

a different kind of
learning

Mercer HR Academy



Performance and rewards

- Performance and rewards fundamentals
- Optimizing benefits
- Sales incentive plan design
- Executive remuneration fundamentals
- Global mobility fundamentals
- Producing quality position descriptions



Performance and rewards

Performance and rewards fundamentals

Are employees being productive? How do you build performance structures and rewards that can motivate employee productivity? These are some questions organisations are asking. Performance and Rewards are at the heart of what HR should be doing strategically and tactically.

This course gives you a better understanding of the relevance of performance and rewards to employee productivity. We will provide you with guidelines on how to review your company's current system and implement innovative solutions to performance and rewards problems based on the fundamentals you take from this course, including performance management cycles, the 3P model, and compensation frameworks.

Benefits to participants

- Build performance structures and rewards to support performance goals.
- Use the performance management cycle to improve employee productivity.
- Establish pay levels based on compensation strategy.
- Review your company using a compensation framework.
- Implement innovative solutions to improve performance management and rewards.

Topics covered

Relevance of performance and rewards to employee productivity

- Importance of performance and rewards
- Definition of performance management
- Components of the performance management cycle
- Effective ways to complete the performance management cycle

Fundamentals and structures of compensation

- Aspects of compensation strategy
- Basic terms around compensation
- Best ways to establish pay levels
- Compensation focus areas

3P Model for performance rewards

- Components of the 3-P model

Compensation framework and case studies

- Definition of compensation framework
- Case studies: problems and solutions
- Review of your company

Performance and rewards

Optimizing benefits

The cost of employee benefit plans is ever increasing, and HR professionals are looking for innovative ways to optimize benefits offering while maximizing the company's return on investment.

A company's benefit plan is a crucial part of incentivizing employees to perform, but most HR professionals struggle with designing a plan that suits the majority of employees. This course begins with clarifying the content of employee benefit plans and explains the types and phases of benefit programme design. In this module, you will get a chance to analyze an implementation case study and learn new skills on how to design an employee benefits programme for your organisation.

Benefits to participants

- Identify which benefit items can best fulfill your employees' needs.
- Design and implement a flexible benefit programme for your company.
- Make the right decisions based on the diverse needs of your workforce.
- Use the best communication method to engage your employees.

Topics covered

Employee benefits

- Employment policy benefits
- Supplementary benefits
- Work-life balance benefits

Flexible benefits

- Diverse needs
- Definition and types
- Motivation and challenges

Benefits programme design and implementation

- Flexible benefit frameworks
- Four phases of implementation
- Feasibility case study
- Benefits communication and maintenance

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Sales incentive plan design

As an HR professional, have you ever been challenged on your sales incentive programme with questions such as *"Is it fair?"*, *"Why is it this way?"*.

Incentive plans are used to encourage employees to perform at high levels of productivity. However, every sales incentive plan must be designed to fit the unique needs of the business - it must be aligned with the business strategy and circumstances of each organisation and role. This module teaches how to design a sales incentive plan, and how to address 10 critical design decisions.

The aim of this course is not to give you a single solution, but to enable you to make appropriate judgment calls that are suitable to your organisation. At the end of this course, you will be well-equipped to start designing or redesigning your own sales incentive plan, and provide you with tips helping you to better communicate the benefits plan to the employees.

Benefits to participants

- Learn how to design or redesign your sales incentive plan.
- Better communicate the details of the plan to employees - both the what and the why.
- Make appropriate judgment calls when designing your company's sales incentive plan.

Topics covered

Defining a sales incentive plan

Objectives of a sales incentive

Process of designing a sales incentive plan

The 10 decisions critical to designing a sales incentive plan

- Defining the reward philosophy
- Analysis of sales role and who should participate in the incentive plan
- Setting target pay levels
- Determining pay-mix
- Selecting the right performance measures
- Identify relationship between performance and reward

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Executive remuneration fundamentals

As an HR professional, it is important to understand what is executive remuneration. And how can an organisation leverage on an executive remuneration that creates a competitive advantage that can attract and retain the best and brightest executive talent.

