

HEALTH WEALTH CAREER

MERCER LEARNING
EMPOWERING TOMORROW'S
HR LEADERS TODAY



PERFORMANCE & REWARDS

MERCER LEARNING

 **MERCER**
MAKE TOMORROW, TODAY

PERFORMANCE & REWARDS FUNDAMENTALS

HR professionals need to complete our Performance & Rewards Fundamentals course to build performance structures and rewards to motivate employee productivity.

Performance & Rewards Fundamentals helps you set up performance goals, build performance structures, and provide rewards and compensation to support those performance goals. A clear performance goal and an appropriate reward system can help your company leverage and increase its HR capacity and remain competitive. This course gives you a better understanding of the relevance of performance and rewards to employee productivity. You can 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 3-P model, and compensation frameworks.

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.

3 - P MODEL FOR PERFORMANCE REWARDS

- Components of 3-P model.

COMPENSATION FRAMEWORK AND CASE STUDIES

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

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.

EXECUTIVE REMUNERATION FUNDAMENTALS

Leverage executive remuneration to create a competitive advantage and 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 to design or modify your company's executive remuneration plan.

TOPICS COVERED

CONTEMPORARY EXECUTIVE
REMUNERATION 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

BENEFITS TO PARTICIPANTS

- 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.



OPTIMIZING BENEFITS

The cost of employee benefit plans is ever increasing, so HR professionals need to optimize benefits to maximize the company's return on investment!

HR professionals are responsible for motivating employees to improve their performance in order for the company to progress. The 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 then explains the types and phases of benefit program design. Participants get a chance to apply that knowledge to analyze an implementation case study and then use their new skills to design an employee benefit program for their company.

TOPICS COVERED

EMPLOYEE BENEFITS

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

FLEXIBLE BENEFITS

- Diverse needs.
- Definition and types.
- Motivation and challenges.

BENEFIT PROGRAM DESIGN AND IMPLEMENTATION

- Three types.
- Four phases.

FEASIBILITY CASE STUDY

BENEFIT COMMUNICATION AND MAINTENANCE

BENEFITS TO PARTICIPANTS

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

SALES INCENTIVE PLAN DESIGN

As an HR professional, have you ever been challenged on your sales incentive program (“Is it fair?”, “Why is it this way?”)? Attend this course to ensure your sales incentive plan is designed appropriately, and be able to effectively answer all these questions, and more!

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 strategy and circumstances of each organization and role. This course covers, in detail, how to design a sales incentive plan, and in particular how to deal with 10 critical design decisions.

The aim of this course is not to give you the correct answer, but to enable you to make appropriate judgment calls that are suitable to your organization. At the end of this course, you will be well-equipped to start designing or redesigning your own sales incentive plan, and this in turn will help you to better communicate the details of the plan — both the what and the why!

TOPICS COVERED

DEFINING A SALES INCENTIVE PLAN

OBJECTIVES OF A SALES INCENTIVE PLAN

PROCESS OF DESIGNING A SALES
INCENTIVE PLAN

THE 10 DECISIONS CRITICAL TO
DESIGNING A SALES INCENTIVE PLAN

BENEFITS TO PARTICIPANTS

- 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.



GLOBAL MOBILITY FUNDAMENTALS

HR professionals are advised to complete Mercer's Global Mobility Fundamentals as the learning starting point in how to deploy employees on international assignments and to understand the complexities, costs, risks and opportunities associated with managing an international workforce.

This online module will help you understand the essential, basic principles of expatriate compensation and benefits, exploring different 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. It includes an explanation of the "Balance Sheet" remuneration approach, and explains the typical components of an expatriate remuneration package, including the 'Cost of Living' and 'Hardship' allowances.

The module will help towards preparing HR professionals to work more effectively in today's globalized business and talent environment, where organizations need to move employees across borders in order to have the right skills in the right place.

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 LIFE CYCLE

- The 7 stages of a typical international assignment.
- Repatriation, Redeployment, and Localization.

BENEFITS TO PARTICIPANTS

- Understand prevalent trends in Global Mobility to align your organization 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.

PRODUCING QUALITY POSITION DESCRIPTIONS

When asked what you do for a living, can you clearly describe what you do in your role? A clear position description enables HR professionals to answer this question!

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 job analysis model, an effective tool for HR professionals to make clear position descriptions within their companies.

TOPICS COVERED

UNDERSTANDING POSITION DESCRIPTIONS AND THEIR IMPORTANCE

PERFORMING JOB ANALYSIS

- Importance.
- CAD job analysis model.

COLLECTING THE COMPONENTS OF JOB ANALYSIS

SEARCH AND GATHER

ANALYZING THE COMPONENTS OF JOB ANALYSIS

- 7 tips.

DOCUMENTING THE COMPONENTS OF JOB ANALYSIS

- 10 essential elements and optional add-ons.

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

