

MERCER PUBLIC WORKSHOP

美世公开研讨会

能力模型的建立、评估与应用

越来越多的公司认识到：基于能力的绩效与人才管理体系是增强自身竞争力的有效方法。显而易见，定义、评估和发展“能力”是组织成功的必需，并应成为任何一项致力于提升价值和组织能力的人力资源战略的核心。然而，不胜枚举的例子是，许多组织都在开发和实施他们的能力模型时一再受挫。在对能力模型的期许与日常的人力资源管理实务之间，总是存在一个巨大的鸿沟。美世为期2天的研讨会就是专为填补这种鸿沟而设计，它致力于提供给学员一些实用的工具，和一个将理论转化为实践的经验。您将学习和理解如何开发、实施一个基于能力的人才管理系统，您不仅可以学习到建立能力模型与档案的实用办法，还可以运用所学来解决实际的案例。这个研讨会主要设计给那些想要通过实践去学习的学员，而不是单纯的听众。

课程概述

理解并体验人才管理的价值

- 战略性人才管理的定义及重要性
- 战略性人才管理的目标设定
- 人才决策的制定
- 小组讨论：人才决策中的误区和挑战
- 提升人才决策的有效性
- 人才标准的设定

能力模型建立

- 能力和能力模型简介
 - 能力
 - 能力模型
 - 能力建模与评估预览
- 能力模型构建的方法
 - 能力词典
 - 专家或小组讨论
 - 行为事件访谈法
- 起草能力模型
 - 整合提炼信息
 - 分类与包装
 - 开发能力量表
 - 确定能力要求

联络

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- 构建专业能力模型
 - 专业能力模型构建流程
 - 专业能力模型构建步骤

能力评估

- 能力评价简介
 - 能力评价的发展趋势
 - 如何选择评估工具
- 不同评估工具的介绍
- 评估技能的发展
 - 结构化行为面谈

能力模型应用

- 用于招聘
- 用于培训和发展
- 用于薪酬
- 用于晋升
- 用于继任者计划

学员收获

- 学习使用高效的、历经验证的方法来定义能力，建立可以促进领导层和技术人员绩效的能力模型
- 学会运用简单清晰的方法来建立职位与能力要求的档案
- 获得如何实施能力框架的逐步指导，并了解其在人力资源体系中的应用
- 了解何时使用何种能力测评工具

学员对象

需要了解如何开发能力框架、运用实用工具来构建基于能力的人才管理体系的人力资源专业人士

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COMPETENCY MODELING, ASSESSMENT AND APPLICATION

Many of the world's top companies have embraced competency-based performance and talent management systems as effective tools for increasing their competitiveness. Defining, assessing, and developing required "competencies" is necessary for business success and should be a critical part of any human resources strategy that strives to add value and leverage organization capabilities. Many organizations, however, have experienced frustration when developing and implementing their own competency model. There is always huge gap between expectation and execution.

Mercer's 2-day workshop is designed to fill that gap and provide you with practical tools that convert theory into reality. You can expect to be actively engaged in the workshop while learning how to develop and implement a competency-based talent management system. You will not only learn a practical approach to competency profiling but also be actively involved in applying design methodology through sharing practical examples. The workshop is intended for those who want to learn by doing rather than simply listening.

TOPICS COVERED

The Establishment of Competency Model

- Competency and competency modeling introduction
 - Competency
 - Competency model
 - Competency modeling and assessment overview
- The method of competency modeling
 - Competency dictionary
 - Experts and group discussion
 - Behavioral Event Interview
- Draft competency model
 - Information integration and refining
 - Classification and packaging
 - Develop competency scale
 - Determine competency requirements

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- Build professional competency model
 - The process of professional competency modeling
 - The steps of professional competency modeling

Competency Assessment

- Competency assessment introduction
 - Development trend of competency assessment
 - How to select assessment tools
- Different assessment tools
- Evaluate skills
 - Structured Behavioral Interview

Competency Model Application

- Apply to talent acquisition
- Apply to training and development
- Apply to compensation and benefits
- Apply to promotion
- Apply to succession planning

BENEFITS FOR PARTICIPANTS

- Learn to use well-tested tools and effective approaches to define competencies and build a model that drives the performance of leadership and technical professionals
- Learn how to profile positions and competency requirements using a simple and clear method of competency profiling
- Acquire a step-by-step guide for implementing a competency framework and understand its application within your HR management system
- Understand when to use different competency assessment tools

TARGET PARTICIPANTS

HR professionals who need to know how to develop a competency framework and use practical tools for implementing competency-based talent management systems

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