

MERCER PUBLIC WORKSHOP

美世公开研讨会

职位体系设计与优化

职位管理是组织管理的细胞单元，是组织管理的深化与细化。支撑企业的长短期战略实现，形成最为有效的组织活动模式，是职位管理体系构建的前提要求。因此，我们不但要学习职位体系设计与优化的工具与方法，包括职位的分析、描述与评估，更要熟悉和了解战略与组织模式的关系，以及组织模式对职位体系的影响。同时，职位体系作为人力资源管理系统的基础，掌握其与人力资源其他管理模块的系统连接关系，才能立足整体解决方案实现战略性人力资源管理。

课程概述

组织模式对职位体系的影响

- 组织模式的类型
- 战略对组织模式的影响
- 组织模式对职位体系的影响

职位管理框架

- 职位体系的模式类型
- 组织模式与职位体系的关系

职位设计与劳动力规划

- 职位体系设计的方向与原则
- 劳动力规划概述及常见方法
- 人力资本效能分析

职位分析与优化

- 职责匹配与优化
- 职位分析(ARCPI)

职位说明书

- 职位说明书的核心要素
- 职位说明书撰写的要点

职位评估与职位层级设计

- 职位评估的概念与职位评估工具
- 职位级别矩阵的形成
- 职位层级的划分

联络

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职位管理与人力资源管理体系的连结

- 职位体系与能力模型的关系
- 职位体系与薪酬结构的关系
- 职位体系与绩效管理的关系
- 职位体系与核心人才体系的关系

学员收获

- 从组织战略和组织模式视角理解职位体系设计和优化的原则，夯实最基础的人力资源管理体系，更有效地根据业务和组织架构的变化调整和优化职位体系
- 了解不同业务模式下的职位模式，设定符合组织目标的职位框架体系
- 掌握一套科学的职位分析工具，学会运用其进行部门层级以下的职责匹配，并熟悉职位评估的工具和方法
- 学习劳动力规划的几种方法，开拓人力资本效能视角
- 理解职位体系在人力资源管理体系中的作用及与其他模块间的有机连结

目标学员

三年以上人力资源综合管理经验，熟悉人力资源管理几大基础模块的工作原理，需要应对快速变化的业务和组织架构，并持续优化职位管理体系的人力资源专业人士

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POSITION SYSTEM DESIGN AND OPTIMIZATION

Position management is a cell unit that deepens and refines organizational management. Helping to achieve a company's short- and long-term strategies and form the most effective organization activity mode is essential to constructing a position management system. In this workshop, we not only learn the tools and methods of position system design and optimization — including position analysis, description and evaluation — but also come to comprehend the relationship between strategy and organization mode, as well as the impact of the organization mode on the position system. The position system is the foundation of the HR management system, and strategic HR management as a total solution can only be achieved when we understand the connection between the position system and other HR management modules.

TOPICS COVERED

Impact of Organizational Mode on Position System

- Type of organization mode
- Impact of strategy on organizational mode
- Impact of organizational mode on position system

Position Management Framework

- Type of position system mode
- Relationship between organizational mode and position system

Position Design and Workforce Planning

- Direction and principle in the design of position system
- The summary and common methods of workforce planning
- Human capital effectiveness analysis

Position Analysis and Optimization

- Job matching and optimization
- Job analysis (ARCPI)

Job Descriptions

- Core elements of the job description
- Key points of job description writing

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Position Evaluation and Position-level Design

- Concept and tools of position evaluation (Mercer IPE)
- Formation of position-grading matrix
- Position level layout

Relationship between Position Management and HR Management System

- Position system and competency model
- Position system and pay structure
- Position system and performance management
- Position system and core talent system

BENEFITS TO PARTICIPANTS

- Understand the principle of position system design and optimization from the perspective of organizational strategy and organizational mode; strengthen the most basic HR management systems; and adjust and optimize the position system more effectively based on the change of business and organization structure
- Understand the position modes under different business modes; and set the position framework in line with organization goals
- Master a set of scientific position analysis and evaluation tools; learn to use job analysis tools to map responsibilities under sector level; and master the tools and methods of position evaluation
- Understand some common methods of workforce planning, and open up a new perspective of human capital effectiveness analysis
- Discuss potential issues and solutions for Chinese companies acquiring overseas and learn Mercer's experience and insights on cross-border transactions

TARGET PARTICIPANTS

HR professionals who have more than three years' working experience in HR management and are familiar with basic HR management functions, but who have to optimize and position their management system continuously in the face of rapidly changing business and organizational structures

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