

MERCER PUBLIC WORKSHOP

美世公开研讨会

战略性薪酬规划与全面预算

掌握基于战略的整体薪酬规划框架和方法，优化薪酬预算管理

美世为期 2 天的研讨会将深度剖析公司战略与人力资源规划及薪酬策略之间的关系，深入探讨薪酬规划与全面预算的理念、原则、条件、方法、程序、工具和效果，并通过实践练习帮助您真正掌握和系统高效的运用技能。我们将从建立战略与人力资源规划的一致性入手，分析薪酬与招聘、培训、绩效等 HR 其他模块的互相影响与支持，确定与战略一致的薪酬规划，结合公司的发展阶段、业务特点及支付能力，并考虑外部市场竞争等因素，确定全面预算。根据内部公平性、绩效相关性、公司文化/价值观等确定具体的薪酬预算使用计划，并运用沟通技巧达到领先薪酬管理效果。在学习形式上，将采用美世复合式教学模式，线下线上学习相结合，有效强化巩固学习效果。

课程概述

根据业务战略规划整体薪酬策略

- 公司战略分解及实现路径
- 人力资源策略及人才规划的业务一致性
- 人力资源现状与规划的差距分析
- 整体薪酬策略与 HR 其他职能的互相支持与制约
- 整体薪酬策略的业务一致性及成本有效性分析规划

建立全面预算

- 开展竞争力分析、公平性分析、绩效相关性分析
- 根据业务模式及企业生命周期，选择预算计算方法
- HR 全面预算与财务总预算
- 平衡不同业务单元、部门、团队的预算需求
- 识别关键利益相关方，确保预算通过审批

研讨会信息

时间地点：

北京

1月10-11日

9月19-20日

上海

3月7-8日

8月15-16日

12月12-13日

广州

1月15-16日

深圳

9月24-25日

成都

11月21-22日

费用：

RMB 13,800(含 6%增值税)

联络

美世学习与发展热线电话

电话: 400 600 5599

电邮:

learning.china@mercer.com

整体薪酬预算的实施与管理

- 薪资调整方案
- 短期激励方案
- 长期激励方案
- 方案的撰写方案的实施、沟通与调整

学员收获

- 理解薪酬规划对人才战略以及公司整体战略的支持和制约作用
- 掌握整体薪酬规划的框架和制定方法
- 能够建立整体薪酬策略与公司文化/价值观的一致性
- 能够根据业务模式与企业生命周期，选择正确的全面预算计算方法
- 能够理解 HR 总预算与财务整体预算之间的关系，可以和财务、业务团队共同完成全面预算
- 能够有效制定和管理集团及分子公司的 HR 总预算及人工成本预算，优化人力资本的投入产出比
- 能够将薪酬预算有效分解至不同薪酬元素
- 能够与业务经理及帮助业务经理有效进行薪酬沟通，确保预算恰当使用
- 识别关键利益相关者，确保薪酬预算通过审批

目标学员

3 年以上薪酬管理工作经验，有公司/业务单元薪酬预算的管理经验，具备企业人力资源规划制定的相关经验，掌握组织诊断与职位分析、

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薪酬调研、薪酬结构设计与维护等薪酬管理技术，具备统计学基础知识和概念的人力资源专业人士

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MERCER PUBLIC WORKSHOP

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STRATEGIC COMPENSATION PLANNING AND BUDGETING

Mercer's 2-day workshop is an in-depth analysis of the relationship between company strategy, human resource planning and compensation strategy, and further discussion on the compensation planning from the concept, principles, conditions, methods, procedures and tools, to effect of comprehensive budget. Cases study and exercises in each module will help you systematically master and effectively practice all the skills. We will begin with building up the consistency between strategy and human resource planning, analyze the mutual influence of compensation and recruitment, training, performance, and other HR modules, define the compensation planning which is in accordance with strategy, propose the comprehensive budget based on company's development stage, business features, payment ability as well as external competitiveness, then allocate the overall budget to specific compensation items in consideration of internal equity, performance driven, company culture/values, etc. and leverage skilled communication to ensure the best effect of compensation practice. We will take the method of Mercer blended learning, which will strengthen and consolidate learning effect through combining on line module with off line workshop.

TOPICS COVERED

Planning Total Compensation Strategy Based on Business Strategies

- Company strategy cascading and roadmap
- Business alignment of HR strategy and workforce planning
- Gap analysis between the present and planned human resource
- Mutual support and restriction between the total compensation strategy and other HR functions
- Analysis of the business consistency and cost effectiveness of the total compensation strategy

Set up Comprehensive Budget

- Conduct external competitiveness analysis, internal equity analysis, performance correlation analysis

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Jan 15-16

Shenzhen
Sep 24-25

Chengdu
Nov 21-22

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- Budgeting method's selection based on business model and enterprise life cycle
- HR overall budget and financial total budget
- Balancing of budget requests among different business units, departments and teams
- Identification of key stakeholders and ensure the approval of the budget

Execution and Management of Total Compensation Budget

- Compensation adjustment plan
- Short-term incentive scheme
- Long-term incentive scheme
- Proposal writing
- Implementation, communication and adjustment of the schemes

BENEFITS TO PARTICIPANTS

- Understand that the compensation plan is conducive and restrictive to the talent strategy and the overall strategy of the company
- Master the framework and method of the compensation plan
- Be able to build the consistency of total compensation strategy and corporate culture/ values
- Be able to choose the correct comprehensive budget calculation method based on company's business model and life cycle
- Understand the relationship between HR total budget and the overall financial budget, be able to complete the comprehensive budget together with financial and business team
- Be able to plan and manage the HR total budgets and labor cost budgets of the parent company and its subsidiary corporation effectively, to maximize the input and output ratio of human capital
- Be able to break down the compensation budget to different remuneration elements appropriately

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- Be able to communicate with business managers effectively and help business managers to communicate with team, to ensure the proper use of the budget
- Identify key stakeholders and ensure that the compensation budget gets approved

TARGET PARTICIPANTS

HR professionals with more than 3 years remuneration management experience, and hold experience of the company / business unit's compensation budget and human resource planning, organizational diagnosis and position analysis, compensation research, compensation structure design and maintenance, as well as basic statistical analysis

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