

# MERCER PUBLIC WORKSHOP

## 美世公开研讨会

### 职业发展管理

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美世对员工敬业度和工作积极性的调查研究发现，影响员工敬业度最大的因素是职业发展机会。在调查中，虽然68%的员工认为目前有足够的发展空间，但57%的员工表明正在考虑跳槽或者缺乏对现有工作的投入。面对如此高的潜在离职率，公司的人力资源人士该如何保证高质量的人才储备呢？一些明智的企业已经开始或重新考虑以职业发展为工具，实施人才继任管理，提出并实施据有说服力的员工价值主张以降低离职率、提高敬业度。但这只是成功的一半。在缺乏合格人才储备的情况下，发展职业基础设施可以对难以获取的员工或保留丰富经验的员工发挥卓越的功效。但如果组织即将进入快速发展阶段或者希望保持高效的管理，那就需要建立一个保质、保量的人才储备了。

美世全新的为期2天的研讨会旨在帮助人力资源专业人士了解职业框架的关键要素、流程、搭建技巧，以及从企业的角度如何规划和培养继任人才。在学习形式上，将采用美世复合教学模式—在线学习、线下面授与在线测试。美世会在课前开通与课程内容相关的在线课程，线上学习与测试有助于预习和复习理论知识和工具方法，面授研讨则更加关注重点知识的融会贯通、实战演练、实际案例的讨论和问题解决，线上线下相结合，强化巩固学习效果，为每位学员带来精彩充实的学习旅程。

#### 课程概述

##### 职业发展在组织中的意义和作用

- 职业发展的概念与核心
- 组织在什么时候需要考虑职业发展
- 企业生命周期与员工职业生涯的关系与形式

##### 职业发展管理的前提：人才盘点与规划

- 识别战略重点角色、重点人才
- 人才需求分析
- 人才盘点会议
- 案例分享

##### 职业图谱的设计与搭建方法

- 规划职业通道的架构与路径
- 搭建员工发展阶梯和标准
- 员工职业成长的衡量与评判

##### 设计与与时俱进的培养发展方法，支持员工职业成长

- 员工对个人职业成长的关键诉求点
- 培养发展方式的趋势
- 选择、设计培养员工成长的方法
- 案例分享与讨论

#### 联络

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### 职业发展管理中的“基础设施”建设

- 流程、职责与分工
- 职业发展管理与其他人力资源管理体系的关联与配合

### 人力资源人员职业生涯管理的探讨

- 认识自己在工作中的价值导向
- 自测与分析-职业价值取向
- 个人职业规划中常见问题探讨

### 学员收获

- 了解职业生涯管理在组织发展中的位置和意义
- 学习如何基于企业战略需要进行职业发展规划
- 学习如何设计和管理有效的职业发展架构和体系
- 探讨职业发展的管理和运作, 以及市场实践和得失
- 分享和反思个人职业发展规划的方法和有效性

### 学员对象

有志于将职业发展管理、继任人才管理作为培养组织成功所需能力和吸引、保留人才基石的人力资源人士和业务经理

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### CAREER MANAGEMENT

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According to Mercer's new research on employee engagement and motivation at work, the number one driver of employee engagement in China is the opportunity for career development. Although 68% of workers cite sufficient opportunities for growth and development with their current employer, a staggering 57% indicated that they are considering leaving their current employer. Under these circumstances, how can HR ensure a ready, capable pipeline of talent?

Smart organizations have begun to reconsider career management as a tool to help articulate and deliver a compelling employee value proposition – reducing turnover and increasing engagement. But this is only half the equation. With a lack of qualified talent, development of a career infrastructure helps build functional excellence in areas where it is most difficult to acquire or retain experienced employees – but building capable talent pipeline is necessary to support aggressive growth or maintain operational excellence.

Mercer's two-day workshop helps HR professionals understand the key elements, the process, and the skills needed to build a career infrastructure, as well as how to make succession plan from an organizational perspective. We use Mercer's method of blended learning: online learning, offline training, and online assessment. Mercer will open one related online module before the workshop, and then online learning and assessment will help participants preview and review theory, knowledge, tools, and methods. The face-to-face workshop focuses on practicing key knowledge, discussing real cases, and learning how to deal with practical HR problems. The highly effective online-to-offline learning method consolidates learning and leads participants on a fruitful learning journey.

#### TOPICS COVERED

**The significance and role of career development in the organization**

- The concept and core elements of career development.
- When to consider the career development.
- The relationship between the enterprise's life cycle and employee's career path.

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### The prerequisite of career management: talent review and planning

- Identification of strategic key role and key talent.
- Talent demand analysis.
- Talent review meeting.
- Case study.

### The method of career map design and construction

- Career infrastructure and road map.
- Employee development ladder and standards.
- The measurement and evaluation of employee career growth.

### The advanced method of employee career development

- The key points of employee career development.
- The trends of development method.
- Selection and design of the employee development method.
- Case study.

### The “infrastructure” of career management

- Process, responsibilities, and roles.
- The relationship between career management and other HR functions.

### The investigation of career management for HR professionals

- Understanding of your own value at work.
- Self-evaluation and analysis of career value orientation.
- Common issues of individual career development.

## BENEFITS TO PARTICIPANTS

- Understand the significance and role of career development in the organization.
- Learn how to align career development planning with company strategic goals.
- Learn how to design and manage effective career management infrastructure.
- Discuss career development management and operation, market practices, and gain and loss.
- Share and reflect on the journey, as well as its effectiveness on personal career development planning.

## TARGET PARTICIPANTS

HR and line managers interested in making career management a cornerstone for building capability, as well as attracting and retaining talent for organizational success

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