

# Compensation Clinics

Clinic 1: Base Pay Essentials and Strategy

Clinic 2: Incentive Pay Essentials and Strategy

Clinic 3: Performance Management Essentials and Strategy

Clinic 4: Employee Group Benefits Essentials and Strategy



Visit [www.irc.queensu.ca](http://www.irc.queensu.ca) for program dates and locations,  
or call 1-888-858-7838

## Compensation Clinics

As someone who has a hand in shaping your organization's strategy, you have a keen interest in understanding the implications of pulling various compensation levers. You may not be an expert in compensation but you need to understand the ingredients of a compensation strategy: the different methods of base pay; how to motivate staff through compensation; how to measure employee performance; and how to make a strong corporate cultural statement with your employee benefits plan. You get all this in four lightning-fast days.

**Clinic 1:** Base Pay Essentials and Strategy

**Clinic 2:** Incentive Pay Essentials and Strategy

**Clinic 3:** Performance Management Essentials and Strategy

**Clinic 4:** Employee Group Benefits Essentials and Strategy

### Who should attend

Experienced managers, directors, and professionals who have limited in-depth knowledge of compensation practices. Attendees should be in the position to apply concepts and techniques covered in the program to their organization.



# Clinic 1: Base Pay Essentials and Strategy

## Essentials

### One Day Clinics

Each Clinic runs from 8:30 a.m. to 4:30 p.m.

### Location and Dates

March 9, 2009: Toronto

November 16, 2009: Toronto

April 28, 2009: Calgary

### Fee

\$995.00

## Takeaway tools

- Base Compensation Workbook
- Job Evaluation Techniques and Models
- Pay Equity Framework
- Market compensation competitiveness techniques

## Faculty

Eric Cousineau

Dr. Chris Riddell



## Learning outcomes

- Understand all of the elements of pay including what makes for a compensation strategy
- Know how to determine the relative worth of jobs within the organization while taking into account pay equity
- Be able to develop a salary grade structure for your organization
- Determine which method of base pay is congruent with your organization's goals and objectives
- Be able to assess your organization's market competitiveness
- Apply the compensation principles to assess the design and implementation of your organization's pay policies and pay structure and make recommendations as required

## Organizational benefits

- The ability to see the bigger picture surrounding salary determination within your organization
- A stronger grounding to enable you to work more effectively with internal and external compensation specialists
- Confidence during salary negotiations, Compensation reviews, and performance reviews

## Program Overview

### 1. The Employee Value Proposition

Learn how to develop the employee value proposition, which plays an integral role in determining how the organization should be compensating its employees.

### 2. Understanding Compensation Strategy

This module takes you through the process of developing an overall compensation strategy. Get an overview of all the elements that comprise a compensation strategy and begin to understand the complexity involved in designing and implementing an effective compensation strategy.

### 3. The Elements of Pay

Build a comfort level in pay levels, pay structures, pay mixes, and pay administration to understand the implications of policy changes.

### 4. Methods of Establishing Base Pay

The Market method and the Job Evaluation method will be explored in depth so that you can fit the right method to your organizational culture and circumstances.

### 5. Job Evaluation

Learn the process of setting the relative value of jobs within the organization. This involves analyzing jobs, selecting compensable factors, weighting factors, and establishing salary grades. The two job evaluation methods that will be explored in detail are the Factor Point and Point Factor methods.

### 6. Establishing Market Competitiveness

Working in groups with survey data, you will learn how to crunch and analyze the numbers to determine where your organization sits in the market.

### 7. Setting Grade Structures

Acquire the skills to establish a salary grade structure for your organization, which is a key way to communicate your compensation philosophy.

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## Clinic 2: Incentive Pay Essentials and Strategy

### Essentials

#### One Day Clinics

Each Clinic runs from 8:30 a.m. to 4:30 p.m.

#### Location and Dates

March 10, 2009: Toronto

November 17, 2009: Toronto

April 29, 2009: Calgary

#### Fee

\$995.00

### Takeaway tools

- Incentive Compensation Workbook
- Incentive Compensation Design Templates
- Checklist of the organizational and operational considerations to take into account
- Funding mechanisms
- Payout matrices

### Faculty

Eric Cousineau

Dr. Chris Riddell



### Learning outcomes

- Articulate the benefits of using a performance management program and the consequences of not having one in place
- Evaluate a variety of performance management instruments
- Design a balanced scorecard
- Identify the characteristics of good performance measures
- Conduct an effective performance appraisal by practicing giving and receiving objective and constructive feedback
- Develop and implement an effective performance management program in your organization
- Audit your performance management program

### Organizational benefits

- Ability to critically evaluate your organization's performance management program
- Skills to engage in effective performance appraisals
- Knowledge to link your organization's strategy to performance metrics and rewards

### Program overview

#### 1. Introduction to Incentives

The introduction of the course will focus on the fundamentals of incentive compensation and its link

to the organization's strategy. The incentive models that will be explored include: individual incentives, group incentives, and corporate incentives.

