



Course-1

'Intermediate and Advance Level'

COMPENSATION & REWARD MANAGEMENT

February 12-13 2020 | Marriott Hotel - Karachi | 9:00am to 5:00pm

Course-2

MANAGING PAY-FOR-PERFORMANCE AND MERIT-PAY

February 14, 2020 | Marriott Hotel - Karachi | 9:00am to 5:00pm

2 Separate Programs



Facilitated by

Robert Mosley

- Global Remuneration Expert and Consultant
- Former SVP Human Resources, Emirates Group



For Registration & Details:

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Helping You Succeed!

Course-1

'Intermediate and Advance Level'

COMPENSATION & REWARD MANAGEMENT

February 12-13 2020 | Marriott Hotel - Karachi | 9:00am to 5:00pm

Key Benefits:

- **Increase** your business performance and employee effectiveness through implementing compensation and reward systems that attract, retain and motivate staff
- **Align** your basic salary structures and grades and compensation and reward systems to your business objectives and human resources strategy
- **Discover** practical steps for implementing a grading system with a basic salary structure and pay scheme or for updating your existing compensation structures
- **Develop** solutions for your own compensation and reward issues and challenges based upon practical case studies and interactive course and clinic discussions
- **Network** with your fellow course delegates and course tutor to discuss practical issues related to compensation and reward management that will help you in your workplace

Course Objective:

The aim of this 2-day course is to enable participants to get a better understanding of the latest advanced best-practice approaches for remuneration design and benchmarking and give practical guidance to enable you to implement your own plans, and achieving better business results through a more effective approach to pay benchmarking based upon annual total remuneration, looking at all components of the total annual remuneration package. This course will give practical guidance to enable you to implement your own plans, and achieving better business results through a more effective approach to designing compensation plans.

Case Studies:

This course is designed for companies from all countries in Pakistan and Asia will and include the following case studies designed around best-practice companies based in Pakistan:

- Determining a reward policy as part of the HR strategy and business mission and vision
- Establishing a reward strategy linked to business strategy
- Designing and selecting the most appropriate grading/salary structure
- The debate of single bands versus broad-banding
- The business benefits of single bands versus broad banding in managing jobs and grades
- Establishing pay ranges that are externally competitive with market pay surveys
- Designing the basic salary structure midpoints and payscales and pay ranges
- Designing the basic salary structure and payscales and progression management
- Managing base salary progression and management of compa-ratios
- Managing the overall mix of the total reward package between salary and benefits and bonuses

Course Methodology:

You will be provided with the information you need to make changes to your grading and salary structure. You will have an opportunity to test various ideas and to establish what may work for you. You will also be given access to various tools and techniques, as well as information on the latest trends and developments both in Asia and globally. This course will involve working both individually in teams on practical case studies to gain detailed hands-on experience using the various tools and techniques that will be discussed throughout the course.

Who Should Attend?

This course is designed for everyone who requires an in-depth advanced knowledge of working with and managing salary structures and compensation and reward issues, including both HR generalists and C&B specialists and all professionals who work in HR at all career levels. *All specialists who work in **Compensation and Benefits**, and anyone in HR who wish to develop their skills in either designing remuneration structures and advanced pay benchmarking and/or managing compensation.*

COURSE AGENDA

Introduction and Recap on Fundamentals:

- The golden triangle of Reward Management (jobs, people and performance, and pay markets)
- Why is compensation and reward management important?
- The role of grading and salary structures in compensation and reward
- How grading and salary structures have developed in Asia and Globally
- Recap on the main "Fundamental Elements" of Managing Compensation and Salary Structures:
 - The various calculation formulae for determining minimum-midpoint-maximum
 - The single-step approach (80%-120%) and the double-step approach (70%-130%)

Key Components of Pay Market Benchmarking and Compensation Design:

- The four necessary ingredients for successful remuneration design:
 - Pay Strategy
 - Market Data
 - Grade Structure
 - Number of Months

