

MERCER PUBLIC WORKSHOP

美世公开研讨会

人力资源通才

伴随着人力资源变革的深化，外部市场和业务发展都要求人力资源专业人士能够全面、体系化地理解和运用人力资源各个模块的知识，进而能够基于整体性思考对业务的需求和快速变化制定有效的策略和方案。人力资源通才研讨会将帮助各位学员快速掌握人力资源管理的全面知识和技能，同时提升解决实践问题的能力。通过提升人力资源管理者们的整体专业水平，使其更加有效地支持企业的战略落地。

美世为期3天的研讨会在内容层面将会按照美世3P人力资源管理理论构建，涵盖组织和岗位管理、人才管理、薪酬和绩效管理中的各个模块。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4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

组织结构和岗位管理

- 组织结构的本质与纵向层次
- 实现组织结构与业务战略的一致
- 三类典型的组织管控模式
- 常见的组织结构模式分析与设计
- 岗位管理的常见问题与三大核心内容
- 岗位职责梳理方法与工具
- 岗位编制管理的主要方法
- 岗位评估的方法、步骤及应用

人才管理

- 如何从业务战略分解人力资本战略
- 人力资源规划的核心问题与工作流程
- 能力与能力模型
- 如何构建能力模型
- 运用行为事件访谈法的流程与示例
- 应用能力模型评价人岗匹配度

联络

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- 人员选拔的关键成功因素
- 各类招聘选拔方法的比较分析
- 结构化行为面试方法
- 培训体系管理的 ADDIE 流程
- 人才发展管理的系统性方法和多元手段

绩效和薪酬管理

- 绩效管理的本质与步骤
- 结合使用战略地图和平衡计分卡
- 公司绩效指标的层层分解
- 目标值和权重设计
- 如何开展绩效反馈辅导和绩效评估面谈
- 绩效评估应用与 IDP
- 整体薪酬和薪酬术语
- 薪酬体系设计的主要步骤
- 如何开展薪酬外部竞争力和内部公平性分析
- 制定薪酬策略
- 设计奖金计划

学员收获

- 全面了解 HR 管理的基本职能
- 掌握 HR 管理不同职能的基本知识和技能
- 系统性思考人力资源管理的相关问题，科学有效决策

目标学员

人力资源总监，人力资源经理，人力资源业务伙伴，从负责单一职能到全面管理的人力资源专业人士，其他希望全面掌握人力资源管理的专业人士

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HR GENERALIST

Today's business development requires HR professionals to apply knowledge of many different areas in order to design strategies and make appropriate decisions based on a holistic view of business needs in a rapidly changing environment. The HR Generalist workshop helps participants acquire the overall knowledge and skills of HR management quickly and helps them become capable of problem solving in practice. The workshop enables HR professionals to more effectively support the business strategy.

This workshop is based on Mercer's 3P HR management structure and covers all aspects of HR knowledge, including organization and position management, talent management, compensation and performance management, etc. We use the Mercer blended-learning method: online learning, offline training and online assessment. Mercer will open four related online modules before the workshop. The online learning and assessment helps 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 effective learning and brings participants a fruitful learning journey.

TOPICS COVERED

Organizational Structure and Position Management:

- Essence and vertical hierarchy of organizational structure
- Achieving alignment between organizational structure and business strategy
- Three typical modes of organizational control
- Common organizational structure modes analysis and design
- Common issues and three core components of position management
- Methods and tools for defining job responsibilities
- Main methods for job posting management
- Methods, procedures and applications for job evaluation

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Talent Management:

- Deconstructing human capital strategy from business strategy
- Core issues and workflows in human resources planning
- Competency modeling
- Process and examples of behavioral interviews
- Applying a competency model to evaluating the degree of person-post matching
- Key factors of success in people selection
- Comparative analysis of various recruitment and selection methods
- Methods of structured behavioral interview
- AADIE process of training system management
- Systematic methods and multiple approaches to talent development management

Performance and Compensation Management:

- Nature and techniques of performance management
- Combining strategic maps with balanced scorecards
- Layer deconstruction of company's KPIs
- Goals and weight set-up
- Performance feedback coaching and performance evaluation interviewing
- Performance evaluation application and IDP
- Total rewards and compensation terms
- Main elements of compensation system planning
- Analyzing compensation on external competitiveness and internal fairness
- Compensation strategy
- Bonus planning

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BENEFITS TO PARTICIPANTS

- Gain a comprehensive understanding of the basic functions of HR management.
- Master the basic knowledge and skills of different functions in HR management.
- Think about HR-management-related issues systematically, and make decisions more effectively.

TARGET PARTICIPANTS

Directors, managers, business partners and professionals transferring to general HR management from a single function, as well as professionals who would like to master comprehensive HR knowledge and skills

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