

informa Certificate in Compensation & Reward Management

*Managing Salary Structures And Designing Variable Pay
Schemes As Part Of Compensation And Total Reward Management*

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Earn Up To 30 CPD Points

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Led by **Robert Mosley**

On This Course, You Will:

1. **Increase** business performance and employee effectiveness by implementing compensation and reward systems that attract, retain and motivate staff
2. **Align** your basic salary structures and grades, and compensation and reward systems to your business objectives and HR strategy
3. **Implement** a grading system with a basic salary structure and pay scheme, or update your existing compensation structures
4. **Develop** solutions for your own compensation and reward issues and challenges based on practical case studies, and interactive course and clinic discussions
5. **Network** with your fellow course delegates and course tutor to discuss practical issues at your workplace

A five-day course culminating in the "Certificate In Compensation And Reward Management"

6 – 10 May 2018*

The Address Hotel, Dubai Marina, Dubai, UAE

30 September – 4 October 2018*

The Address Hotel, Dubai Marina, Dubai, UAE

16 – 20 December 2018*

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Delegates are required to bring a
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The CPD Certification Service

About CPD

Established in 1996, The CPD Certification Service is the independent CPD accreditation centre working across all sectors, disciplines and further learning applications and supports policies of institutional and professional organisations globally.

CPD is the term used to describe the learning activities professionals engage in to develop and enhance their abilities and keep skills and knowledge up to date. This course is an accredited Continuing Professional Development (CPD) training which means it meets CPD standards and benchmarks. The learning value has been scrutinised to ensure integrity and quality.



Course Requirements And Certificates

Delegates must meet two criteria to be eligible for an Informa Certificate of Completion for a course:

1. Satisfactory attendance – delegates must attend all sessions of the course. Delegates who miss more than 2 hours of the course sessions will not be eligible to sit the course assessment
2. Successful completion of the course assessment

Delegates who do not meet these criteria will receive an Informa Certificate of Attendance. If delegates have not attended all sessions, the Certificate will clearly state the number of hours attended.

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Meet Your Expert Course Leader



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

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

Robert has over 30 years of experience in HR and C&B. He developed a detailed interest in C&B 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. He then joined Emirates Group and Emirates Airline in Dubai, worked for 13 years from 1990-2003, and was promoted to SVP Human Resources with over 22,000 employees in 60 countries. Robert kept a detailed hands-on role on 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 six years he has developed a very successful specialist consulting practice with over 400 clients. His two main areas of specialism are working with clients in the Middle East region, and in the global aviation industry.

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 Informa for the past 15 years, with highly successful courses on "Job Descriptions, Job Evaluation And Grade Structures", "Compensation And Salary Structures", "Performance Management And Performance Appraisals", "HR Policies And Procedures", "Advanced Compensation" and "Nationalisation."

"Robert has excellent practical experience and provided several examples while addressing course objectives and answering our questions. I will now start designing the grading system and salary scales in my organisation."

Wafaa Tantawi, Senior HR Specialist, **Kuwait Energy Egypt**, Egypt

"Thank you for the variety of information delivered in a professional manner on the course. Robert gave us all the chance to use new and valuable tools which will certainly help us to improve our compensation and reward management schemes."

Ali Makki, Human Resource Manager,
Kuwait Investment Company (S.A.K), Kuwait

"I would like to thank Robert for the very informative and well-structured programme. Unlike some of the courses that I have attended in the region previously, it was obvious to me that Robert wanted us to learn and offered to provide any of the information that he had with him unless it was legally not possible."

Abdullah S. Al Shukairy, Change and Strategic HR Manager,
Oman LNG LLC, Oman

"Robert Mosley has distinctive experience and knowledge in the HR field, and is well versed with issues facing the GCC countries. The examples and models he used were simple and understandable. I hope to meet Robert in future training programs, and I was quite pleased with Informa facility and the friendly helpful service I experienced."

