

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中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 1 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
 - 招聘渠道是否正确
 - 前期准备是否充足
 - 评估方法是否给力
- 招聘和人才选拔中的失误风险
 - 法律风险
 - 离职率风险
 - 成本风险
 - 企业品牌风险
- 正确的招聘理念
- 招聘流程中用人主管的角色和职责

联络

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招聘和人才选拔实战演练篇——提升面试官的信心

- 根据岗位描述确定岗位中的能力
 - 界定岗位中的主要能力
 - 实际演练如何提取岗位中的主要能力
- 有效进行结构化的行为面试
 - 区分理论性问题，引导性问题和行为性问题
 - 拟写结构化面试的行为性问题
 - 面试中的三问三不问
- 基于能力的人才选拔与招聘流程的注意要点
 - 开场阶段
 - 收集信息阶段
 - 提供信息阶段
 - 收尾阶段
 - 评估阶段

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

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

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STRUCTURED BEHAVIORAL INTERVIEW

COMPETENCY-BASED SELECTION AND RECRUITMENT

As your business grows, in order to ensure new employees fit well with both the job and the organization, the recruitment decisions you make are more important than ever. We often hear that the biggest challenge in selection is how to evaluate candidates' "soft skills" and attitudes. This workshop will show you how to do just that.

This one-day interactive workshop will teach you structured, competency-based interviewing skills and enable you to recruit high-quality employees. You will learn how to construct behavior-based questions, how to probe and evaluate responses, and how to make a better final decision. We will use the Mercer blended-learning method: online learning, offline training and online assessment. Mercer will open one related online module before the workshop. The online learning and assessment will help participants preview and review theory, knowledge, tools and methods, while the face-to-face workshop will focus on practicing key knowledge, discussing real cases and learning how to deal with practical HR problems. The highly effective online-to-offline learning method combines the best techniques for a fruitful learning journey.

TOPICS COVERED

Basic Talent Selection and Recruitment Overview — Developing the Right Mindset

- Key Challenges in Talent Selection and Recruitment
 - Right Channel
 - Preparation in Advance
 - Appropriate Evaluation
- Main Risk Analysis in Talent Selection and Recruitment
 - Legal Risk
 - High Voluntary Turnover Rate Risk
 - Cost Risk
 - Company Branding Risk
- The Right Mindset for Talent Selection and Recruitment
- The Line Manager's Key Roles and Responsibilities in Talent Selection and Recruitment

CONTACT

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Understanding and Employing the Key Skills and Tools of Talent Selection and Recruitment — Building Interviewer Confidence

- Defining Competency Through Job Descriptions
 - Listing Job Competencies
 - Practicing How to Select Key Competencies From Specific Job Descriptions
- Practicing Structured Behavioral Interviewing Techniques
 - Differentiating Theoretical, Leading and Behavioral Questions
 - Practice in Preparing Behavioral Questions
 - Three Interview Dos and Don'ts
- Learning the Key Stages and Practices of Competency-Based Selection and Recruitment
 - Opening
 - Collecting Information
 - Providing Information
 - Closing
 - Evaluating

BENEFITS TO PARTICIPANTS

- Design a competency-based selection and recruitment process
- Develop and conduct structured behavioral interviews
- Use competency throughout the entire interview process

TARGET PARTICIPANTS

Business managers and HR professionals involved in designing and conducting recruitment processes

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