

# MERCER PUBLIC WORKSHOP

## 美世公开研讨会

### 人力资源战略制定与规划

**致力于帮助绘制企业人力资本战略蓝图，掌握战略性人力资源规划系统分析方法，提升 HR 战略思维与规划能力**

如今在亚洲，企业期望人力资源可以在帮助企业完成业绩目标上担任战略性的角色，也开始使用战略化的人力资源规划来促进企业经营目标的完成。这需要人力资源团队更加积极的参与到公司战略的制定和执行上，并且能够规避企业当前和未来因市场对关键人才供求不平衡带来的风险。那么，人力资源该如何将业务战略转化为人力资源举措，并有效规避关键人才供求风险呢？

美世为期 2 天的研讨会将通过系统化地人力资源战略规划方法及互动式的演练和讨论，帮助大家提升人力资源的战略思维，并通过预测性的战略人力资源规划，规避人才供求风险，提升企业长久竞争力。

#### 课程概述

##### 人力资本战略概述

- 人力资本战略定义和关键要素
- 人力资本战略的四个原则

##### 制定公司的人力资本战略

- 步骤 1：收集并整理资料信息，明确战略目标
  - 理解公司战略的组成部分
  - 收集信息，澄清组织的战略目标
- 步骤 2：开展战略研讨会，列出人力资源支持业务的举措及优先级
  - 战略研讨会的设计流程及要点
  - 战略研讨会的步骤及成果

#### 研讨会信息

时间地点：

北京

11 月 7-8 日

上海

5 月 14-15 日

10 月 24-25 日

深圳

8 月 8-9 日

费用：

RMB 13,800(含 6%增值税)

#### 联络

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- 步骤 3：评估人力资源举措的影响，细化人力资源举措的短清单
  - 评估人力资源举措的软硬成本
  - 评估人力资源举措的价值
  - 评估工具：驱动因素树
- 步骤 4：制定和实施人力资本战略蓝图
  - 设计和制定三年发展蓝图
  - 战略蓝图的组成部分
  - 案例分析
- 案例练习：整合各阶段

### 战略人力资源规划

- 战略人力资源规划概述及当前挑战
- 战略人力资源规划的主要流程
  - 步骤 1：战略分析与解读
  - 步骤 2：人力资源数据分析：数量规划
    - 确定驱动因素
    - 计算人员数量
    - 分析人员结构
    - 测算人工成本
    - 案例分析
  - 步骤 3：人力资源规划方案设计
- 业务影响力模型分析
- 内部劳动力市场分析
- 综合案例分析与练习

### 学员收获

- 学习和了解人力资本战略的关键要素和原则，以及使高级经理和业务领导参与制定人力资本战略的方法

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- 通过案例学习并应用将业务计划转化为人力资源举措的方法
- 了解人力资源规划的挑战，学习人力资源规划中所使用的工具和方法
- 学会分析企业短期与长期对人才需求与市场供应的关系

## 目标学员

希望在组织中承担起战略职位，或涉及人力资源规划的人力资源中、高级经理人

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## 美世公开研讨会

### HR STRATEGY AND PLANNING

Today, organizations in Asia need HR to play a strategic role in helping achieve business goals. They've also begun to use strategic workforce planning to accelerate organizations' business target achievements. This requires HR professionals more actively contribute to establishing and implementing the business strategy, as well as manage workforce risks caused by the gap between supply and demand of critical talent in the market. But how can HR translate business strategy into action and manage critical talent supply-and-demand gap risk?

Mercer's 2-day workshop will provide you systematic HR strategic planning methods and improve your strategic thinking of human resources through interactive exercises and discussions. This workshop will also help you avoid the risk of talent supply and demand, as well as enhance the competitiveness of enterprises for a long time through predictive and strategic HR planning.

#### TOPICS COVERED

##### Human Capital Strategy Overview

- What is human capital strategy and key elements
- Four principles of human capital strategy

##### Develop HR Strategy

- Phase 1: Establish the context and clarify strategic target
  - Understand company strategy
  - Collect information to clarify company strategic objectives
- Phase 2: Launch strategy development workshops to work out action plans and list priorities supported by HR
  - Process and key points of designing strategy workshops
  - Steps and outcomes of strategy workshops
- Phase 3: Assess the impact of HR initiatives and make a short list
  - Assess the soft and hard costs of HR initiatives
  - Assess the value of HR initiatives
  - Assessment tool: Driver Tree
- Phase 4: Develop and deliver people strategy blueprint
  - Design and develop a three-year blueprint

#### WORKSHOP INFORMATION

Time and Place:

Beijing  
Nov 7-8

Shanghai  
May 14-15  
Oct 24-25

Shenzhen  
Aug 8-9

Price:  
RMB 13,800(including 6% added-value tax)

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- Components of strategy blueprint
- Case study
- Case exercise: integrate the stages

### Strategic HR Planning

- Strategic HR planning overview and current challenges
- Strategic HR planning process
  - Step 1: Strategy analysis and decoding
  - Step 2: HR data analysis
    - Determine the driving factors
    - Calculate the number of people
    - Analysis personnel structure
    - Measure labor costs
    - Case analysis
  - Step 3: Strategic HR planning design
- Business impact model analysis
- Internal labor market analysis
- Overall case study and practice

### BENEFITS TO PARTICIPANTS

- Learn the key elements and principles of human capital strategy, and how to involve senior managers and business leaders in HR strategy design
- Learn how to translate business strategy into HR initiatives through case studies
- Learn strategic HR planning and its challenges, as well as the tools and methods used in HR planning
- Learn how to analyze the relationship between short-term/long-term workforce demand and market supply

### TARGET PARTICIPANTS

Senior HR managers and directors who are responsible for or involved in strategic HR planning

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