

SYLLABUS

JOB ANALYSIS (JA) AND JOB DESCRIPTIONS (JD)

Compensation & Benefits Connect Cast Series with Robert Mosley

Localised(values={})

Tuesday, 20 August 2024

- The Golden Triangle of Reward Management (Jobs, People and Performance, and Pay Markets)
- Why are Job Analysis and Job Descriptions important?
- What is Job Analysis, and the Purpose of Job Analysis and the Different Methodologies
- Using Job Analysis to Understand Job Roles and Accountabilities
- Formats of "Job Description", "Accountability Statement", and "Job Profile"
- Step-By-Step Guide to Developing and Writing Job Descriptions
- Describing Accountabilities and Knowing How to Identify the Key Accountabilities
- Current Best-Practice Process for Writing Job Descriptions and Involving Your Employees
- Linking Job Analysis to Competency Libraries
- Linking Job Descriptions to Performance Management and Other Areas of HR

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SUMMARY OF MAIN CONCEPTS OF JOB EVALUATION (JE)

Compensation & Benefits Connect Cast Series with
Robert Mosley

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Wednesday, 21 August 2024

- What is Job Evaluation and Why Have Grades?
- The Golden Triangle of Reward Management (Jobs, People and Performance, and Pay Markets)
- How Grading and Salary Structures have Developed and Global Trends
- The Role of Job Evaluation and Determining Comparative Job Size and Internal Relativities
- Understanding Jobs and How to Effectively Place Jobs in the Correct Grade Hierarchy
- The Common Golden Rules of All Job Evaluation Systems
- Understanding the Step Approach to Job Size (Single-Step or Double-Step or Broad-Banded)
- Commonly Used Best-Practice Proprietary Systems of Job Evaluation
- Brief Review of the "Hay Group (Korn Ferry) Guide Chart and Profile Method of Job Evaluation"
- Other commonly Used Best-Practice Systems of Job Evaluation (eg: Mercer, Towers-Watson)
- Comparisons Across Different Job Evaluation Systems and Mapping

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GRADE STRUCTURES

Thursday, 22 August 2024

- Designing and Building Grade Structures
- How Many Grades Should Your Organisation Have from Top-to-Bottom?
- Determining Grades and Overall Grading Structure to Fit Organisation Requirements
- Defining a Grade and the Different Spread of Grades (Single-Step, Double-Step, Broad-Band)
- The Pros and Cons of Broad-Banding in Different Organizational Cultures
- Benchmarking and Designing a Grade Structure Compared to Other Companies
- Latest Trends on Job Family Grade Structures and Generic Job Titles Aligned to Grades
- Managing Development of Employees and "X-1" Principle and "X+1" Principle
- Managing and Maintaining Grading Structures and Latest Trends on Agility and Agile Grades
- Managing Promotions and Upgrades Through a Grade Structure
- Coping with Employees who Reach the Maximum of their Grade Payscale

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PAY STRATEGY (POSITION, MARKET, PHILOSOPHY. MIX-OF-REMUNERATION)

Compensation & Benefits Connect Cast Series
with Robert Mosley

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Tuesday, 27 August 2024

- The Golden Triangle of Reward Management (Jobs, People and Performance, and Pay Markets)
- Why is Compensation and Reward Management Important?
- The Key Components of Pay Market Benchmarking and Compensation Design:
 - Pay Strategy
 - Grade Structure
 - Market Data
 - Number of Months
- Understanding the Key Definitions, Statistics (Percentiles), and Modern Approaches
- Getting the Correct Pay Market Position and Understanding Sector Pay
 - Year 1: Selecting a Comparator Group
 - Years 2-5: General Market Pay Positioning
 - Developing a Pay Strategy (Flat Strategy, Ascending Strategy, Descending Strategy)
- Determining a Pay Strategy Matrix for a "Group" of Companies or Subsidiaries
- Managing the Balance between Employee Expectations and Ability-to-Pay
- Practical Exercise to Help Your Management Team to Develop a Pay Strategy

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PAY DATA AND PAY BENCHMARKING AND DESIGNING PAYSCALES

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Wednesday, 28 August 2024

- Recap on the Golden Triangle of Reward Management (Jobs, People and Performance, and Pay Markets)
- Recap on the Key Components of Pay Market Benchmarking and Compensation Design
- Benchmarking on "Total Cash" or "Total Remuneration".
- Bringing all 4-Ingredients Together to Design Total Remuneration Structures
- Practical Exercise on Building a Spreadsheet to Analyse "Total Remuneration"
- Establishing the Midpoint Salary of Pay Ranges which is Designed to Deliver the Pay Strategy
- Calculation Formulae for Determining Minimum-Midpoint-Maximum of Payscale
- The Single-Step Approach (80%-120%) and the Double-Step Approach (70%-130%) and Other Ranges

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IMPLEMENTING PAYSCALES

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Thursday, 29 August 2024

- Defining and Using "Compa-Ratios" and Managing Pay-Ranges and Position-in-Range
- Detailed Practical Guidelines for Implementing and Understanding "Compa-Ratios"
- Managing Progression Up Through a Pay Range and Managing Internal Equity
- How to Determine the Appropriate Salary to Offer in Recruitment
- How to Develop Compensation Policies for Promotion and Progression
- Coping with Employees Who Reach the Maximum of their Payscale
- Agile Pay Ranges and Using Ranges-Within-Ranges (eg: Super-Minimum and Super-Maximum)
- Managing "Narrow-Bands" and "Broad-Bands" and "Ranges-within-Range"
- Different Advanced Options for Managing "Pay Premium" for Specialist Roles

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PERFORMANCE MANAGEMENT (OBJECTIVES, COMPETENCIES, DEVELOPMENT)

