

# JOB EVALUATION AND C&B STRUCTURING: A MASTERCLASS WITH COST-SAVING GURU ROHIT MANUCHA

How this HR leader saved costs by restructuring C&B and realigning job evaluation



**Book now**  
 to save much more off the Regular Price!

**KUALA LUMPUR**  
 26-27 August 2019

**SINGAPORE**  
 28-29 August 2019

## Course takeaways for all delegates:

Complimentary 7-day Post-Course Trainer Consultation (total 4-hour duration worth over USD700)

## WHY YOU SHOULD ATTEND

Rohit Manucha is not your regular total rewards and C&B expert. He is also a world-renowned HR leader with a proven track record of delivering rewards and organisational transformation initiatives that have saved millions of dollars for companies by building sustainable and scalable solutions effectively.

Throughout the course of his career, he worked extensively with CEOs and C-suite leaders to help drive end-to-end organisational transformation across nineteen countries such as China, Japan, Malaysia, India, Vietnam and the MEA region, covering organisations across a diverse range of sectors such as Walmart, Kraft, Bharti Group and Pepsi.

So if you want to review and restructure your organisation's C&B or rewards strategy and deliver world-class initiatives that will not cost your organisation the world, who best to learn it from but the international HR leader who has been there and done that?

Here's the number one tip from Rohit: do not underestimate the usefulness of job evaluation exercises in backing concrete C&B decisions and ensuring substantial cost savings for organisations. From his experience, there is much value to be gained in periodically reviewing job grades and C&B structures to ensure their competitiveness and relevance to the labour market, and their suitability for each individual organisation's manpower needs.

Join Rohit as he brings you through various case studies, interactive exercises and models to equip you with a full appreciation of the principles and practical application of Job Evaluation. Learn from his personal experiences as he guides you on keeping your organisation's C&B framework competitive, effective and equitable.

Not only that, cap off your studies over two days with an **exclusive 4-hour Post-Course Trainer Consultation worth over USD700 that you can redeemed within 7-days from the end of your course!** Maximise your business impact today!

## ABOUT YOUR COURSE TRAINER

### Rohit Manucha

#### *International Compensation & Benefits Expert based in Dubai, UAE*

Rohit Manucha is an award-winning trainer, speaker and practitioner in compensation and benefits, and is highly sought after as a presenter at HR conferences, forums, summits and workshops across the Middle East, Asia and Europe.

Currently the Head of Human Resources at Aujan Coca-Cola Beverages Company (ACCBC) based in Dubai, he was previously Head of Compensation and Benefits at ACCBC and Dunia Group, and Head of Organisation Design and Total Rewards at Pepsi (ORC). His wealth of experience includes years of working in human capital consulting at KPMG and Hay Group.

Throughout the course of his career, Rohit has worked extensively with CEOs and C-suite leaders to help drive end-to-end organisational transformation across nineteen countries such as China, Japan, Malaysia, India, Vietnam and the MEA region. He has worked across a diverse range of sectors, covering organisations – including Fortune 100/500 companies – with varying ownership models and different stages of business life-cycle such as Walmart, Kraft, Bharti Group and Pepsi.

Amongst the multiple awards that he has won include the 'Compensation and Benefits Leadership Award' at World HRD Congress India in 2017, the title of the '100 Most Influential Global HR Professionals' by the World HRD Congress India in 2016, the title of 'HR's Rising Star' at the HR Summit & Expo UAE in 2016 and 'HR Leadership Award' at the Asian HR Leadership Awards UAE in 2015. He has also led the Dunia Group team to win the 'GCC Best Employer Brand Award' at the Employer Branding Awards UAE in 2016 and his HR initiatives led ACCBC to win the coveted 'Employee Engagement Award KSA' from Korn Ferry-Hay Group, in 2018.

He is also the Advisor to the Ministry of Tolerance, UAE; a board member of CTC, UK and part of the Visiting Faculty for IMT-UAE and Newstead-UK.



## PAST TESTIMONIALS OF THE COURSE TRAINER

**"Rohit is an accomplished professional with a superior understanding of all matters related to Rewards and C&B. His razor-sharp analytical skills and conceptual clarity in the C&B and HR domains are evident."**

*— Customer Transformation Director, Barclays*

**"Rohit's extensive experience in working with Boards, CEOs and C-suite leaders as a leader truly adds value in driving end-to-end organisational transformation."**

*— Senior Partner, KPMG*

## COMPANIES THAT HAVE BENEFITED FROM ROHIT'S EXPERTISE

- Aujan Group Holding and its subsidiaries
- AXA
- Barclays
- Citibank
- Deloitte
- Deutsche Bank
- Hay Group
- Institute of Management Technology UAE
- KPMG
- Mondelez – Kraft Foods
- Walmart

And many more organisations around the world (i.e. over 19 countries) across the public and private sector

## LEARN HOW TO

1. Arrive at an optimal organisation and effective rewards structure through Job Evaluation (JE).
2. Present a convincing business case by emphasising the importance of JE to the organisation.
3. Grasp the key principles and methodology of JE and job classification for business application.
4. Utilise the JE chart to evaluate jobs by reference to an established benchmark and/or experienced evaluators.
5. Adopt general evaluation procedures including the use of benchmarks, evaluation rationales and score thumbing.
6. Conduct panel parity analysis, undertake market percentile-based benchmarking and identify compa-ratios.
7. Assess your existing C&B grading framework and conduct the appropriate gap analysis.
8. Apply JE in a remuneration policy setting and address questions about work valuation and JE.
9. Lead the evaluation panel within your organisation and build your own JE approach and action plan.
10. Plan cost-effective world-class C&B initiatives from Rohit Manucha.

