

# MERCER PUBLIC WORKSHOP

## 美世公开研讨会

### 人力资源共享中心搭建与管理优化

#### 快速成为人力资源共享中心搭建和运营管理的企业内部顾问及实战专家，打造成功的人力资源共享中心，突破 HR 转型困局

在 HR 三支柱的组织转型中，人力资源共享中心承载着高效服务交付、合规管理、成本优化、持续创新等方面的重任，在推动 HR 转型成功，HR 为业务增值方面起到了关键作用。而人力资源共享中心的搭建与管理，常常遇到如下挑战：

- 三支柱的分工及职责划分应该如何设定，才能避免职责模糊或重叠？
- 如何根据企业的自身特点，设计合适的三支柱组织结构，包括 HR 共享中心的组织设计？
- 共享中心的筹建是关键，借助其他企业的经验和教训，有哪些“坑”可以避开？
- 如何做好对 HR 团队内部及面对业务经理和员工的变革管理？
- 如何快速掌握共享中心的运营管理体系，包括 SLA，KPI 绩效管理体系及流程管理？
- 共享中心如何推动和引领技术创新，为数据化及人工智能在 HR 的应用引领未来之路？

美世为期 1 天的研讨会，将帮助您全面了解 HR 转型背景下的人力资源共享中心搭建及运营管理的体系，并接触到具有代表性的企业实施案例（包括不同发展阶段的不同行业特点的企业，比如 500 强外资企业，国内民营企业等），以及实用的工具和模板，助您快速成为人力资源共享中心搭建和运营管理的企业内部顾问及实战专家。

#### 研讨会信息

时间地点：  
北京  
8 月 17 日

上海  
5 月 12 日  
9 月 16 日

广州  
11 月 17 日

费用：  
RMB 5,800 (含 6%增值税)

#### 联络

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## 美世公开研讨会

### 课程概述

#### 人力资源转型的时代背景

- HR 如何重塑价值
- HR 三支柱的由来
- 人力资源管理模式的演进
- HR 三支柱与传统职能模块的关系
- HR 三支柱的发展现状及挑战

#### 人力资源共享中心的搭建

- HRSSC 的发展现状
- HRSSC 搭建的 6 大驱动因素
- HRSSC 搭建的成熟度评估
- HRSSC 搭建的项目管理
- HRSSC 搭建遇到的挑战
- 案例分析：某 500 强跨国企业的 HRSSC 搭建

#### 人力资源共享中心的设计与运营管理

- HRSSC 设计及运营的 8 大核心要素
- HRSSC 的管理框架及不同发展阶段的价值定位
- HRSSC 的运营模式
- HRSSC 的服务对象、职责范围、服务产品手册设计
- HRSSC 的组织设计
- HRSSC 的运营管理体系
  - ✓ SLA 服务水平协议
  - ✓ KPI 绩效管理体系
  - ✓ 运营数据报告
- HRSSC 的技术平台
- HRSSC 的流程设计与管理
- HRSSC 的知识管理

#### 人力资源共享中心的管理优化

- HRSSC 的文化建设

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## 美世公开研讨会

- HRSSC 的能力模型
- HRSSC 如何突破人才发展的困局
- HRSSC 引领创新的实践

### 学员收获

- 在战略层面把握人力资源共享中心的角色和定位，做好共享中心搭建及优化的项目管理
- 掌握 HRSSC 搭建过程中围绕“人”、“流程”、“技术”三方面的管理运营体系
- 把握 HRSSC 不同阶段的工作重点，攻克共享服务中心建设和运营方面的常见挑战
- 引领人力资源共享中心的战略发展，成为 HR 的创新引擎
- 收获来自 500 强外资企业以及本土企业的优秀实践与经验
- 掌握一系列 HRSSC 搭建与运营管理的实用模型、方法、工具与模板，包括：
  - SSC 搭建的成熟度评估清单模板
  - HR 转型及 SSC 搭建的项目管理工具（项目组构成）
  - 标准操作流程（SOP 文件）及流程图的设计模板
  - 流程上线的服务人数比测算工具
  - .....
- 课后 3 个月内与老师的线上互动答疑，帮助将所学应用于工作实践

