



## Remuneration Strategy and Salary Structuring

Guiding you through the fundamentals, principles and design of salary structures, remuneration and variable pay schemes

For the full details about this workshop and for online bookings go to [www.ees.co.za](http://www.ees.co.za)



### Introduction

Salary structuring can be a tough balancing act as you need to design one that meets organisational objectives and goals whilst sustaining major motivators and key competencies in job roles. Implementing salary structures, remuneration and variable pay schemes can be a challenging. To determine salary structures, remuneration and variable pay schemes, you need credible information and thorough consideration to be able to make an informed decision.

With this in mind, this two-day training programme – Salary Structuring, Remuneration and Variable Pay Schemes – has been designed to guide you through the fundamentals, principles and design of salary structures, remuneration and variable pay schemes. As you learn and understand the relevant principles and methodologies, you will be able to interpret salary structuring, remuneration and variable pay schemes and link it to other areas of human resources.

This workshop will benefit human resource and remuneration professionals who are interested in getting a constructive approach to designing and implementing salary structures and variable pay schemes that work.

### About your expert presenter

**Michael Olivier** is the Managing Director of Synchrona Leadership Strategies. Michael's career spans diverse areas:

- ◊ He was in the computer industry for 22 years and worked extensively with leading US computer hardware manufacturers and software developers;
- ◊ As a political activist (he chaired the Five Freedoms Forum), he led a delegation of 115 people from white community to meet with the ANC in July 1989 in Lusaka and participated in international conference between business leaders from SA, leaders from the mass democratic movement and the ANC;
- ◊ He has been a Remuneration and Leadership Effectiveness consultant for more than 16 years and has founded two consulting firms of his own and was the founding CEO of Deloitte Human Capital Corp in SA;
- ◊ He is an executive coach and board director, and an advisor to government departments and companies.

Currently Michael chairs the Remuneration Committees at SARS and the Financial Intelligence Centre, the Performance Management and Remuneration Panel at SA Local Government Association and the Remuneration Committee of the Board of Harith Fund Managers. He is a member of the Human Resource at SARS and the Remuneration Committee of Discovery Holdings. He is also an advisor to the Remuneration Committees of Murray & Roberts Holdings and Ampath Laboratories. Michael has designed strategy, remuneration systems, short and long term incentives for a wide range of organisations and advised Boards on strategy execution and organisational effectiveness. He works closely with two consulting firms in the USA and Canada in developing innovative approaches to reward systems, strategy execution, change management processes and techniques to help leadership teams build resilience and the ability to renew their organisations. Michael has addressed many conferences in SA and the USA, and published numerous articles.

### Quotes from previous Remuneration Strategy and Salary Structuring Workshops

- "Presenter was interesting, had thorough knowledge of the topic – excellent presenter!" **Emily McCreadie, Rainbow Construction**
- "The facilitator exhibited excellent facilitation skills and engaged every participant in a challenging but cool manner." **Andrew Kangulu, TEVET Authority, Malawi**
- "Lots of insight gained through the workshop; more so because it was packed with so many practical examples." **T.T.Nyathela, Vhembe District Municipality**
- "I appreciated the knowledge and deep experience of the presenter and the practical exercises as 'homework' were very useful." **Corle Grobler, SKF S.A.**
- "Very efficient presentation and logically spaced bytes of information." **I.R.Wapenaar, Orchestra Company**
- "The course was very beneficial to me as it helped me to understand the issue of remuneration from the business objectives to strategy, policy and recognition. It also helps one to understand retention strategies." **Sydney Mashiloane, JMCA**
- "The input was very valuable. I can use this in our office. I learned a lot of new ways of thinking about reward methods. Thank you!" **Anna van Heerden, Fluor**
- "It was valuable coming into contact with the trends in remuneration. I had become stagnant in some of my views, particularly as far as guaranteed pay is concerned." **Malcolm Stevens, Du Roi Laboratory**
- "I appreciated the interaction with people from other organisations and being trained by someone who has experience in the local industry, as well as the variety of case studies. There was space to deal with the issues that participants came with and real life, South Africa examples, were used, which is rare to find without personal networks." **Edith Madela-Mntla, MRC**
- "I met interesting people – learnt to understand some concepts that are currently at play at my place of work. The course was highly beneficial to me!" **Ursula Thys, De Beers Group Service**

## Workshop Outline

### ◆ Introducing you to Remuneration strategy

- Showing you how to develop a remuneration strategy
- Understanding the drivers of remuneration strategy

### ◆ Overview of Salary Structures

- Recognising the role of salary structures
- Examining how salary structures have developed in South Africa and overseas

### ◆ Linking Your Salary and Remuneration Structures to Organisational objectives/goals

- Defining the types of salary structures
- Assessing the effectiveness of your organisation's salary structure
- Meeting your organisational objectives/goals with an appropriate salary structure
- Knowing when to consider a new salary structure
- Selecting a salary structure that meets and contributes to organisational objectives and across the various functions
- Common failures/pitfalls in salary/remuneration structures

### ◆ Grading your Salary Structure

- Designing, grading and salary structures
- Changing or modifying salary structures
- Managing progression within and between grades
- Overcoming the challenges of changing grading and salary structures

### ◆ Broadbanding

- Exploring alternative broadbanding models
- Knowing the pros and cons of broadbanding frameworks
- Implementing broadbanding frameworks - pitfalls and challenges
- Benchmarking broadbanded pay structures