## WHO SHOULD ATTEND

**Directors, Managers, Supervisors and Team Leads in the following functions:**

- Human Resources
- Total Rewards
- Compensation & Benefits
- Recruitment and Talent Acquisition
- HR Business Partnering
- Organisational Design & Development
- Workforce Planning
- Human Capital Management
- Talent Management
- Hiring and Line Management

**All other professionals and stakeholders who are involved in total rewards and compensation and benefits strategy**

# COURSE OUTLINE – DAY 1

TIME	AGENDA
8.45am	<b>Registration</b>
9.00am	<p><b>Introduction, Networking and Grouping</b></p> <p><b>1. Objective: Overview of HR and Linkage to Total Rewards</b></p> <p>An important pre-requisite of Job Evaluation (JE) is to first decode the organisational strategy, align it to business objectives, articulate a business structure to help you execute the strategy and identify unique roles needed to achieve that.</p> <p>With that done, we will use JE to evaluate the relative importance of roles within the organisation and align the rewards plan to the pay philosophy of the organisation.</p> <p>This would entail:</p> <ul style="list-style-type: none"> <li>• Understanding the importance of the Organisational Operating Model in sync with organisational strategy</li> <li>• Understanding the importance of articulating a clear and comprehensive rewards philosophy and discussing ways to align it to the organisational strategy</li> <li>• Discussing the genesis of JE and its use across the organisation. We will run through the JE methodology that we would subsequently deep dive into and understand more about other terms such as job levelling, job analysis and job family modelling</li> <li>• Deep diving into the uses of JE (organisational analysis, salary analysis, grading, talent management etc.)</li> </ul> <p>For any JE to be successful, the starting point is to have top management alignment and a level of understanding amongst all practitioners. Here we will understand the sequence of pre-requisites and flow-through aspects to ensure a successful execution and adaptation of JE within the organisation.</p> <p>But JE is not a fool-proof methodology, and is only as good as the people who use it. Hence we will also highlight the shortfalls of JE and how to prepare against them.</p> <p><i>Presentation: Leading organisation transformation (Honeycomb approach of linking all HR elements)</i></p> <p><i>Case study: PepsiCo</i></p>
10.45am	<b>Break</b>
11.15am	<p><b>2. Deep Diving into the Pre-Requisites: Structure and Job Profile</b></p> <p>Strategy/structure/designations/job descriptions across organisations can be different but at the core, the elements of knowledge, experience and impact of the role remain the same. Here we will understand how to:</p> <ul style="list-style-type: none"> <li>• Identify unique roles</li> <li>• Break up the components of a job profile/job description that will help in evaluating a job</li> </ul> <p><i>Group Exercise: Decoding organisation structure and job profiles</i></p>
12.30pm	<b>Lunch</b>
1.30pm	<p><b>3. Understanding the JE Chart</b></p> <p>The core-crucial aspect for any JE practitioner is to understand how to use the JE Chart. Here we will understand the dimensions of the JE chart and its various procedural aspects such as detailed vs. brief profiling, step differentials etc.</p> <p><i>Trainer-led Exercise: Chart-based JE session walk-through</i></p>
3.00pm	<b>Break</b>
3.30pm	<p><b>4. Understanding the JE Chart (Continued)</b></p> <ul style="list-style-type: none"> <li>• Continuation of previous session and a recap of the key JE process steps</li> </ul> <p><i>Homework - Individual Exercise: Identification of unique roles and undertaking JE (Case Study). The mock case study is adapted from a real-life case situation. We will call this case study the "AFP case study".</i></p>
5.00pm	<b>End</b>