### 目标学员

HR 总监，HR 经理，HR 转型项目的负责人和核心团队成员，共享中心的管理者和核心骨干等

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## HRSSC DESIGN AND OPTIMIZATION

In the organizational transformation of HR three pillars, Human Resource Shared Service Center (HRSSC) carries the important tasks of efficient service delivery, compliance management, cost optimization, and continuous innovation. At the same time, HRSSC plays a key role in promoting HR's successful transformation and business value adding. Nevertheless, the establishment and management of the HRSSC often encounter the following challenges:

- How should the three pillars' division of labor and division of responsibilities be set to avoid ambiguities or overlaps?
- How to design an appropriate three pillars organizational structure according to the characteristics of the enterprise, including the organizational design of the HRSSC?
- The key point of HRSSC is its establishment. What are the pitfalls to avoid by using the experience and lessons of other companies?
- How to improve the change management of the HR team and the business managers and employees?
- How to quickly master the system of HRSSC operations management, including SLA, KPI performance management system and process management?
- How does HRSSC lead and promote HR technology innovation in digitalization and AI application?

Mercer's one-day workshop will help you fully understand the establishment and operations management of HRSSC under the HR transformation background. You will also learn numerous representative enterprise implementation cases (including enterprises with different industry characteristics at different stages of development, such as foreign Fortune 500 enterprises, domestic private enterprises, etc.) and practical tools and templates that make you quickly become an internal consultant and practical expert throughout the establishment and operations management stages of HRSSC.

## TOPICS COVERED

### The Background of HR Transformation

- How does HR rebuild value?

## WORKSHOP INFORMATION

Time and Place:

Beijing  
Aug 17

Shanghai  
May 12  
Sep 16

Guangzhou  
Nov 17

Price:

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- The origin of the HR three pillars
- The evolution of HR management model
- The relationship between the HR three pillars and traditional functional modules
- Current status and challenges of the HR three pillars

## Establishment of HRSSC

- The development status of HRSSC
- 6 main driving factors of HRSSC establishment
- Maturity assessment of HRSSC establishment
- Project management of HRSSC establishment
- Challenges of HRSSC establishment
- Case analysis: HRSSC establishment of a top foreign Fortune 500 enterprises

## Design and Operations Management of HRSSC

- 8 core elements of HRSSC design and operation
- HRSSC management framework and value orientation in different development stages
- Operation model of HRSSC
- Service object, responsibility scope and service product manual design of HRSSC
- Organization design of HRSSC
- Operation management system of HRSSC
  - SLA service level agreement
  - KPI performance management system
  - Operation data report
- Technology platform of HRSSC
- Process design and management of HRSSC
- Knowledge management of HRSSC

## Management Optimization of HRSSC

- Cultural construction of HRSSC
- Capability model of HRSSC
- How does HRSSC break through the dilemma of talent development
- Practice of HRSSC leading innovation

## BENEFITS FOR PARTICIPANTS

- Grasp the role and positioning of HRSSC at a strategic level, and do a good job in project management of HRSSC establishment and optimization

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- Master the management and operation system around the three elements of “people”, “process” and “technology” in the process of HRSSC establishment
- Master the emphasis on the work of HRSSC at different levels, overcoming common challenges in HRSSC establishment and operation
- Lead the strategic development of HRSSC, becoming the innovation engine of HR
- Learn about the excellent practices and experiences of foreign Fortune 500 enterprises and local enterprises
- Master a series of practical models, methods, tools and templates for HRSSC establishment and operations management
  - Template of maturity assessment list for SSC establishment
  - Project management tools for HR transformation and SSC establishment (including project team composition)
  - Design templates for standard operating procedures (SOP documents) and flow charts
  - Measuring tools for HR staff ratio by process
  - .....
- Online interaction Q&A with the coach within 3 months after the workshop to help participants apply the theories to practice

## TARGET PARTICIPANTS

HR directors, HR managers, Head of HR transformation project, Core team members, Managers of HRSSC

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