#### 2. Effectiveness of Reward Strategies

The second module will give you a framework to evaluate the design of incentive plans and to determine their effectiveness. Learn how to critically evaluate whether or not the incentive plan in your organization is producing the desired organizational results.

#### 3. Selecting an Incentive program

You and your learning partners will develop a deeper appreciation for all the considerations and factors that need to be taken into account when selecting an incentive plan. Learn how to identify incentives that will drive employee behaviour.

#### 4. Designing the System

This module outlines the objectives, policy considerations, design issues, funding mechanisms, and the complexities of administering an incentive plan. You will be given an overview of how to successfully implement an incentive program.

#### 5. Implementing, Operating, and Evaluating the Plan

Explore crucial strategic issues such as how to assemble the implementation team, how to communicate the features and benefits, and how to knit the plan into your change management strategy. explore how to evaluate and assess the effectiveness of your incentive compensation design.

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## Clinic 3: Performance Management Essentials and Strategy

### Essentials

#### One Day Clinics

Each Clinic runs from 8:30 a.m. to 4:30 p.m.

#### Location and Dates

March 11, 2009: Toronto

November 18, 2009: Toronto

April 30, 2009: Calgary

#### Fee

\$995.00

### Takeaway tools

- Performance Management Workbook
- Balanced Scorecard and strategy mapping tools and techniques
- Performance Appraisal tools and techniques

### Faculty

Eric Cousineau

Dr. Chris Riddell



## Program overview

### 1. Performance Management Overview

Learn about the role performance management can play in your organization in achieving your corporate goals and objectives. Review best practices in order to develop and execute an effective performance management program in your organization.

### 2. Strategic Performance Management: Balanced Scorecard

This module provides you with the strategic perspective of performance management, based on a solid understanding of the Balanced Scorecard.

### 3. Performance Appraisal

This module outlines various performance appraisal tools and provides suggestions on how to conduct effective performance appraisals. We highlight the importance of an ongoing performance management feedback.

### 4. Performance Management and Rewards

The link between performance management and rewards needs to be examined when designing and evaluating a performance management program. In order for an organization's performance management to be effective and motivate employees, it is important to take into account the link to rewards.

### 5. Implementing and Evaluating the Performance Management Plan

The final module outlines the steps involved to implement a performance management program in your organization. You are given an overview of the critical success factors in order for your program to be a success. And we review the importance of the annual audit of your performance management system and outline areas of assessment.

# Clinic 4: Employee Group Benefits Essentials and Strategy

## Essentials

### One Day Clinics

Each Clinic runs from 8:30 a.m. to 4:30 p.m.

### Location and Dates

March 12, 2009: Toronto

November 19, 2009: Toronto

May 1, 2009: Calgary

### Fee

\$995.00

## Takeaway tools

- Template for establishing a clearly defined employee benefits strategy
- Techniques for successful plan design
- Audit protocol to identify and mitigate financial risk within your benefits plan
- Practical communication strategies and principles

## Faculty

Gord Burke

Brian Girvan

Jennifer Osborn



## Learning outcomes

- Craft a clear and well defined benefits strategy
- Evaluate plan design elements and how they are impacted by external factors and trends
- Establish a skill set to identify financial risk areas within your benefits plan that result in on-going cost leaks
- Design a communication strategy that will address specific communication issues

## Organizational benefits

- Clearly identified objectives for your employee benefits plan
- Improved understanding of alternative plan designs to effectively contain benefit costs
- An audit protocol to address systemic risk areas contributing to hidden cost leaks

## Program overview

### 1. Strategic Benefit Development

We explore the process used to identify opportunity-oriented goals within the benefit plan and to develop objectives and an implementation strategy. You have the

opportunity to establish a practical template to guide the day-to-day management of your employee benefits plan.

### 2. Financial Management and Plan Design

An overview will examine health care costs — both implicit and hidden — and discuss the expectations for rising costs in the future. We examine both successful and unsuccessful financial management and plan design initiatives.

### 3. Forensic Benefits Audit

How do you know your insurance company is properly adjudicating your employee claims? Hear several remarkable war stories from real-life audits in organizations similar to your own. Develop a skill set to identify systemic risk areas within your benefits plan. Learn how to implement an innovative risk-based audit protocol to address hot spots, permanently plug cost leaks, and negotiate financial concessions from your insurer.

### 4. Communicating the Benefits

In this portion of the session, you are placed in a working group to resolve a communication challenge.

## Faculty

### Gord Burke

Gord is the founding principle of B&Co, a pension and benefits consulting firm.

### Eric Cousineau

Eric is Managing Director of OCG Strategy and Organization Consulting.

### Brian Girvan

Brian is Vice President of B&Co, a pension and benefits consulting company.

