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Annexure I

Details of Programs

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Program Name: Applied Job Evaluation

Introduction

Job evaluation and grading form the basic architecture of HR systems and processes and serve as the building block for other HR program like career planning, succession management, compensation management etc. Getting this right is really important and critical for organizations.

What does this program cover?

This module aims at building awareness about identifying organization symptoms for the need of a job evaluation exercise and different job evaluation approaches that can be undertaken, including Willis Towers Watson's global tool – Global Grading System (GGS).

Who should attend?

HR professionals keen to refresh their knowledge and learn about recent trends and developments HR generalists who are new to or are looking to improve their awareness and understanding of key organization issues and application of job evaluation and grading as a solution Middle managers in HR, compensation and benefits or talent management teams

Introduction

Why and when do organizations use job evaluation?
What are the usual activities that follow job grading?

Key features of job evaluation and career architecture

Covering Basics – defining job evaluation; various models and approaches to job evaluation and grading, their effectiveness and challenges
Global Grading System (GGS) – introduction to the Willis Towers Watson's job evaluation and grading tool
Deep Dive – hands-on training on the GGS (case study analysis and grading exercises)

"Outside-In" session

Experience sharing
Open-house (participant interaction on the issues faced by their organizations)

Workshop review and questions

Duration

2 days

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Program Name: Compensation Structure & Incentive Plan Design

Introduction

Compensation structures play an important role in attracting talent. While managing costs, differentiating talent and suitable rewards, are business needs; HR & rewards specialists have an important task at hand to develop a competitive compensation structure. An effective compensation structure design contributes in shaping the broader EVP which defines the give & get between the Employer & Employee

What does this program cover?

The aim of this program is to support HR & Rewards professionals in the area of compensation plan design by providing technical training and sharing practitioner's experience and insights

Who should attend?

- Experienced HR & Rewards professionals keen to refresh their knowledge on the subject and learn about latest trends and developments
- Rewards Specialists involved in review & design of compensation & incentive plans
- HR Generalists who wish to enhance their knowledge in this area
- HR & Rewards professionals early in their career, looking for exposure to these subjects

Introduction

- Compensation structure overview – role of compensation structures
- Types of compensation structure

Prevalent approaches to designing a compensation structure

- Covering basics- Understanding the different components and terminologies of a salary structure, discretionary and legally required components
- Market Trends- Pay mix, components, positioning decisions
- Different design models & their relevance
- Deciding the right type of compensation structure for the organization
- Design mechanics – Compensation structure development that is aligned with the organization's compensation philosophy, ensures pay for performance and ensures external equity

Designing the short term & long term incentive plans

- Different type of incentive program structures and their relevance (closed-ended, open ended, plateau, short-term, long-term etc.)
- Latest trends around incentives
- Approach to design incentives
- Linkage between performance & payouts

Implementing & communicating the compensation structure

- Implementation analysis – impact & cost
- Roll-out & administration – overall administration guidelines, timelines, pay-out events, roes, reports, regulatory requirements, outsourcing trends, technology etc.
- Communication continuum

Case Study, Workshop, Review & Questions

Duration

2 days

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Program Name: Long Term Incentive Design & other considerations

What does this program cover?
The aim of this program is to help HR, Rewards professionals, Executive Compensation specialists develop appreciation for Long Term Incentive plan concepts, design, vehicles and governance through an instruction + case study approach

Who should attend?
- Experienced HR & Rewards professionals keen to refresh their knowledge on the subject and learn about latest trends and developments
- Rewards Specialists involved in review & design of executive compensation plans
- HR Generalists who wish to enhance their knowledge in this area
- HR & Rewards professionals in their mid-career, looking for exposure to these subjects

Introduction and setting the agenda
- Introduction - Communication of agenda
- Understand any key issues to be addressed along the course

Executive Compensation (EC)
- Basics – design, structure/ pay mix, (including fixed, variable- STI/LTI), other considerations etc.
- Trends & Insights – EC in India

Basics of LTI Devices and Common Objectives
- Typical LTI objectives
- Expensing, costing and dilution considerations
- LTI devices:
  - Pros/cons of equity and cash based devices

Case Study 1: Successful CEO Wants to Retire

LTI Program Design Details
- Typical eligibility and grant approaches
- Performance goals
- Market practices and trends

Case Study 2: New Global Business Unit

Valuation, Corporate Actions
- Valuation approaches
- Documentation and communication
- Treatment of plans during corporate transactions

Case Study 3: Implications of Shifting Pay from Cash to Equity

Plan and EC Governance
- Rewards governance

Review & Questions

Duration
2 days