

MERCER PUBLIC WORKSHOP

美世公开研讨会

职位体系设计与优化

全方位深思职位体系这一企业重要“政治”体系，设计和优化一套内部价值公平、外部可参考对照的职位体系

就如软件架构一样，职位体系体现人力资源体系设计者初期的构想，甚至决定了整个人力资源体系的上限范围。职位管理是组织管理的细胞单元，是组织管理的深化与细化。同时，职位体系是公司的首要“政治”体系，一把手体系，是企业内资源协调和冲突管理的底层抓手，对人在组织内的价值评判形成共识，支撑企业的长短期战略实现。

美世为期 2 天的研讨会将学习职位体系设计与优化的工具与方法，包括职位的分析与描述、评估与划分，熟悉和了解战略与组织模式的关系，以及组织模式对职位体系的影响；同时，职位体系作为人力资源管理系统的基础，还需掌握其与人力资源其他管理模块的系统连接关系，才能立足整体解决方案实现战略性人力资源管理。

课程概述

职位管理框架

- 职位体系的模式类型
- 组织模式与职位体系的关系

产生职位：组织模式对职位体系的影响

- 组织模式的类型
- 战略对组织模式的影响
- 组织模式对职位体系的影响

产生职位：职位分析与优化

- 职责匹配与优化

研讨会信息

时间地点：

北京

9月5-6日

上海

6月18-19日

12月19-20日

深圳

5月16-17日

费用：

RMB 12,800(含 6%增值税)

联络

美世学习与发展热线电话

电话: 400 600 5599

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- 职位分析(ARCPI)

描述职位：职位说明书

- 职位说明书的核心要素
- 职位说明书撰写的要点

划分职位：层级设计和序列设计

- 职位层级的划分
- 职位评估的概念与职位评估工具
- 职业阶梯法进行层级划分
- 业绩指标法进行层级划分
- 职位族/群/序列的划分
- 职位矩阵的形成

管理职位：机制设计

- 晋降级规则
- 名称管理
- 机构和流程

规划职数：劳动力规划

- 劳动力规划概述及常见方法

体系联动：职位管理与其他人力资源体系的连结

- 职位体系与能力模型的关系
- 职位体系与薪酬结构的关系
- 职位体系与绩效管理的关系

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学员收获

- 从组织战略和组织模式视角理解职位体系设计和优化的原则，夯实最基础的人力资源管理体系，更有效地根据业务和组织架构的变化调整和优化职位体系
- 了解不同业务模式下的职位模式，设定符合组织目标的职位框架体系
- 掌握一套科学的职位分析工具，学会运用其进行部门层级以下的职责匹配
- 熟悉职位评估的工具和方法,借鉴成熟的电子工具并开发自己的职位评估工具
- 咨询顾问在人力资源项目中对于组织优化、组织整合中的职位设计、职位体系整合中深度思考的分享
- 学习劳动力规划的几种方法，开拓人力资本效能视角
- 采取用户思维考虑，理解职位体系在人力资源管理体系中的作用及与其他模块间的有机连结

目标学员

三年以上人力资源综合管理经验，熟悉人力资源管理基础模块的工作原理，需要应对快速变化的业务和组织架构，并持续优化职位管理体系的人力资源专业人士

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POSITION SYSTEM DESIGN AND OPTIMIZATION

Position system is the foundation of the whole HR management system, it may reflect the initiate framework of the HR system designers, and even determine the upline of HR system. It is such important, just as the software architecture in the software development process.

Position system is the company's primary "political" system, playing the fundamental role helping with resource coordination and conflict management. Position management is a cell unit that deepens and refines organizational management by clarifying the relative value ranking , helping to achieve a company's short- and long-term strategies.

In this workshop, we not only learn the tools and methods of position system design and optimization-including position analysis, description and evaluation-but also come to comprehend the relationship between strategy and organization mode, as well as the impact of the organization mode on the position system. The position system is the foundation of the HR management system, and strategic HR management as a total solution can only be achieved when we understand the connection between the position system and other HR management modules.

TOPICS COVERED

Position Management Framework

- Type of position system mode
- Relationship between organizational mode and position system

Impact of Organizational Mode on Position System

- Type of organization mode
- Impact of strategy on organizational mode
- Impact of organizational mode on position system

Position Analysis and Optimization

- Job matching and optimization
- Job analysis (ARCPI)

WORKSHOP INFORMATION

Time and Place:

Beijing
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May 16-17

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Job Descriptions

- Core elements of the job description
- Key points of job description writing

Position-level and Position-stream Design

- Position level layout
- Concept and tools of position evaluation (Mercer IPE)
- Career ladders methodology
- Performance index methodology
- Job family/sub-family/stream methodology
- Formation of position matrix

Position Management Mechanism

- Promotion and demotion design
- Titling system
- Governance and process design

Position Design and Workforce Planning

- The summary and common methods of workforce planning

Relationship between Position Management and other HR Management System

- Position system and competency model
- Position system and pay structure
- Position system and performance management

BENEFITS TO PARTICIPANTS

- Understand the principle of position system design and optimization from the perspective of organizational strategy and organizational mode; strengthen the most basic HR management systems; and adjust and optimize the position system more effectively based on the change of business and organization structure
- Understand the position modes under different business modes; and set the position framework in line with organization goals
- Master a set of scientific position analysis and evaluation tools; learn to use job analysis tools to map responsibilities under sector level

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- Master the tools and methods of position evaluation, develop your own position evaluation tool by learning from mature tools
- Enjoy the consultants' in-depth thinking on job system in organizational optimization and integration
- Understand some common methods of workforce planning, and open up a new perspective of human capital effectiveness analysis
- Understand the role of the job system in the human resources management system and the organic links with other modules

TARGET PARTICIPANTS

HR professionals who have more than three years' working experience in HR management and are familiar with basic HR management functions, but who have to optimize and position their management system continuously in the face of rapidly changing business and organizational structures

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