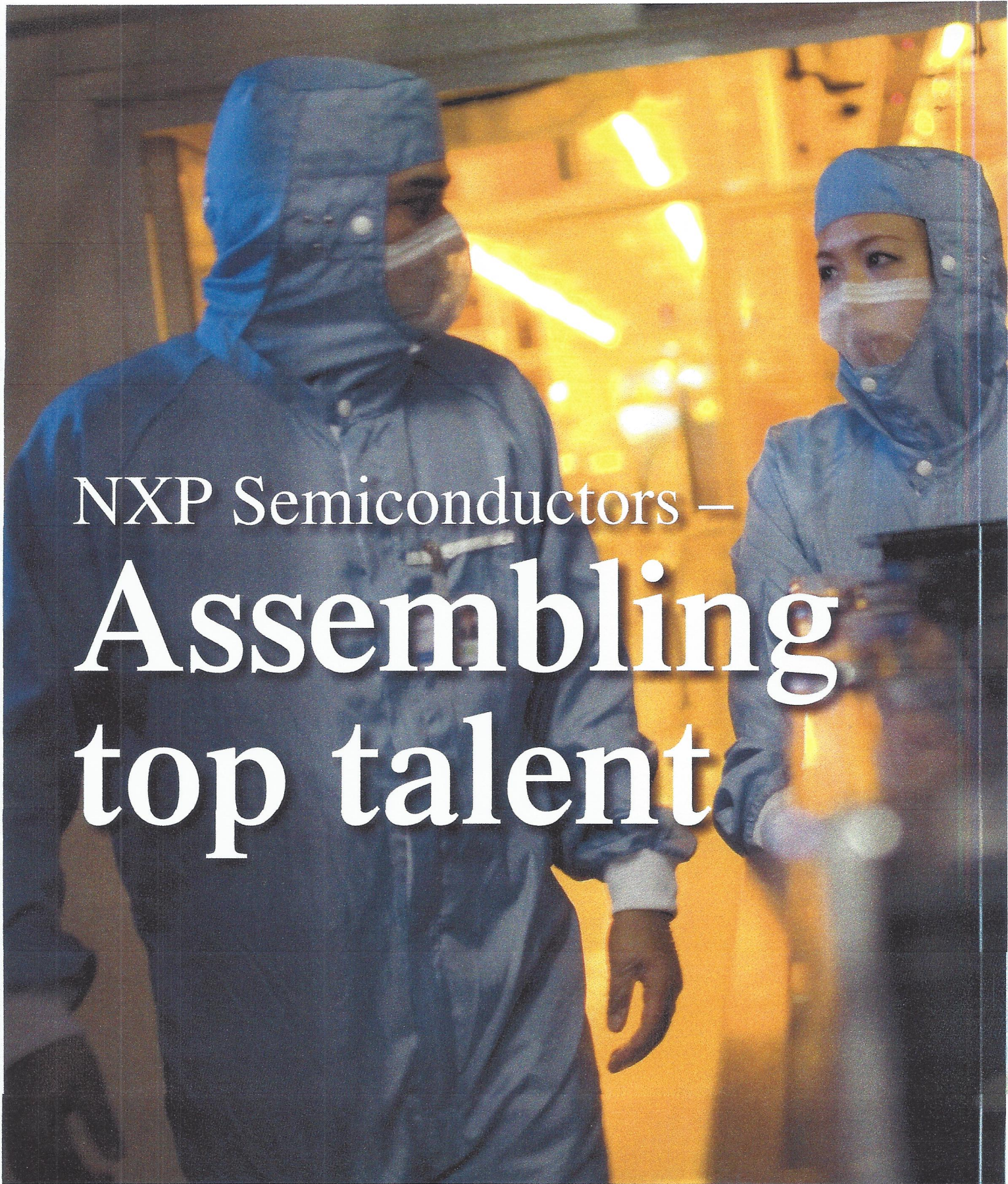
ISSN 0219-6883

06

ISSUE 12.5

Price inc.
GST \$9.95

9 770219 688306



NXP Semiconductors –
**Assembling
top talent**

The growing adoption of tablet PCs, smartphones and e-book readers is driving rapid growth in the semiconductors industry. Companies like NXP are catching this wave of change and adjusting their HR strategies to meet new demands. This involves managing and training existing employees, while attracting new talent in large numbers. **HRM** reports.

