

MERCER PUBLIC WORKSHOP

美世公开研讨会

全面招聘体系管理

如何在企业内建立规范、有序、清晰的招聘流程与体系? HR该如何调用人部门并与其合作共同完成招聘工作,为企业用人计划给出具体建议,使招聘工作为企业人才发展与保留做出真正贡献? 为期1天的研讨会将帮助您了解到人力资源规划的基本流程及如何进行人力资源的需求与供给分析;理解招聘需求的来源及如何做具体的招聘需求分析;掌握招聘的有效渠道和基本流程;了解从甄选到跟踪录用的不同方法和注意事项。

在学习形式上,将采用美世复合式教学模式—在线学习、线下面授与在线测试。美世会在课前开通1门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。

教学内容

人力资源规划

- 人力资源规划的原则
- 人力资源规划之供需分析
- 需求分析定性与定量法的运用技巧
- 人力资源成本分析

招聘需求

- 招聘需求的来源解剖
- 招聘需求之工作分析
- 工作分析的有效方法
- 依据企业战略给出招聘需求

招聘渠道

- 招聘渠道优劣剖析与理解
- 招聘渠道有效运用的方法与实践

甄选流程

- 招聘体系建立三要素
- 电话面试与笔试的关键
- 测评的有效运用
- 履历分析
- 面试的准备与实施操作
- 面试问卷的应用
- 面试气氛的掌握

联络

美世学习与发展热线电话

电话: 400 600 5599

电邮: learning.china@mercer.com

录用跟踪

- 获解工作动机
- 背景调查的有效实施
- 薪酬谈判的规则与技巧
- 离职辅导
- 新员工关怀

学员收获

- 了解人力资源规划流程, 人力资源供需分析的基本步骤和方法
- 了解招聘体系建立的要素, 建立准确, 公平和认可的招聘体系, 从而保证招聘工作的有效开展
- 分析招聘需求来源, 掌握具体化的招聘需求分析方法
- 学习如何通过猎头公司、网络招聘、校园招聘、人才市场和内部渠道进行招聘
- 掌握多种甄选方法, 完善从职位发布开始到录用的完整招聘流程

学员对象

人力资源专业人士, 人力资源全面管理人员, 以及其他希望全面掌握人力资源招聘流程与技巧的专业人士

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COMPREHENSIVE RECRUITMENT MANAGEMENT

How can you establish a standard, orderly, and clear recruitment system within your company? How does the HR department collaborate with business units to complete recruitment, provide specific suggestions on hiring plans, and achieve hiring that truly contributes to the company's talent development and retention?

This one-day workshop helps you master the basic processes of workforce planning and HR supply-and-demand analysis. Understand your organization's recruitment needs and discover how to conduct a specific recruitment-needs analysis. Master effective recruitment channels and basic processes, and learn different methods and precautions to take from selection to hiring.

The workshop employs Mercer's method of blended learning: online learning, offline training, and online assessment. We will open one related online module before the workshop, and then the 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 effective learning and leads participants on a fruitful learning journey.

TOPICS COVERED

HR planning

- Principles of HR planning.
- Supply-and-demand analysis of HR planning.
- Qualitative and quantitative techniques of demand analysis.
- HR cost analysis.

Recruitment demand

- Sources of recruitment demand.
- Job analysis of recruitment demand.
- Effective methods for job analysis.
- Recruitment demand summary based on business strategy.

CONTACT

Mercer Learning and Development

T: 400 600 5599

E: learning.china@mercer.com

Recruitment channel

- Strengths and weaknesses of the recruitment channels.
- Effective use of recruitment channels.

Recruitment process

- Three elements of recruitment system set-up.
- Key elements of telephone interviews and written tests.
- Effective use of assessment.
- Resume analysis.
- Preparation and implementation of interviews.
- Interview questionnaire application.
- Control of the interview atmosphere.

Recruitment tracking

- Understand of the motivation for work.
- Background investigation.
- Rules and skills of salary negotiation.
- Turnover coaching.
- Care of new employees.

BENEFITS TO PARTICIPANTS

- Master the process of workforce planning and the basic steps of supply-and-demand analysis.
- Learn the elements of establishing a recruitment system – build an accurate, fair, and recognized recruitment system to ensure the effective implementation of recruitment.
- Analyze sources of recruitment demand and master specific recruitment-needs analysis.
- Learn how to use headhunters, online recruiting, campus recruiting, talent markets, and internal channels for recruitment.
- Master a variety of selection methods and improve the complete recruitment process from job posting to onboarding.

TARGET PARTICIPANTS

HR professionals, HR generalists, and others who want to understand recruitment processes and skills comprehensively

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