Salwa Al-Qadi, Head of HR, **Aerospace Qatar Holding Company**, Qatar

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Course Timings

Registration will commence at 08.00 on Day One. Course sessions will start promptly at 08.30 and finish at 14.30. There will be two breaks for refreshments and lunch will be served at the end of each day's sessions.

Course Introduction

A fundamental component of reward management and HR is a grade and basic salary structure, and these are often taken for granted. Rather than make changes, HR and reward professionals try to fit the ever changing needs of their employees into a system that may not have been reviewed for many years. The course will touch on all areas of reward management, including grade structures, salary structures and payscales, allowances, pay reviews, bonus and incentive schemes, benefits, and non-financial reward opportunities such as recognition and retention schemes.

Course Methodology

This course will provide you with the information you need to make changes to your grading and salary structure, and to your pay policies and incentive bonus plans. You will have an opportunity to test various ideas and to establish what may work for you. You will be given access to various tools and techniques, as well as information on the latest trends and developments. This course will involve working in teams on practical case studies to gain detailed hands-on experience using the various tools and techniques that will be discussed throughout the five days of the course.

Case Studies

The newly updated course will include the following case studies designed around different companies based in the Middle East:

- Determining a reward policy as part of the HR strategy and business mission and vision
- Designing and selecting the most appropriate grading/salary structure
- The business benefits of single bands versus broadbanding in managing jobs and grades
- Establishing pay ranges that are externally competitive with market pay surveys
- Designing the basic salary structure and payscales, and progression management
- Understanding merit-pay and linking pay to performance
- Building the internal case for introduction/revision of a bonus plan or variable pay programme
- Selecting the most appropriate variable pay or bonus or incentive programme
- Designing the main features of a bonus scheme or incentive programme, and your communications strategy

Course Objectives

This course will provide you with the information and guidance to help you in managing your total reward system in your organisation, and help to ensure that your salary and grading structure meets your business needs, while allowing the company to attract and retain employees. In an increasingly competitive environment, when you want to attract and retain the best individual employees and high-performers, managing your overall reward package and implementing a pay for performance culture are increasingly critical tools that form part of your overall HR strategy. This five-day course will cover the key areas in the overall compensation and benefits package that enable employers to adopt best-practices and compete more effectively in the war for talent whilst achieving cost-effectiveness for the employer.

Course Outline

Introduction

- 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 the Middle East and GCC

Defining A Pay Policy For Employee Compensation

- Knowing the key pay components and defining the appropriate pay market
- Selecting the right pay market position and understanding sector pay
- Determining a pay policy benchmark and reward strategy
- Linking the pay policy and reward strategy to the HR strategy and business goals

Matching Pay Structures To Organisational Objectives

- Why organisations are considering new pay structures
- How to assess if your pay structure is meeting your business objectives
- Managing the balance between employee expectations and ability-to-pay

The Role Of Job Evaluation

- The key job evaluation approaches and methodologies
- The internal role to develop the grading structure
- The external role to enable pay market benchmarking

Developing Grading And Salary Structures

- Definition and types of basic pay structures
- Selecting a grade and salary structure to meet your needs
- The challenges of grading and salary structures for multi-national workforces
- Benchmarking and designing a grading and salary structure
- The pros and cons of broadbanding in different organisational cultures
- Methods of salary progression, merit-pay and pay-for-performance
- Changing existing grading and salary structures and transition methods

The Role Of Market Salary Surveys

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

Designing Salary Payscale 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, and 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 an annual pay review process and managing progression through a pay range
- Managing compa-ratios and coping with employees who reach the maximum of their payscale

Performance Management And The Goal Of Linking Pay To Performance

- Establishing targets and measures
- Measuring and tracking performance (of the employee and the company)
- Building a performance monitoring system linked to business performance
- Reviewing and rating individual employee performance

Managing Performance And Linking Pay With Performance Via Merit-Pay

- What motivates an employee?
- Rewarding performance within basic salary increases and merit pay reviews
- Linking merit-pay to individual performance
- Rainbow curves to manage compensation and pay-for-performance and using a merit-matrix
- Conducting and managing the annual pay review process