Ingredient-1 of Pay Strategy:

- Understanding the key Definitions, Statistics, and Modern Approaches
- Knowing the key pay components and defining the appropriate pay market
- Selecting the right pay market position and understanding sector pay
- Determining a pay strategy benchmark and reward strategy
- Linking the pay strategy and reward strategy to the HR strategy and business goals
- How to assess if your pay structure is meeting your business objectives
- Managing the balance between employee expectations and ability-to-pay

Ingredient-2 of Grade Structure:

- The role of job evaluation and the main job evaluation systems
- The key job evaluation approaches and methodologies
- The internal role to develop the grading structure
- The external role to enable pay market benchmarking
- Building the grade structure and determining how many grades
- Understanding "single-step" and "double-step" grades
- The pros and cons of broadbanding in different organisational cultures
- The new trend back towards more grades to both manage costs and improve employee careers

Ingredient-3 of Market Data:

- Understanding different types of market pay surveys and definitions
- Knowing how to interpret and utilise external pay market survey data and pay surveys
- Using survey data from consultants or gathering your own survey data
- Using salary surveys and market pay benchmarking tools in salary structure design

Ingredient-4 of Months:

- Are you designing for 12 or 13 or 14 guaranteed months (plus variable bonuses/incentives) Advanced Benchmarking on "Total Cash Package" and on Each Component (Salary, Bonus, Allowances):
- Bringing all 4-ingredients together to design advanced total remuneration structures
- Practical exercise on building a spreadsheet to analyse "total remuneration" for benchmarking
- Benchmarking on "total cash package" and on each component (salary, bonus, allowances)
- Selecting a grade and salary structure to meet your business requirements
- Benchmarking and designing a grading and salary structure and total rewards spreadsheet

Designing Salary Payscales and Compensation Structures:

- Establishing the midpoint of the pay-range for each grade
- Determining the minimum and maximum salaries for pay-ranges
- The various calculation formulae for determining minimum-midpoint-maximum
- The single-step approach (80%-120%) and the double-step approach (70%-130%)
- Defining and using compa-ratios and managing pay-ranges and position-in-range

Implementing New Grading and Salary Structures:

- The role of management in implementation
- The role of the HR and reward specialist
- Guidance on how to make changes that ensure successful implementation
- Communicating the new structures to employees
- Managing progression through a pay range and managing compa-ratios
- Coping with employees who reach the maximum of their payscale

Advanced Techniques for Managing Market Pay Premium:

- Different options for managing "pay premium" for specialist roles:
 - Adjusted basic salary payscale or specialist grades with dedicated payscales
 - Additional skills premium allowance or market allowance
 - Using ranges-within-ranges or using restrictive compa-ratio ranges
- Advanced concepts for managing salary structures and advanced design of payscales
- Managing "Narrow-Bands" and "Broad-Bands" and "Ranges-within-Range"

Closing Summary

- End-of-day clinic and Q&A session on other advanced C&B issues

PLEASE BRING A LAPTOP as this two-day course uses several powerful and practical spreadsheets.



MANAGING PAY-FOR-PERFORMANCE AND MERIT-PAY

February 14, 2020 | Marriott Hotel - Karachi | 9:00am to 5:00pm

Key Benefits:

- **Increase** your business performance and employee effectiveness through implementing advanced compensation and reward systems that attract, retain and motivate staff
- **Discover** practical steps for implementing a range of advanced compensation techniques including advanced methods of market pay benchmarking, and advanced tools for managing pay-for-performance.
- **Develop** solutions for your own compensation and reward issues and challenges based upon practical case studies and interactive course and clinic discussions
- **Network** with your fellow course delegates and course tutor to discuss practical issues related to compensation and reward management that will help you in your workplace

Course Objectives:

This course will provide you with the guidance to manage your annual pay review process and implement merit-pay as part of your overall approach for managing pay-for-performance, which will assist the company to attract and retain employees in an increasingly competitive pay market. This course will explain how to manage performance ratings and how to analyse the distribution curve of performance ratings, and if necessary how to use the new approach of "snap-ratio" to manage a forced distribution curve of performance ratings. This course will explain in practical detail how to link pay with performance, especially through the annual pay review process and using merit-pay awards.

