

## MERCER COLLEGE 美世学院

# 能力模型建立和能力 评估

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。本次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的实用工具，和一个将理论转化为实践的经验。

### 课程概述

为期两天的研讨会将会非常实用。您将积极地参与到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方法，还可以运用所学来解决实际的案例。这个研讨会的目的，就在于设计给那些想要通过实践去学习的学员，而不是单纯的听众。

### 教学内容

- 能力模型和档案建立的目的
  - 分享一套整体的能力模型搭建方案及其应用
  - 美世的3P管理模式与能力模型关系
- 能力和能力模型介绍
  - 三种类型的能力：核心能力、领导能力和技术能力
  - 能力模型开发步骤
- 能力建档流程
  - 岗位所需能力要求的识别
  - 能力建档步骤
- 能力测评
  - 不同测评能力的工具介绍
  - 不同测评工具的应用范围
- 能力模型应用
  - 关于能力模型的沟通
  - 能力模型在人力资源管理体系中，即招聘、培训与发展、职业发展、继任计划、薪酬方面的应用

#### 研讨会信息

时间地点:

北京

2014年7月22-23日

上海

2014年5月13-14日

2014年10月23-24日

费用:

RMB 10,600 (未含6%增值税)

## 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

## 学员对象

本研讨会向希望通过学习让人力资源专业人士了解如何开发能力框架、运用实用工具来实施基于能力的人才管理体系

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更多详情

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[cn.mercer.com/mercercollege](http://cn.mercer.com/mercercollege),

或者联系相关人员。

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## MERCER COLLEGE

# APPLYING COMPETENCY MODELING AND PROFILING

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 models. Often there is a significant gap between the expectations of competency modeling and the reality of day-to-day HR executions. The Applying Competency Modeling and Profiling workshop is designed to fill that gap and provide participants with practical tools that convert theory into reality.

### PROGRAM OVERVIEW

This two-day workshop is practical and hands-on. Participants can expect to be actively engaged while learning how to develop and implement a competency-based talent management system. Participants 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.

### TOPICS COVERED

- The purpose of competency modeling and profiling:
  - Sharing to a holistic approach to competency modeling and its application.
  - Linking to Mercer's 3P management and competency model.
- Competency and competency modeling:
  - Understanding the three types of competencies: core, leadership, and technical.
  - Developing competencies step-by-step.
- The process of competency profiling:
  - Identifying competency requirements for specific positions.
  - Learning the steps of competency profiling.

#### PROGRAM DETAILS

Dates:  
Beijing  
July 22–23, 2014

Shanghai  
May 13–14, 2014  
October 23–24, 2014

Fees:  
RMB 10,600 (6% VAT excluded)

- Competency assessment:
  - Introducing different assessment tools for measuring competencies.
  - Learning when to use different assessment tools.
- Competency model application:
  - Communicating your competency model.
  - Linking the competency model to the HR management system — that is, selection, training and development, career path design, succession, and rewards.

## BENEFITS TO PARTICIPANTS

- Learn to use well-tested tools and effective approaches to define competencies and build a model that drives the performance of leaders and technical professionals.
- Discover how to profile positions and competency requirements using a simple and clear method of competency profiling.
- Receive 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 and general practitioners who need to know how to develop a competency framework and use practical tools for implementing competency-based HR management systems

### PROGRAM DETAILS

Dates:  
Beijing  
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Fees:  
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