

MERCER PUBLIC WORKSHOP

美世公开研讨会

结构化行为面试：基于能力的人才选拔与招聘

随着对于业绩成长的持续关注，也为了确保新雇员良好地适应工作和组织，正确的人才选拔显得比以往更为重要。我们经常听到招聘中最困难的是在有限时间内甄别候选人的软技能和工作态度等。那么如何掌握技巧、克服困难，是本课程将要解答的。

美世为期2天的研讨会将教授您规范结构化的、基于能力的人才选拔与招聘技能，使您能够招聘到更高质量的员工。同时，您还将会学习如何基于能力设计结构化的面试问题，如何探究并且评估应试者的回答，从而做出更好的最终决策。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。

课程概述

招聘和人才选拔概念叙述篇——厘清招聘中的困惑以及树立正确的招聘理念

- 招聘和人才选拔中的主要困惑
- 招聘和人才选拔中的失误风险
- 正确的招聘理念
- 招聘流程中用人主管的角色和职责

招聘和人才选拔实战演练篇——提升面试官的信心

- 专业拟写岗位描述的技能
- 根据岗位描述确定岗位中的能力
- 基于能力的人才选拔与招聘流程
- 有效进行结构化的行为面试
- 掌握有效进行简历筛选、电话面试、面试与评估候选人的工具
- 剖析招聘面试中的五大误区与偏见

学员收获

- 了解并演练基于能力的招聘与甄选流程
- 开发并实施“结构化的行为面试”
- 针对“能力”进行一对一面试
- 运用多种方法深入探寻、评估面试结果

学员对象

负责设计、组织招聘与甄选流程的人力资源专业人士，以及有招聘职责的业务经理

联络

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STRUCTURED BEHAVIORAL INTERVIEWS: COMPETENCY-BASED SELECTION AND RECRUITMENT

As businesses grow, the recruitment decisions they make become more and more important – they must ensure that new employees fit well with both the job and the organization. We often hear that the biggest challenge in selection is evaluating candidates’ “soft skills” and attitudes. How to achieve this is exactly what this workshop will cover.

Mercer’s two-day interactive workshop teaches you structured, competency-based interviewing skills and enables you to recruit high-quality employees. You will learn to construct behavior-based questions, probe and evaluate responses, and make a better final selection decision. 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, which 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

Basic talent selection and recruitment overview – develop the right mindset

- Key challenges in talent selection and recruitment.
- Analysis of main risks in talent selection and recruitment.
- The right mindset for talent selection and recruitment.
- Line manager’s key role and responsibility in talent selection and recruitment.

Key skills and tools in talent selection and recruitment – build up interviewers’ confidence

- Prepare highly professional job descriptions.
- Define competency from job descriptions.
- Learn and practice competency-based selection and recruitment process.
- Practice structured behavioral interviewing techniques.

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- Apply tools for resume screening, telephone interviews, face-to-face interviews, and evaluation.
- Dissect five errors in talent selection and recruitment.

BENEFITS TO PARTICIPANTS

- Design a competency-based selection and recruitment process.
- Develop and conduct structured behavioral interviews.
- Use competency throughout the entire interview process.
- Learn to probe and evaluate using various questioning techniques.

TARGET PARTICIPANTS

HR professionals involved in designing and conducting recruitment process, business managers

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