Most employers want to ensure that they can "attract, retain and motivate" the best employees and teams, and this one-day course will cover the key areas in the overall compensation and benefits package that are linked to the performance of the employee, to enable employers to compete more effectively in the war for talent whilst achieving cost-effectiveness for the employer.

Case Studies:

This course is designed for companies from all countries in Asia will and include the following case studies designed around best-practice companies based in Asia:

- The "Golden Triangle" of Managing Reward and the impact of on motivation and retention
- Key features of performance management and appraisal systems if C&B is to be successful
- Learn how to balance short-term financial constraints with long-term retention imperatives
- Learn how to adopt traditional pay review plans to be more selective on pay-for-performance
- Explore the compensation tools that can be used to retain and motivate top-performers
- Learn how to manage the costs of the annual pay review process whilst rewarding top-performers
- Using retention schemes and recognition plans as a strategic component of reward management

Course Methodology:

This course will provide you with the latest best-practice advanced compensation techniques and you will have an opportunity to discuss and test various ideas and to establish what may work for your company. You will be given access to various tools and techniques, as well as information on the latest advanced trends and developments.

Who Should Attend?

This course is designed for everyone who requires an in-depth advanced knowledge of working with and managing salary structures and compensation and reward issues, including both HR generalists and C&B specialists and all professionals who work in HR at all career levels. *All specialists who work in Compensation and Benefits, and anyone in HR who wish to develop their skills in managing merit-pay and pay-for-performance and managing retention bonus schemes.*

PLEASE BRING A LAPTOP as this one-day courses uses several powerful and practical spreadsheets.



COURSE AGENDA

Introduction:

- The golden triangle of Reward Management (jobs, people and performance, and pay markets)
- The role of grading and salary structures in compensation and reward
- What motivates and retains an employee?

Next Generation Performance Management:

- Latest global trends in Performance Management
- Modern trends on annual appraisal meetings and monthly informal 1:1 discussions
- What is happening to KRAs and annual KPIs?
- Next Generation Performance Management: Say Goodbye to KPIs and Say Hello to MSCs
- The balancing of objectives/KPIs/MSCs and competencies/behaviours in the overall appraisal rating

Managing Performance Ratings and Performance Distribution Curves:

- Current best-practice approaches to performance appraisal rating scales
- How many points should you have in your performance appraisal rating scale
- What words should you use to describe each appraisal rating point
- Do we still have the "bell curve" and what happens to forced distributions of appraisal ratings?
- Understanding and managing the "snap-ratio" of the distribution curve
- Knowing when managers have been too generous or too mean with their appraisal ratings
- Practical solutions for managing a forced distribution curve of appraisal ratings
- Adjusting the distribution curve of employee ratings to reflect company results

Managing the Annual Merit-Pay Review Process and Linking Pay Reviews 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
- Rewarding performance within basic salary increases and merit pay reviews
- Rainbow curves to manage compensation and pay-for-performance and using a merit-matrix
- Linking merit-pay to individual performance
- Conducting and managing the annual pay review process
- Managing an annual pay review process and managing progression through a pay range
- Managing compa-ratios and using compa-ratio progression guidelines

The Role of Retention Programmes for Employees:

- What is a retention programme 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 schemes for your company
- Types of retention plans and the typical costs of retention schemes

Closing Summary

- End-of-day clinic and Q&A session on other advanced C&B issues

Organizations who have benefitted from Robert's Programs



Feedback of previous participant about Robert's Program

“ The program has all new concepts of Comp & Ben. It was an excellent training program ”

