能力模型的建立、评估与应用

从建立标准到评估应用，开发与实施基于能力的人才管理系统

上海场次支持全景动态直播 🖥

Duration: 2 days
Price: RMB 12,800 (6% VAT included)

越来越多的公司认识到：基于能力的绩效与人才管理体系是增强自身竞争力的有效方法。显而易见，定义、评估和发展"能力"是组织成功的必需，并应成为任何一项致力于提升价值和组织能力的人力资源战略的核心。然而，不胜枚举的例子是，许多组织都在开发和实施他们的能力模型时一再受挫。在对能力模型的期许与日常的人力资源管理实务之间，总是存在一个巨大的鸿沟。

美世为期 2 天的研讨会就是专为填补这种鸿沟而设计，它致力于提供给学员一些实用的工具，和一个将理论转化为实践的经验。您将学习和理解如何开发、实施一个基于能力的人才管理系统，您不仅可以学习到建立能力模型与档案的实用办法，还可以运用所学来解决实际的案例。

课程概述
能力模型建立

- 能力和能力模型简介
  - 能力的定义
  - 能力的类别
  - 能力与任职资格的区别
  - 什么情境下需要构建能力模型
  - 能力模型构建的成功要素与标准
- 能力模型构建的方法
  - 敏捷建模的方法
  - 科学系统的建模方法
  - 如何构建领导力模型
  - 如何构建专业能力模型
  - 专家组访谈法及注意事项
  - 行为事件访谈法

- 起草能力模型
  - 整合提炼信息
  - 如何进行能力量表开发，是否分层
  - 如何将能力模型转化为量化的要求
- 能力模型构建案例分享

能力评估

- 能力评价简介
  - 能力评价的发展趋势
  - 如何选择评估工具
- 不同评估工具的介绍
  - 评估工具类型
  - 评估工具特点
  - 不同评估工具的适用场景及注意事项
- 评估技能的发展
  - 结构化行为面谈

能力模型应用

- 能力模型及评估可以应用的具体情境
- 应用时的注意事项

学员收获

- 学习使用高效的、历经验证的方法来定义能力，建立可以促进领导层和技术人员绩效的能力模型
- 学会运用简单清晰的方法来建立职位与能力要求的档案
- 获得如何实施能力框架的逐步指导，并了解其在人力资源体系中的应用
- 了解何时使用何种能力测评工具

目标学员

需要了解如何开发能力框架、运用实用工具来构建基于能力的人才管理体系的人力资源专业人士

A business of Marsh McLennan

Competency modeling, assessment, and application

Live stream is available for Shanghai sessions 🖥

Many of the world's top companies have embraced competency-based performance and talent management systems as effective tools for increasing their competitiveness. Defining, assessing, and developing required "competencies" is necessary for business success and should be a critical part of any human resources strategy that strives to add value and leverage organization capabilities. Many organizations, however, have experienced frustration when developing and implementing their own competency model. There is always huge gap between expectation and execution.

Mercer's 2-day workshop is designed to fill that gap and provide you with practical tools that convert theory into reality. You can expect to be actively engaged in the workshop while learning how to develop and implement a competency-based talent management system. You will not only learn a practical approach to competency profiling but also be actively involved in applying design methodology through sharing practical examples. The workshop is intended for those who want to learn by doing rather than simply listening. We will take the method of Mercer blended learning, which will strengthen and consolidate learning effect through combining online module with offline workshop.

Topics covered
The establishment of competency model

- · Competency and competency modeling introduction
    - o Competency classification
    - o Categories of competency
    - o Differences between competency and qualifications
    - o In what context do we need to build Competency Model
    - o Key elements and Criteria of competency model
- · The method of competency modeling
    - o Agile modeling approach
    - o Scientific and systematic modeling methods
    - o How to build leadership competency model

- How to build professional competency model
- Panel interview method and notes
- Behavioral Event Interview
- Draft competency model
  - Information integration and refining
  - Classification and packaging
  - Develop competency scale
  - Determine competency requirements
- Case sharing

Competency assessment

- Competency assessment introduction
  - Development trend of competency assessment
  - How to select assessment tools
- Different assessment tools
  - Types of assessment tools
  - Characteristics of the assessment tool
  - Applicable scenarios and considerations for different assessment tools
- Development of evaluation skills
- Structured Behavioral Interview
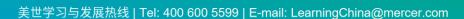
Competency model application

- Specific situations that Competency Model can be applied
- Notes for application

Benefits to participants

- Learn to use well-tested tools and effective approaches to define competencies and build a model that drives the performance of leadership and technical professionals
- Learn how to profile positions and competency requirements using a simple and clear method of competency profiling

- Acquire a step-by-step guide for implementing a competency framework and understand its application within your HR management system
- Understand when to use different competency assessment tools

Target participants

HR professionals who need to know how to develop a competency framework and use practical tools for implementing competency-based talent management systems