# COURSE OUTLINE – DAY 2

TIME	AGENDA
8.45am	Registration
9.00am	<p><b>Recap of Material covered in Day 1</b></p> <p><b>5. Hacks and Sore Thumbing</b></p> <p>JE at times seems to be overwhelming but in order to maximise your efficacy and at the same time ensure high reliability and validity of the JE score we will discuss the various hacks to doing JE with ease. Along with that we will understand how panel sore thumbing can be effectively undertaken.</p> <ul style="list-style-type: none"> <li>• Hacks to an effective way of doing JE: <ul style="list-style-type: none"> <li>- Ideal short profiles for key roles</li> <li>- Identify least likely evaluation combinations beforehand</li> <li>- Skimming and scanning JDs/role profiles to arrive at JE effectively</li> <li>- Using long profiles to evaluate organisation structure</li> <li>- Linking reference/JE points and step differentials to evaluate efficacy of a structure</li> <li>- Evaluating financial and non-financial aspects of accountability for a role</li> </ul> </li> <li>• Checks to ensure the JE score is valid, reliable and consistent</li> <li>• Conducting Job Family and Cross-Functional Parity Analysis</li> </ul> <p><i>Group Exercise: Undertaking Sore Thumbing (Role Play)</i></p>
10.45am	Break
11.15am	<p><b>6. Linking of Job Evaluation to Total Rewards</b></p> <p>JE is the stepping stone towards building a world class rewards plan. Once a role has been evaluated within an organisation what follows is the grading and linkage with internal/external parity analysis for the remuneration (in line with the organisational pay philosophy). This entails:</p> <ul style="list-style-type: none"> <li>• Undertaking market percentile-based benchmarking and identifying compa-ratios</li> <li>• Evaluating the existing grading framework/C&amp;B structure (gap analysis)</li> <li>• Developing the grading framework (linkage with C&amp;B framework) and internal/external parity analysis</li> <li>• Deep dive in C&amp;B structuring (Basic / allowances / fixed pay / variable pay / non cash etc.)</li> </ul> <p><i>Case study based on either Pepsi or Coca-Cola: Undertaking JE to arrive at an optimal organisation and effective rewards structure</i></p>
12.30pm	Lunch
1.30pm	<p><b>7. Linking of Job Evaluation to Total Rewards (Continued)</b></p> <p>JE arrived at by the delegates will be discussed and assessed against the trainer's JE points for each of the unique roles. Delegates will subsequently be required to arrive at appropriate grading schedules for the organisation.</p> <p><i>Case Study (Homework Discussion): AFP case study – a leading MNC with subsidiaries operating across the MEA region</i></p>
3.00pm	Break
3.30pm	<p><b>8. Conclusion – Effectively Adapting JE within your Organisation</b></p> <ul style="list-style-type: none"> <li>• Consolidation of learning for both Day 1 and 2</li> <li>• Applying what you have learned and experienced back to your organisation</li> <li>• Developing action plans that will be monitored during the post-course trainer consultation session</li> <li>• Troubleshooting and Q&amp;A</li> </ul>
5.00pm	End

## Job Evaluation and C&B Structuring:

### A Masterclass with Cost-Saving Guru Rohit Manucha

<b>Location</b>	<b>Kuala Lumpur</b>	<b>Singapore</b>
<b>Dates</b>	<b>26-27 August 2019</b>	<b>28-29 August 2019</b>
<b>Price Per Person</b>	<p>Early Bird: <b>USD 1,100</b> (on or before 26 July)</p> <p>Regular Price: <b>USD 1,500</b> (after 26 July)</p>	<p>Early Bird: <b>SGD 2,000</b> (on or before 26 July)</p> <p>Regular Price: <b>SGD 2,300</b> (after 26 July)</p>
<b>Group Discount</b>	<b>10% off for Group Registrations of 3 delegates or more</b>	
<b>Contact Person for Registration and Group Discounts</b>	<p><b>[ Kuala Lumpur ]</b> <b>Reggie Ola</b> Project Manager Tel: +65 6423 0329 Email: <a href="mailto:reggieo@humanresourcesonline.net">reggieo@humanresourcesonline.net</a></p>	<p><b>[ Singapore ]</b> <b>Ryan Ciceron</b> Project Manager Tel: +65 6423 0329 Email: <a href="mailto:ryanc@humanresourcesonline.net">ryanc@humanresourcesonline.net</a></p>
<b>Rebates under Government Schemes</b>	<p><b>Malaysia</b> – Under the Human Resources Development Fund (HRDF), registered employers can claim rebates for trainings conducted by an overseas trainer/ training provider. For more information, please visit <a href="http://www.lighthousemedia.com.sg/HRMY_HRDF.pdf">http://www.lighthousemedia.com.sg/HRMY_HRDF.pdf</a></p>	
<b>Amendment / Cancellation Policy</b>	<ol style="list-style-type: none"> <li>1. All bookings are final.</li> <li>2. Should you be unable to attend, a substitute delegate is welcome at no extra charge.</li> <li>3. HR Masterclass Series cannot provide any refunds for cancellations.</li> <li>4. HR Masterclass Series reserves the rights to alter the programme without notice, including the substitution, amendment or cancellation of trainers and/or topics.</li> <li>5. HR Masterclass Series is not responsible for any loss or damage as a result of a substitution, alteration, postponement or cancellation of the event.</li> </ol>	



## About HR Masterclass Series

As the training division of *Human Resources*, HR Masterclass Series takes a proactive role in organising a regional series of public and in-house training courses across Asia and the Middle East. Together with our conferences and awards shows, these courses form part of a complete suite of events specifically tailored for senior HR professionals.

Courses are conducted in a personalised and interactive workshop setting with practical case studies and exercises from our expert trainer. Delegates will take away global best practices, fresh ideas and customised solutions for implementation back in their organisations.

HR Masterclass Series is committed to being a trusted learning partner of HR practitioners throughout Asia and the Middle East.

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- Tenaga Nasional Berhad
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- United Overseas Bank (UOB)
- VADS Berhad
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