By Shalini Shukla-Pandey

NXP Semiconductors has been on a rollercoaster ride over the past five years. In 2006, the business was bought from Philips by a group of private equity investors, but by 2008 the company's outlook was bleak.

"We were facing a lot of challenges across the board, especially considering the economic downturn in 2008," recalls Robert Rigby-Hall, Chief HR Officer, NXP Semiconductors. "It was imperative that we took radical action; so we defined a blueprint for our survival. We redefined our product strategy, carefully choosing which areas to focus on and which to leave alone, redesigned processes, streamlined the organisation and set out a plan for success."

Today, the picture is fundamentally different. After going through a successful IPO in 2010 with a listing on the NASDAQ, the organisation is on an upward trajectory and has a high proportion of market-leading positions.

"To give just two examples, every single car manufacturer in the world, with only one exception, uses our technology for their Car Access and Electronic Immobilizer systems," says Rigby-Hall. "Also, 85% of e-passports in the world incorporate our chips."

HR has played a critical role in reducing organisation costs, improving processes and getting the company ready for IPO.

"We're now in the growth phase which is why HR is changing," says Rigby-Hall. "Currently, we are focusing on further embedding our new values to drive our future culture, optimising labour flexibility, ensuring we have the best talent in the right locations, and in making sure that all 25,000 employees are aligned with the mission of NXP and are fully engaged in helping the company reach its potential."

Taking ownership

Asia is an important market for NXP as the organisation expands its operations here. In addition, the semiconductor industry is evolving at a rapid pace and the challenges that employees face are constantly changing as well.

"As such, we need a committed team that can grow with NXP as it continues to progress," says Rigby-Hall. "By fostering an independent and self-motivated environment, our employees will be well-equipped with the right attitude and skill-sets to address the challenges we face."

In order to develop current staff and bring in new talents to revitalise its operations, NXP has spearheaded a number of HR strategies, including

At a glance

- + Total number of staff: NXP has a total of 25,000 employees across 25 countries. NXP places heavy emphasis on research and development and has approximately 3,200 personnel working in Research and Development and innovation across the globe.
- + Size of HR team: 160
- + Key HR focus areas: Taking initiative, being accountable and learning



“Our business is incredibly fast-moving so it’s not for the faint hearted. You need to be curious, analytical, think on your feet, take ownership and move fast. That’s what makes it exciting and great fun!”

Robert Rigby-Hall, Chief HR Officer,
NXP Semiconductors

employee development engagements, as well as revising its values and culture, and employer branding to align staff with NXP’s objectives.

The HR strategy is drawn up after listening to customers and through extensive meetings that take place between HR business partners and the leaders they support. The insights were based on data that HR gathered through tools such as the annual employee engagement survey.

All these have resulted in NXP recently revising its values and employer branding in Singapore and the region to create a “Customer Focused – Passion to Win” culture based on its five core values – ‘Raising the bar’, ‘Engaging curiosity’, ‘Taking initiative’, ‘Working together’ and ‘Develop(ing) deep core competence’.

“We want every employee to feel engaged, accountable and excited to be working at NXP,” says Rigby-Hall. “To achieve this, we foster a strong and pro-active learning culture in which employees take personal ownership to get the best out of themselves, both in results and behaviours.”

One of the most important factors in the semiconductor industry is flexibility. “Everything that we do in HR is focused on how we can create maximum flexibility in our employee base – whether that’s temporary staff, varying shift work patterns, remote global teams, variable compensation (bonuses) or learning and development programmes with a new focus on e-learning that we can continue even in years when investment needs to be curtailed due to market economics,” Rigby-Hall explains.

In order to engage employees across its global operations more effectively, NXP tailors its operations and systems according to the local culture and laws. “As a result, there are varying recruitment approaches, pay systems, and benefit plans for employees in different regions,” says Rigby-Hall. “For instance, in some countries we offer dormitory accommodation for factory workers.”

Talent search

NXP is constantly keeping an eye out for individuals with the skill-sets and relevant experience to join the company. Although most talent is drawn from the semiconductor or electronics sector, NXP also welcomes candidates from other industries, as they will be able to support the organisation in crucial roles, such as communications, finance and marketing.