### ◆ Implementing New Salary Structures

- Examining the role of salary surveys in salary structure design
- Negotiating with staff about salary structures
- Benchmarking and matching roles in the new structure
- Managing employee communication
- Overcoming challenges in implementing new salary structures

### ◆ Integrating Salary Structures and Variable Pay Schemes with Wider HR Initiatives

- Linking salary structures to competencies
- Recognising what role variable pay has in salary structures
- Developing performance and variable pay linkages
- Managing rewards expectations

### ◆ Overview of Variable Pay Schemes

- Identifying nature and purpose of variable pay schemes
- Designing variable pay schemes around the key performance measures and desired competencies
- Knowing short term variable pay schemes
- Looking into Long term variable pay schemes
- Inspecting common variable pay methodologies in the private and public sectors

### ◆ Choosing a Suitable Variable Pay Scheme

- Providing you with Simple steps to help determine variable pay schemes suitable for your organisation
- Using the variable pay scheme as a strategic tool to enhance organisational competitiveness
- learning how variable pay schemes help organisations attract and retain talent and promote long term employment security
- Overcoming Challenges in developing variable pay schemes

### ◆ Implementing Variable Pay Schemes

- Identifying incentives for achievements
- Recognising what factors to consider in the design and implementation of variable pay schemes
- Analysing key decision points and critical success factors
- Managing the implementation process - practical do's and don'ts

### ◆ Integrating Non-Monetary Rewards and Incentives into Overall Remuneration and Variable Rewards Schemes

- Adopting a total remuneration approach
- Do non-monetary rewards support good organizational behaviour?
- Do non-monetary rewards improve motivation towards organisational goals?
- Tailoring non-monetary rewards to improve employee satisfaction, motivation and company performance

### ◆ Linking Pay to Performance Management

- Defining effective performance management for your organisation
- The link between pay for performance and organizational ROI Opportunities
- Aligning employee effort to the organisational mission
- Attracting and retaining top performers and managers
- Developing performance metrics that maximises profit
- Achieving a balance between cash and non-cash rewards
- Measuring, tracking, reviewing and rating performance

### ◆ Retention of key staff

- Looking at global trends
- Investigating what works and what doesn't

## Attend this highly interactive workshop and benefit by

- ◆ Identifying and selecting a salary structure that meets and contributes to organisational objectives and across the various functions
- ◆ Learning to set a remuneration strategy that underpins your organisation strategy
- ◆ Knowing how to benchmark and match roles in the new salary structure
- ◆ Examining how to develop performance and variable pay linkages
- ◆ Knowing how to choose a suitable variable pay scheme
- ◆ Learning how to design variable pay schemes around the key performance measure and desired competencies
- ◆ Identifying challenges/pitfalls in salary structures and variable pay schemes



Name of workshop/seminar: \_\_\_\_\_

Date of workshop/seminar: \_\_\_\_\_

Fees per delegate: \_\_\_\_\_

**DELEGATES' DETAILS**

No	First name	Surname	Designation	Cell phone number	Email Address
1.					
2.					
3.					
4.					

**WE OFFER THE FOLLOWING DISCOUNTS AND SPECIAL OFFERS (BUT NOTE THAT YOU CANNOT COMBINE DISCOUNTS 1, 2 AND 4!)**

1. Full payment seven working days from the date of your invoice gets you a 10% discount!
2. Should you be interested in attending a specific workshop that is not presented in your area, and you need to fly and stay over, we offer you a 20% discount on that event.
3. Register three delegates for an event and a fourth delegate may attend free of charge.
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Fax: \_\_\_\_\_

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Email: \_\_\_\_\_

\_\_\_\_\_ Code: \_\_\_\_\_

Special dietary requirements: \_\_\_\_\_

Contact person: \_\_\_\_\_

Disabilities: \_\_\_\_\_

I have accepted the conditions printed below (please tick):

**FAX THE COMPLETED REGISTRATION FORM TO RYAN AT (011) 726 2400.**

**ENQUIRIES: Phone Ryan (011) 726 3040 or e-mail him at [ryan@ees.co.za](mailto:ryan@ees.co.za)**

**PAYMENT (PLEASE NOTE THAT FEES ARE PAYABLE PRIOR TO THE START OF THE WORKSHOP):**

**Electronic Transfers:**

**Bank:** FNB      **Branch:** Northcliff      **Branch Code:** 253 705      **Account No:** 62063883964

**Account Holder:** Equity Compliance and Solution (Pty) Ltd

**Cheques** to be made payable to Equity Compliance and Solution.

Once payment has been made, please fax through proof of payment. Please do not mail any payments.

**TERMS AND CONDITIONS**

1. **Cancellations:** Should you be unable to attend, we will accept your written cancellation by no later than 7 working days prior to the start of the workshop, in which event a cancellation fee of 25% will be charged. Thereafter, we regret we are unable to refund any fees, although in such cases we would be happy to welcome a colleague who would substitute your attendance or keep the credit for a following workshop with the same monetary value. Please note that the cancellation fee of 25% will still apply in such event. All cancellations must be confirmed in writing. 'No shows' on the dates of the workshop are still liable for the full payment. This clause also applies where we have received your registration form, invoiced you and awaiting your payment.

2. **EES-SIYAKHA** cannot guarantee that all events will go ahead as advertised, and as a result is not liable for any transportation or accommodation costs incurred related to the prospective attendance of an event that does not go ahead on the advertised date, in the absence of written confirmation from **EES-SIYAKHA** of the course proceeding on the relevant date (which will be furnished upon request in such event).