MERCER PUBLIC WORKSHOP

美世公开研讨会
3P 人力资源管理

当今要在这样激烈的竞争时代中生存与发展，人力资源管理理念和思维方式的提升显得尤为重要。作为人力资源专业人员，我们需要了解并掌握薪酬管理的工具与方法，加强符合企业战略的薪酬政策与实务操作的技能学习。同时要理解人力资源管理模块中岗位管理、能力管理和绩效管理的基础理论、工具方法以及与薪酬管理的联系；学会解决岗位管理中的常见问题，如职位设置、分析、评估、职位通道等；理解能力模型的建立及应用；理解高效的绩效管理理念和方法，探讨通过绩效管理的四个阶段促进战略落地，提升员工能力；更要学习采用整体人力资源管理的思维方式，帮助企业构建有效的人力资源管理模式，更好的支撑业务战略的发展要求。

此为期2天的研讨会将帮助您全面了解美世的人力资源管理方法论，学会运用系统性人力资源管理来支持企业的业务战略，使命和目标！

课程概述
3P 人力资源管理模型概述

制定薪酬策略
- 付薪理念
- 内部公平性与外部竞争性
- 薪酬策略制定的案例分析
- 薪酬术语

岗位管理
- 企业岗位管理问题的分析与探讨
- 岗位评估原则和方法
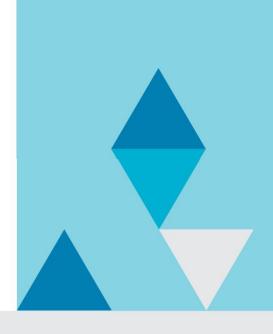- 如何按岗位付薪

能力管理
- 企业能力管理问题的分析与探讨
- 能力模型搭建与评估
- 如何按能力付薪

绩效管理
- 企业绩效管理问题的分析与探讨
- 绩效管理的基本原理、步骤和方法

- 如何按绩效付薪
- 绩效激励计划：类别与方案设计

学员收获
- 学会使用权威高效的岗位、能力、绩效管理工具
- 建立符合战略要求的组织岗位和科学公平的的职级体系
- 理解能力模型的建立及应用
- 学习制定促进企业战略落地，助力员工成长发展的绩效管理策略
- 利用薪酬和激励机制帮助企业达到卓越的绩效结果并吸引和保留关键人才

学员对象
人力资源总监，人力资源经理，希望全面掌握人力资源（包括职位管理，能力管理和绩效管理）专业知识的人士，人力资源全面管理人员

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3P HUMAN RESOURCE MANAGEMENT

To survive and develop in modern society full of fierce competition, it's vital to promote the concept and mindset of human resource management. As HR professionals, we should be acquainted with the tools of compensation management and ensure that we're well-versed in compensation policy, just as we need to acquire the practical skills that match our organizations' business strategies. We also need to know the basic theories and tools of human resource modules such as position management, competency management and performance management, and the connection with compensation management. We need to learn to solve common issues of position management such as position setting, analysis, evaluation, and career paths; learn how to establish and apply competency models; know how to execute strategies and promote employee capabilities through four periods of performance management. Most important, we need to support business strategy by building an effective human resource management structure with a comprehensive understanding of this field.

Mercer's two-day workshop will help participants master Mercer's methodology on human resource management comprehensively, and leverage systematic human resource management to support organization's business strategy, mission, and objectives.

TOPICS COVERED

3P Human Resource Management Model Overview

Developing a Compensation Strategy
- Philosophy to pay
- Internal equity and external competitiveness
- Case analysis about developing a compensation strategy
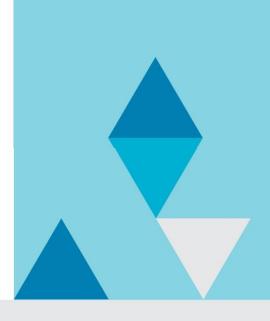- Compensation terminology

Position Management
- Analyze and discuss common problems in positon management
- Position evaluation principles and methods
- How to pay for position

Competency Management

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- Analyze and discuss common problems in competency management
- Competency modeling and assessment
- How to pay for the person

Performance Management
- Analyze and discuss common problems in performance management
- Main principles, steps and methods of performance management
- How to pay for performance
- Performance incentive plan: types and plan design

BENEFITS TO PARTICIPANTS
- Learn to use effective and authoritative tools of position, competency, and performance management
- Establish scientific organization's position matched with business strategy and competitive grading structure
- Learn how to establish and apply competency models
- Learn to formulate a performance management policy that puts company strategy into practice and helps employees develop
- Implement a compensation and incentives system to help the organization achieve outstanding results, attract and retain top talent

TARGET PARTICIPANTS
HR directors, HR managers, HR professionals who would like to acquire comprehensive HR knowledge especially in position management, competency management and performance management, HR generalists

CONTACT

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