“We source for talent through a broad spectrum of channels and are constantly updating our outreach programmes to keep up with the times. For example, in response to the rising popularity of social networks, NXP has rolled out their Social Media Recruitment and Referral initiative,” says Rigby-Hall.

This system allows NXP to keep tabs on talent movement in the industry more efficiently and effectively find and engage individuals who it feels will make a good fit for the company’s unique and dynamic culture.

“In addition, we have a Global Employee Referral programme so that our employees are also on the lookout for great talent to join them,” Rigby-Hall adds.

Developing talent

When new talents are brought on-board, they receive a career roadmap and are clearly briefed on what is expected of them within the confines of their role.

“In order to track our employees’ growth and map it to NXP’s objectives more accurately and effectively, we have recently upgraded our performance management process to add a much clearer focus on results (the ‘What’) and behaviours (the ‘How’) as well as on personal development and growth,” says Rigby-Hall.

Peer review processes have also been tweaked to create a better-rounded view of each employee. The tool is available all year round so that managers and employees can record results and seek feedback.

In addition, NXP invests in training and development. It looks to enhance both technical skills that contribute to one of the organisation’s values – ‘Develop(ing) deep core competence’, and in critical management and leadership skills. The company holds ‘Key Position Review’ meetings, during which HR focuses on training, career opportunities and succession of critical roles in the organisation and those individuals in each role.

“We believe that the best assessor of one’s strengths and weaknesses is the individual in conjunction with his or her manager. Thus, we are placing more emphasis on taking personal responsibility for development in our training curriculum,” says Rigby-Hall.

“Most recently, we have launched a suite of e-learning courses to support the needs of each of our businesses,” he adds. The launch of the e-learning portal is a cost-efficient yet effective way of learning for staff, while also encouraging initiative and willingness to learn amongst employees.

The e-learning portal offers the flexibility for employees to follow courses when it is suitable, at work or home, or even while on the move. “The approach supports our values, specifically to ‘Engage Curiosity’ and ‘Take initiative,’” says Rigby-Hall.

“It provides individuals with the opportunity for growth and development, giving them a platform to be better equipped to help contribute further in our ambition to become a great company.”

One of the areas that NXP will be focusing on this year is to help managers understand their teams’ employee engagement survey results and provide them with an online platform where they can develop action plans and have access to best practices from their peers.

Managers globally can use the Gallup online tool to see their scorecard and define action plans, amongst other metrics. This is also used to share best practices, and to engage managers, making them more accountable.

“Our business is incredibly fast-moving so it’s not for the faint hearted. You need to be curious, analytical, think on your feet, take ownership and move fast,” says Rigby-Hall. “That’s what makes it exciting and great fun!” **hrm**

Rewarding talent

Managers within NXP Semiconductor are encouraged to recognise employees both directly and in front of their peers. “We challenge people to recognise their peers,” says Robert Rigby Hall, Chief HR Officer.

This is done via local programmes that are managed by local HR organisations. The results of these are published in global employee communications channels.

“As a result, employees in NXP are recognised not only locally but also on a global platform,” says Rigby-Hall.

Who’s who in HR?

Robert Rigby-Hall

Chief HR Officer (Singapore)

Randy McMills

HRM Sales & Marketing / Country HRM Americas (USA, San Jose)

Marnix Mali

HRM BU Automotive / Key Position Management & Talent Management (Eindhoven)

Frans van Heesbeen

HRM R&D / Country HRM Netherlands (Nijmegen)

Marcelle Yih

Country HRM China (Shanghai)

Renee van der Burg

HRM Operations (Singapore)

Nanne Brouwer

HR Controller (Eindhoven)

Ben Immink

HRM BU SP / Recruitment & EES (Eindhoven)

Xander Bijnen

HRM BU HPMS (Eindhoven)

Evelien Leijten

HR Operations (Eindhoven)

Jose Stinis

Global Rewards & M&A (Eindhoven)

Glenn Kaufman

Management & Organization Effectiveness (USA, New York)

Petra Zimmer

HRM BU ID / Country HRM Germany (Hamburg)