Compensation & Benefits Connect Cast Series
with Robert Mosley

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Tuesday, 3 September 2024

- The Golden Triangle of Reward Management (Jobs, People and Performance, and Pay Markets)
- The Role of Performance Management and Performance Appraisals to Determine Employee Ratings
- Latest Trends in "Agile Performance Management" and "Next-Generation PM"
- The Three Pillars of Performance Management: OCD (Objectives, Competencies, Development)
- Objectives: Understanding KRAs and KPIs or OKRs and the New Trend of MSCs
- Competencies: Understanding Competencies and Developing a Competencies Framework
- Development: What are Development Options and Managing PDPs (Personal Development Plans)
- What is Happening to KRAs and annual KPIs, and Say Goodbye to KPIs and Say Hello to MSCs
- The Balancing Act of Objectives (KPIs or MSCs) and Competencies (Behaviours) in Overall Appraisals

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PERFORMANCE APPRAISALS AND RATINGS

Compensation & Benefits Connect Cast Series with Robert Mosley

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Wednesday, 4 September 2024

- What does a Best Practice Performance Appraisal Form Look Like?
- Managing Performance Ratings and Performance Distribution Curves
- Current Best-Practice Approaches to Performance Appraisal Rating Scales
- Rating Scales: How Many Points (4 or 5 or 6 point systems)?
- Rating Scales: What Words?
- Weighting of "Objectives and Goals" versus "Competencies and Behaviours"
- Using Forced Distribution Curves of Appraisal Ratings
- Do We Still Have the "Bell Curve" and What Happens to Forced Distributions of Ratings?
- Understanding and Managing the "Snap-Ratio" of the Skewed Distribution Curve of Ratings
- Adjusting the Distribution Curve of Employee Ratings to Reflect Company Results
- Knowing When Managers Have Been Too-Generous or Too-Mean with their Ratings of Employees
- Practical Solutions for Managing a Forced Distribution Curve of Performance Appraisal Ratings

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PAY-FOR-PERFORMANCE (MERIT-PAY AND ANNUAL PAY REVIEW)

Compensation & Benefits Connect Cast Series with
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Thursday, 5 September 2024

- What Motivates and Retains an Employee?
- Performance Management and The Goal of Linking Pay to Performance
- Managing the Annual Merit-Pay Review Process and Linking Pay with Performance
- Conducting and Managing the Annual Pay Review Process (both Fixed-Pay and Merit-Pay)
- Linking Merit-Pay and Annual Pay Reviews to Individual Employee Performance Ratings
- Rewarding Performance within Basic Salary Increases and Merit-Pay Reviews
- Rainbow Curves to Manage Compensation and Pay-for-Performance
- Developing and Using a Merit-Matrix (both "Traditional" and "Constrained")
- Managing an Annual Pay Review Process and Managing Progression Up Through a Pay Range
- Managing Compa-Ratios and Using Compa-Ratio Progression Guidelines
- Coping with Lump-Sum Payments instead of Pay Reviews for Employees at Maximum of Pay Range

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BONUS SCHEMES (STIPS)

Tuesday, 10 September 2024

- The Golden Triangle of Reward Management (Jobs, People and Performance, and Pay Markets)
- The Role of Variable Pay Schemes
- Types of Variable Pay Schemes and Current Best-Practice in Variable Pay Management
- The Difference between Bonus (past recognition) versus Incentive (future motivation)
- Importance of Understanding What Motivates an Employee?
- Importance of "Build-Up" (funding the plan) and "Pay-Out" (determining target plan payments)
- Gearing Effects and Bonus Multipliers aligned to Employee Performance
- Types of Company-Wide Bonus Schemes (such as profit-sharing bonus)
- Building a "Bonus Matrix" aligned to both Company Performance and Employee Performance

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SIPS (SALES INCENTIVE PLANS)

SIPs (Sales Incentive Plans)

- What are SIPs (Sales Incentives Plans)
- The Three “Must-Do” and the Three “Must-Avoid” Golden Rules of SIPs
- Understanding the Different Types of Sales Employees (Hunters, Farmers, Gatherers, Supporters)
- Managing the Mixture of Fixed-Pay versus Variable-Pay within the Total Cash Package
- Expressing On-Target Bonuses as a Percentage of Annual Basic Salary (the “HR” approach)
- Expressing On-Target Bonuses as a Percentage of Annual Total Cash (the “Sales” approach)
- The 10-Step Plan for Designing Successful SIPs for “Hunters/Farmers/Gatherers” (Sales)
- Understanding and Managing the Key Fulcrum Points for SIPs:
 - Setting the “On-Target” or “100%” Level
 - Setting the “Threshold” or “Minimum” Level
 - Setting the “Stretch” or “Ceiling” or “Maximum” Level
- Expressing SIPs as a “Percentage Commission” Scheme
- Understanding the importance of “Annual True-Up” and True-Up Calculations

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RECOGNITION SCHEMES AND RETENTION PLANS

Compensation & Benefits Connect Cast Series with Robert Mosley

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Thursday, 12 September 2024

- The Role of Recognition Programmes for Employees
- Main Types of Recognition Schemes
- Identifying the Implementation Techniques for Retention Schemes
- Understanding the Popularity of Different Retention Schemes and "What Works Best"
- The Role of Retention Plans for Employees
- What is a Retention Plan in Both a Risk and Non-Risk Context?
- Why have Retention Plans Linked to Talent Management and Key Employee Plans?
- Identifying the Most Appropriate Retention Plans
- The Three "Ps" of Retention: Potential or Pressure or Pain
- Retention Payments: How Much and Why and Who?
- Designing and Implementing a Retention Plan