

# MERCER PUBLIC WORKSHOP

## 美世公开研讨会

### 人力资本衡量与分析

业务部门和人力资源的负责人正在意识到人力资本衡量与分析的潜在价值，然而目前很多组织仍然纠结于如何制定战略，确定从哪里开始，衡量什么，如何衡量和分析，以清晰和有效的将人力资本项目和政策与业务结果相链接。

美世为期 2 天的研讨会将着眼于提高组织劳动生产力，落实业务战略，帮助学员搭建基于业务需求的分析框架，通过详细的步骤分解、练习演练，掌握相应的技能和方法。

#### 课程概述

##### 公司绩效驱动因素模型

- 劳动生产力概念
- 美世关于公司绩效驱动因素分析框架

##### 领先的实践框架—从衡量方法开始

- 分析成熟度模型
- 量化分析的两类：基础与进阶
- 改变我们目前的思考框架，从业务需求开始

##### 领先的实践框架—确定影响

- 通过有效途径，收集基于业务的劳动力和人才需求
- 注意“烟雾”数据

##### 领先的实践框架—选择衡量指标

- 明确哪些需要被衡量以及原因
- 如何衡量招聘、培训、薪酬福利等人力资源职能的效能

##### 领先的实践框架—收集数据

- 三类人力资源仪表盘的衡量
- 整合多种渠道的数据
- 内部劳动力市场分析差距分析

#### 研讨会信息

时间地点：

北京  
10月 23-24 日

上海  
1月 11-12 日  
5月 15-16 日  
11月 13-14 日

广州  
11月 6-7 日

深圳  
5月 10-11 日

费用：  
RMB 10,800 (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](mailto:learning.china@mercer.com)

## 领先的实践框架—分析发现

- 解读内部劳动力市场分析
- 实现确定因果关系和预测结果的终极游戏

## 领先的实践框架—评估影响

- 以合适的方式将信息传递给对的人
- 用数据来讲故事

## 人力资本衡量与分析的最佳实践

## 反思与行动计划

## 学员收获

- 自信清晰的阐述关于人才和人力资本衡量与分析的相关问题及最佳实践
- 利用数据信息讲述一个有影响力的故事以吸引和感染听众
- 制定行动计划，以克服在公司中实施人力资本衡量及分析的障碍

## 学员对象

人力资源总监，人力资源经理，人力资源业务伙伴以及其他需要做出人才管理相关决策的专业人士

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## 美世公开研讨会

### WORKFORCE METRICS AND ANALYTICS

Business and HR leaders are recognizing the potential value of workforce metrics and analytics. Yet many organizations still struggle with developing a strategy and identifying where to start, what to measure, and how metrics and analytics can clearly and effectively link human capital programs and policies to business results.

Mercer's upgraded two-day workshop aims to improve organizational productivity; assist in implementing business strategies; help you build an analysis framework based on business needs; and support you in mastering related skills through detailed steps, practice and rehearsal.

#### TOPICS COVERED

##### Human Capital Concept

- What is human capital
- History of Big Data
- Importance of structural thinking

##### Leading Practice Framework: Getting Started With Metrics

- Mercer's analytical framework
- Two categories of human capital measurement: foundational and advanced

##### Leading Practice Framework: Determining the Impact

- Gathering solid workforce and talent needs from the business
- Developing a leading practice framework: start with business impact

##### Leading Practice Framework: Choosing Metrics

- Identifying what should be measured and why
- Measuring effectiveness of recruitment, training, C&B and other HR functions (building the index system of human capital dashboard step by step)

#### WORKSHOP INFORMATION

Time and Place:

Beijing  
Oct 23-24

Shanghai  
Jan 11-12  
May 15-16  
Nov 13-14

Guangzhou  
Nov 6-7

Shenzhen  
May 10-11

Price:

RMB 10,800(including 6% added-value tax)

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## Leading Practice Framework: Collecting and Managing Data

- Combining multiple sources of data
- How to develop a good habit of data
- Advance Excel skills: how to build your own “super pivot table”

## Leading Practice Framework: Analyzing Findings

- Alignment of analysis
- Developing an internal labor market map (ILM)
- Realizing the end game of determining causality and predicting results

## Leading Practice Framework: Assessing Impact

- 18 chart types suitable for human capital analysis
- Delivering information to the right people in the right way
- Telling a story with data

## Reflection and Action Plan

- The “final fantasy” of human capital data analysis

## BENEFITS TO PARTICIPANTS

- Speak confidently about issues and best practices in talent and workforce analytics
- Learn how to build a human capital dashboard system for your own company
- Learn multiple data analysis and presentation techniques
- Tell an effective story with data that will engage your audience
- Create an action plan to overcome obstacles to using metrics and analytics in your organization

## TARGET PARTICIPANTS

HR directors, managers and business partners, and others who make talent-related decisions

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