

MERCER PUBLIC WORKSHOP

美世公开研讨会

人力资本衡量与分析

业务部门和人力资源的负责人正在意识到人力资本衡量与分析的潜在价值，然而目前很多组织仍然纠结于如何制定战略，确定从哪里开始，衡量什么，如何衡量和分析，以清晰和有效的将人力资本项目和政策与业务结果相链接。

美世为期1天的研讨会将着眼于提高组织劳动生产力，落实业务战略，帮助学员搭建基于业务需求的分析框架，通过详细的步骤分解、练习演练，掌握相应的技能和方法。

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

劳动生产力

- 劳动生产力概念
- 美世关于劳动生产力驱动因素分析框架

领先的实践框架—从衡量方法开始

- 分析成熟度模型
- 量化分析的两类：基础与进阶
- 改变我们目前的思考框架，从业务需求开始

领先的实践框架—确定影响

- 通过有效途径，收集基于业务的劳动力和人才需求
- 注意“烟雾”数据

领先的实践框架—选择衡量指标

- 明确哪些需要被衡量以及原因
- 美世人才战略框架：激发活力，驱动经济效益

领先的实践框架—收集数据

- 三类人力资源仪表盘的衡量
- 整合多种渠道的数据
- 内部劳动力市场分析

领先的实践框架—分析发现

- 解读内部劳动力市场分析
- 实现确定因果关系和预测结果的终极游戏

联络

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领先的实践框架—评估影响

- 以合适的方式将信息传递给对的人
- 用数据来讲故事

不断增长的人力资本衡量和分析需求

- 内部重要利益相关者的期望
- 吸引重要利益相关者参与的战略

人力资本衡量与分析的最佳实践

反思与行动计划

学员收获

- 自信清晰的阐述关于人才和人力资本衡量与分析的相关问题及最佳实践
- 利用数据信息讲述一个有影响力的故事以吸引和感染听众
- 制定行动计划, 以克服在公司中实施人力资本衡量及分析的障碍

学员对象

人力资源总监, 人力资源经理, 人力资源业务伙伴以及其他需要做出人才管理相关决策的专业人士

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WORKFORCE METRICS AND ANALYTICS

Business and HR leaders are starting to recognize the potential value of workforce metrics and analytics. Yet many organizations still struggle with developing a strategy and identifying where to start, what to measure, and how metrics and analytics can clearly and effectively link human capital programs and policies to business results.

Mercer's one-day workshop aims to improve organizational productivity; assist in implementing business strategies; help you build an analysis framework based on business needs; and support you in mastering related skills through detailed steps, practice, and rehearsal.

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 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

Analysis of workforce productivity

- Learn what productivity is.
- Develop a productivity drivers framework.

Leading practice framework: get start with metrics

- Learn about analytics maturity.
- Understand the two categories of human capital measurement: foundational and advanced.
- Develop a leading practice framework: start with business impact.

Leading practice framework: determine the impact

- Gather solid data on workforce and talent needs from the business.
- Be aware of data smog.

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Leading practice framework: choose metrics

- Identify what should be measured, and why.
- Develop a people strategy framework metrics layout.

Leading practice framework: collect data

- Understand the three types of measures in HR dashboards.
- Combine multiple sources of data.
- Develop an internal labor market map (ILM).

Leading practice framework: analyze findings

- Interpret the output.
- Realize the endgame of determining causality and predicting results.

Leading practice framework: assess impact

- Deliver information to the right people in the right way.
- Tell a story with data.

Demand drivers for metrics and analytics

- Meet the expectations of internal stakeholders.
- Develop strategies for engaging stakeholders.

Best practice in workforce analytics

Reflection and action plan

BENEFITS TO PARTICIPANTS

- Speak confidently about the issues and best practices of talent and workforce analytics.
- Tell an effective story with data that will engage your audience.
- Create an action plan to overcome obstacles to using metrics and analytics in your organization.

TARGET PARTICIPANTS

HR directors, HR managers, HR business partners, and others who make talent-related decisions

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