

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

基于美世久负盛名的专业方法论以及久经时间考验的成功实施案例，美世推出的这一为期两天的课程将薪酬福利理论与实践进行了高度整合，是专为资深人力资源管理专家而设计的又一专业研讨会。

该研讨会从基本的薪酬规划理论和方法入手，围绕薪酬预算这一完整流程，详细介绍各个环节中所必备的方法、工具以及沟通模式。

与以往的人力资源相关研讨会不同，该课程着重于强调企业业务战略与薪酬规划的相关性。

除了着力于中国本土的人力资源规划操作，该课程也专为具有国际视野的人力资源负责人详细介绍全球各个地区的薪酬管理趋势与实践，并培养薪酬管理专业人士的全球视野。

与市场中其他讨论框架与方法的培训不同。本研讨会中涉及的众多案例与样本大多出自美世顾问实际设计、交付的实战项目经验；同时也会结合美世全球团队的行研分析。美世团队也会定期对该研讨会的内容进行更新，确保参与者能够第一时间获取到最新的市场动态，与时俱进。

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
- 人员编制对薪酬预算的影响
- 新旧预算方案间的差异分析
- 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

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- **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

整体薪酬预算的实施与管理

- 薪资调整方案
- 激励方案的影响（短期激励与长期激励方案）
- 方案的撰写、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
- 培养运用业务思维进行薪酬规划的习惯
- 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全球性集团及分子公司的 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

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目标学员

5 年以上薪酬与福利管理工作经验的专业人士

有薪酬架构设计与职级体系搭建经验（或者已完成美世薪酬架构设计与 IPE 课程亦可）

本课程尤其适合担任管理职位的薪酬专业人士

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STRATEGIC COMPENSATION PLANNING AND BUDGETING

Based on renowned methodologies and proven business cases, the two-day workshop is a perfect combination of C&B methodologies and practical usage targeting at experienced HR professionals. Starting from basic ideas and principles of planning and budgeting, it then introduces procedures, tools, communication methods and other necessary elements that are required during whole process. Unlike the other HR-related workshops, this session focuses on the linkage between corporate strategy and C&B budgeting. With its focus on China market, this workshop will then study compensation planning from a global perspective covering international rewards trends and global mobility etc. Most cases and examples are built on actual project experience from Mercer consultants and in-depth industry analysis by Mercer global teams. Ongoing updates are also made to enable you fully abreast of the times and market movements.

TOPICS COVERED

Developing Total Rewards Philosophy Based on Corporate Strategy

- How to cascade corporate strategy to total rewards strategy?
- Align annual compensation budgeting with rewards strategy
- Workforce planning and its impact on compensation budgeting
- Gap analysis between the current policies and future plan
- Collaboration between C&B and other HR functions
- Cost effectiveness and affordability of compensation budget.

Set up Comprehensive Budget

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

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Implementation and Management of Compensation Budget

- Post-implementation adjustment plan
- Impact of incentives plan (short-term and long-term) Proposal writing
- Employee communication

KEY TAKE-AWAY FOR PARTICIPANTS

- Understand the tight linkage between corporate strategy and HR practice
- Develop business mindset for compensation planning
- Master the framework and method of the compensation plan
- Be able to create compensation strategy that is linked closely to company culture.
- Understand the relationship between HR total budget and the overall financial budget, be able to complete the comprehensive budget with financial and business team
- Develop global perspective and capability to understand the variety of compensation management in different regions/locations.
- Able to break down the compensation budget to different remuneration elements.
- communicate with business managers effectively and assist people managers to communicate with their teams
- Identify key stakeholders to ensure the approval of budget

TARGET PARTICIPANTS

- HR professionals with at least 5 years of compensation & benefits as managerial roles.
- Professionals with basic knowledge of pay structure design and grading. (Or completed Mercer workshop on pay structure design and grading).
- Managerial roles are preferred.