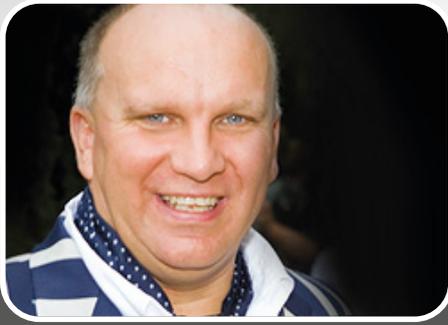
Muhammad Bilal, GM HR, International Steel Limited

“ It was great to get an in-depth and practical experience of evaluating jobs ”

Mir Usman Kaiser, Deputy Manager Group Compensation, Engro Corp.

“ An excellent trainer who has magically managed the course contents with a mix of humor added ”

Ayesha Sharjeel, Head of HR, HBL Asset Management Ltd.



Robert Mosley

Global Remuneration Expert and HR Consultant
CEO of Lemon Pip Consulting Limited
(UK, Middle East and Asia)

Robert Mosley was awarded the "Global Human Resources Leadership Award" in February 2017 by the "World HR Congress" to recognize his global "guru" status and his iconic work in the field of compensation, and he is now widely regarded as one of the top global experts in compensation.

Robert Mosley is widely recognised in many industries and many countries as one of the leading global experts on compensation and benefits, and is also a leading expert in the more general field of human resources and performance management. His main areas of expertise and specialism are in the fields of job analysis, job descriptions, job evaluation, grading schemes, pay structures, allowances, bonuses and incentives, industrial relations and collective agreements, e-HR systems, performance management, performance appraisals, and all issues on compensation and benefits globally, especially in the GCC and Asia having worked in these regions for over 25 years.

Robert was born and educated in London (in UK) and he graduated with a MA masters degree in Mathematics from Oxford University (in UK) in 1983, and then obtained his MBA masters degree in business studies from London Business School (in the UK) and Chicago Business School (in the USA) in 1985. He then became a member of the Chartered Institute of Personnel and Development (in UK) with an FCIPD qualification, after deciding to focus on HR.

Robert has over 30 years of experience in HR and C&B, and he developed a detailed interest in compensation and benefits when he was employed by Hay Group (Hay Management Consultants) in the UK and UAE from 1985-1990, during which time he became a recognised expert on HR issues in several industries, and did HR consulting work in over 20 countries, mainly in the areas of compensation and total rewards. On leaving Hay Group, he joined Emirates Group and Emirates Airline based in Dubai where he worked for 13 years from 1990-2003 and he was promoted to SVP Human Resources with over 22,000 employees in 60 countries. At all times, Robert kept a detailed hands-on role on all remuneration policies globally, and on all general HR policies and procedures. In 2003, Robert left Emirates Group to establish his own consulting business focusing on HR and C&B called Lemon Pip Consulting Limited, and over the past ten years he has developed a very successful specialist consulting practice with over 500 clients.

Robert currently spends most of his time working in and around the Middle East and Asia, and offers an expert range of services and solutions on all compensation and benefits issues. Robert has been offering extremely popular training courses through IIR for the past fifteen years, with highly successful courses on "Job Descriptions and Job Evaluation and Grade Structures", "Compensation and Salary Structures", "Performance Management and Performance Appraisals" and "Advanced Compensation".

In his spare time, Robert is a keen traveler, and he completed an expedition across Antarctica, and is a keen golfer (spending several weeks each year as a sports psychologist on the PGA tour).

Course 1 - Two Days

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COMPENSATION & REWARD MANAGEMENT

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Fee **85,000** +SST per participant

Course 2 - One Day

MANAGING PAY-FOR-PERFORMANCE AND MERIT-PAY

February 14, 2020 | Marriott Hotel - Karachi | 9:00am to 5:00pm

Fee **49,500** +SST per participant

SPECIAL OFFER

3 Days Discount Package

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