Globalization and industry consolidation have led to a shortage of executives with the knowledge and expertise to run leading multinational firms. Proven, successful, and aligned executive remuneration plans can therefore be an important competitive advantage. The competition for the best employees will continue to challenge HR professionals, but this course sheds light on the fundamentals of executive remuneration and discusses the current issues. After completing this course, you will be equipped with the knowledge how to design or modify your company's executive remuneration plan.

Benefits to participants

- Learn how to design or modify executive remuneration in your company.
- Contribute to your company's overall dialogue concerning compensation philosophy and strategy.
- Use executive remuneration strategically, and make it one of your competitive advantages.

Topics covered

Contemporary executive remunerations issues

The unique considerations of executive remuneration

"Pay for performance" as a concept and philosophy

The fundamentals of executive remuneration

General regulation and governance of executive remuneration

Performance and rewards

Global mobility fundamentals

Mercer's Global Mobility Fundamentals is the perfect starting point to help HR professionals develop their skills and expand their knowledge how to work more effectively in today's globalized business and talent environment. In this module, you will learn the considerations every organisation must look at when moving employees across borders. Learn how to deploy employees on international assignments and to understand the complexities, costs, risks and opportunities associated with managing and international workforce.

This module will help you understand the essential, basic principles of expatriate compensation and benefits, exploring various remuneration approaches that are suitable to specific situations. The course also looks at the typical assignment life cycle, identifying the key activities and potential challenges that need to be anticipated and addressed for a successful assignment. The course also includes an explanation of the "Balance Sheet" remuneration approach, which is a widely used expatriate remuneration approach for expatriates worldwide. It also explains the typical components of an expatriate remuneration package, as well as introduces the 'Cost of Living' and 'Hardship' allowances.

Benefits to participants

- Understand prevalent trends in Global Mobility to align your organisation to market practices.
- Use the assignment life cycle to plan the key steps of the assignment and prepare for common challenges.
- Identify the most suitable assignment type according to the specific business needs.
- Build effective expatriate compensation packages by including relevant allowances and benefits.
- Maximize the Return on Investment of the international assignment by managing the risks and the cost of the assignment.
- Downloadable tools and models for everyday use.

Topics covered

Fundamentals of global mobility and expatriate compensation principles

- Trends in global mobility
- Definition of global mobility and key terms
- Types of international assignments
- Overview of expatriate benefits and allowances

Managing expatriates

- Common challenges in managing expatriates
- Designing an effective compensation package

Basic overview of the "Balance sheet" remuneration approach

- Overview and case-study of the "Balance Sheet" remuneration approach
- Managing the cost of assignment
- Supporting the expatriate during assignment
- Failure of international assignment

The assignment lifecycle

- The 7 stages of a typical international assignment
- Repatriation, redeployment, and localization

Performance and rewards

Producing quality position descriptions

For an organisation to operate effectively, roles and responsibilities must be clearly defined and established. A clear position description not only ensures individuals know what is expected of them and where to focus their energy, but it also ensures consistency across multiple areas of the company. Furthermore, it has a direct impact on HR outcomes, such as productivity, employee engagement, and M&A integration.

This course covers the importance of position descriptions and explains the CAD (Collect, Analyze, Document) job analysis model, an effective tool for HR professionals to make clear position descriptions within their companies.

Benefits to participants

- Use position descriptions to motivate employee productivity and engagement.
- Ensure consistency across multiple areas of the company.
- Use job analysis to improve workload distribution.
- Apply the CAD job analysis model to position descriptions in your company.

Topics covered

Understanding position descriptions and their importance

Performing job analysis

- Importance of a job analysis exercise
- CAD (Collect, Analyze, Document) job analysis model

Collecting the components of job analysis

Search and gather

Analyzing the components of job analysis

Documenting the components of job analysis

- 10 essential elements and optional add-ons