The Role Of Variable Pay Schemes

- What motivates an employee?
- Types of variable pay schemes and current best practice in variable pay management
- How incentive schemes can be used to help achieve business goals
- Schemes that have proved successful, particularly in the Middle East
- Current trends on variable pay and incentives
- Importance of build-up and then pay-out
- Gearing effects and bonus multipliers
- Individual plans, team plans, departmental plans
- Prevalence of various types of incentive plans

The Role Of Recognition Programmes

- Identifying the most appropriate schemes for your company
- Understanding the popularity of incentive schemes
- Some of the challenges of developing incentive schemes in the Middle East
- The case for recognition
- Types of recognition plans

The Role Of Retention Programmes

- 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

Course Summary And Concluding Multiple-Choice Exam

- Summary of reward management skills and techniques
- Optional multiple-choice exam for the "Certificate In Compensation And Reward Management"

Who Should Attend

This course is designed for everyone who requires an in-depth knowledge of working with and managing salary structures and compensation and reward issues, including all professionals who work in HR at all career levels and all specialists who work in C&B.

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Course	Course Fee Before 25 February 2018	Course Fee Before 1 April 2018	Final Fee
Certificate in Compensation & Reward Management 6 – 10 May 2018* (BC7109)	US\$ 4,495	US\$ 4,995	US\$ 5,495
Course	Course Fee Before 22 July 2018	Course Fee Before 26 August 2018	Final Fee
Certificate in Compensation & Reward Management 30 September – 4 October 2018* (BC7178)	US\$ 4,495	US\$ 4,995	US\$ 5,495
Course	Course Fee Before 7 October 2018	Course Fee Before 11 November 2018	Final Fee
Certificate in Compensation & Reward Management 16 – 20 December 2018* (BC7315)	US\$ 4,495	US\$ 4,995	US\$ 5,495

Pricing excludes 5% VAT, which will be charged where applicable

DISCOUNTS AVAILABLE FOR 2 OR MORE PEOPLE

CALL: +971 4 335 2483
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Course fees include documentation, luncheon and refreshments. Delegates who attend all sessions and pass the course examination will receive an Informa Certificate of Completion.

All registrations are subject to our terms and conditions which are available at www.informa-mea.com/terms. Please read them as they include important information. By submitting your registration you agree to be bound by the terms and conditions in full.

**Book and pay full fee for two colleagues and the third attends for FREE. Not applicable in conjunction with corporate discounts. Payment to be settled before start of the course to avail the offer. The 3 for 2 offer is valid on full price final fee registration only.*

DELEGATE DETAILS

First Name:	Surname:		
Job Title:			
Company:			
Address:			
Postal Code:	Country:	City:	
Tel:	Mobile:	Fax:	
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PAYMENTS

A confirmation letter and invoice will be sent upon receipt of your registration. Please note that full payment must be received prior to the event. Only those delegates whose fees have been paid in full will be admitted to the event.

AVOID VISA DELAYS – BOOK NOW

Delegates requiring visas should contact the hotel they wish to stay at directly, as soon as possible. Visas for non-GCC nationals may take several weeks to process.

CANCELLATION

- If you are unable to attend, a replacement delegate will be welcomed in your place. If you cancel your registration 57 days or more before the event, you will receive a refund minus a 10% cancellation fee (plus VAT where applicable). Cancellation after 56 days before the event or if you fail to attend the event will be 100% payable. All cancellations must be sent by email to register-mea@informa.com marked for the attention of Customer Services Cancellation.
- All registrations are subject to acceptance by Informa Middle East which will be confirmed to you in writing.
- Due to unforeseen circumstances, Informa reserves the right to cancel the course, change the programme, alter the venue, speaker or topics.
- For full details, please visit www.informa-mea.com/terms-and-conditions-for-delegates

EVENT VENUE

The Address Hotel, Dubai Marina, Dubai, UAE
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ACCOMMODATION DETAILS

We highly recommend you secure your room reservation at the earliest to avoid last minute inconvenience. You can contact the Hospitality Desk for assistance on:
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Email: hospitality@informa.com

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