### Jennifer Osborn

Jennifer is the Vice-President of B&Co., a pension and benefits consulting company

### Chris Riddell

Chris is an Assistant Professor in Queen's University School of Policy Studies.

*The roster of speakers may change. We will do our best to keep you informed of program changes.*

# Registration form

## 1. SELECT YOUR PROGRAM(S)

Name: \_\_\_\_\_ Date: \_\_\_\_\_ Location: \_\_\_\_\_

Name: \_\_\_\_\_ Date: \_\_\_\_\_ Location: \_\_\_\_\_

## 2. PROVIDE YOUR INFORMATION

<input type="checkbox"/> Mr	<input type="checkbox"/> Ms	_____			
		Given Name	Middle Initial	Surname	Gender: _____
Name for ID Badge: _____					
Position: _____					
Organization: _____					
		Name			
		Street			
		City	Province	Postal Code	
Business Telephone: _____			Fax: _____		
Email: _____					
Special Dietary Requirements: _____					
Emergency Contact: _____					
Telephone: _____					
Authorizing Manager/Executive: _____					
		Name			
		Title			
Industry Type: <input type="checkbox"/> Accounting <input type="checkbox"/> Agriculture <input type="checkbox"/> Chemicals <input type="checkbox"/> Communication <input type="checkbox"/> Computers (hardware and software)					
<input type="checkbox"/> Construction <input type="checkbox"/> Consulting <input type="checkbox"/> Education <input type="checkbox"/> Energy <input type="checkbox"/> Finance/Banking <input type="checkbox"/> Gov't. Federal <input type="checkbox"/> Gov't. Provincial <input type="checkbox"/> Gov't. Municipal					
<input type="checkbox"/> Healthcare <input type="checkbox"/> Insurance <input type="checkbox"/> Manufacturing <input type="checkbox"/> Mining <input type="checkbox"/> Pharmaceutical <input type="checkbox"/> Real Estate <input type="checkbox"/> Services <input type="checkbox"/> Utilities <input type="checkbox"/> Wholesale					
<input type="checkbox"/> Other					
(Please photocopy this form for additional registrants.)					

## 3. CHOOSE YOUR PAYMENT OPTION

If the Financial Contact is other than yourself please specify. Otherwise leave it blank.

Financial Contact: \_\_\_\_\_

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

If paying by credit card:

Visa  MasterCard

Card Number: \_\_\_\_\_

Expiry Date (MM/YY): \_\_\_\_\_

Card Holder: \_\_\_\_\_

Signature : \_\_\_\_\_

If paying by cheque make cheque payable to:

Queen's IRC. Indicate names and registration numbers of participants on cheque.

GST Exempt  GST Applicable GST No. R107868 705

Please invoice: \_\_\_\_\_

How did you hear about us:

Search Engine  Another website  Friend/Colleague  Trade Show  Newspaper  Radio  Magazine  Convention/Program

Attended a previous program  Other institution  Other

# Registration kiosk

Web: Complete the online form at [irc.queensu.ca](http://irc.queensu.ca)

Mail: Return completed Registration Form to:  
Program Administrator, IRC, Queen's University  
Kingston, ON K7L 3N6

Telephone: Reserve by calling toll-free at:  
1-888-858-7838

Fax: (613) 533-6812

E-mail: [irc@queensu.ca](mailto:irc@queensu.ca)

Confirmation and information on program location, check-in time, and agenda will follow.

## Registration and Fees

Program fees include tuition, workbook materials, lunches, and some dinners. For all programs, payment in full is required one month before the program begins.

Register and pay two months before the start of a program and save \$300 on the tuition of four- and five-day programs, \$150 on three-day programs, and \$50 on one-day programs.

Register three people from the same organization in one program and receive a 10 percent discount on program fees. Register five or more and receive a 20 percent discount.

If you know you will be pursuing a Queen's Certificate and would like to remit tuition in one payment before your first program, we offer a special fee with a considerable saving. Contact our Program Administration office for details.

Note: Only one discount may be applied.

Cancellations and No-Shows: Transfers and substitutions are permitted with no penalty. No shows are subject to a fee of \$500 + 5% GST.

## Venue Information

Program activities take place at a number of possible locations:

### Kingston

Four Points by Sheraton,  
285 King St. East, Kingston  
[www.fourpointskingston.com](http://www.fourpointskingston.com)

Radisson Hotels and Resorts  
1 Johnson St., Kingston  
Toll-free: 1-888-201-1718  
Fax: 613-547-3241  
[www.radisson.com/kingstonca](http://www.radisson.com/kingstonca)

A block of rooms is reserved at these facilities until two weeks before the first day of the program. To reserve your room (quoting the name of the IRC program you wish to attend), contact the facilities directly. The room rate is \$145 per day.

**Halifax, Toronto, Regina, Saskatoon, Banff, Vancouver, Victoria**

Please refer to our website, [irc.queensu.ca](http://irc.queensu.ca), for the latest information on venues.



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Priority Code: LB94