



# ReSPA

Regional School  
of Public Administration

Workshop on  
“Developing a Pay and Reward Strategy in  
Public Administration Institutions –  
Principles, Policies and Practices”

16 – 18 October 2013

Danilovgrad, Montenegro

**PROVISIONAL PROGRAMME**

## Background

Reward planning is a key element in the smooth, effective and efficient running of a Public Administration organisation. It is important that the reward system is easily understood and, from an operational point of view, crystal clear to civil servants.

The term 'reward' is generally understood to cover all financial provisions made to employees including both cash pay and the wider benefits package (pensions, paid leave and so on). It may also refer to wider provisions for employees, with the term 'total reward' encompassing elements such as training opportunities or a congenial working environment in addition to pay and benefits.

This three-day *Developing a Pay and Reward Strategy in Public Administration Institutions - Principles, Policies and Practices* workshop will provide a practical introduction to the process of reward strategy development. Participants will gain the skills, theory and specialist knowledge needed to implement effective reward strategies in public institutions in public institutions.

The workshop programme will provide participants with a forum to identify a practical roadmap for developing and implementing pay and reward principles, policies and practices that align the needs of both the organisation and employees. In particular, participants will be enabled to devise practices to suit their organisational, cultural, environmental and people management context. Through action planning, case studies and group discussions participants will gain insights on how to review current practice and determine how best to approach the development of reward management strategies suited to the needs of public administration organisations in the Western Balkans.

The key themes that will be explored in the course of the three-day workshop will include:

- Auditing Current Pay and Reward Management Policies and Practices
- Designing a Pay and Reward Strategy
- Job Evaluation and Grading
- The Psychological Contract and Employee Engagement
- Performance Related Pay in Public Administration Institutions
- Pay Determination in Practice

## Objectives

By the end of the Programme it is envisaged that participants will:

- Have an appreciation of best international practice in relation to Developing a Pay and Reward Strategy for Public Administration Institutions
- Have a framework for reviewing and developing a comprehensive Pay and Reward Strategy
- Understand the key components of an effective Pay and Reward Strategy
- Realise the importance of effectively communicating the Pay and Reward Strategy and philosophy

- Acquire tools, techniques and skills for evaluating jobs and determining appropriate pay structures and benefits packages
- Appreciate the importance of focusing on “total reward”
- Appreciate how organisations can foster effective employee engagement as an integral part of the Pay and Reward Strategy

## Content

The content proposed by this training is organised around the following core themes:

- Auditing Current Pay and Reward Management Policies and Practices
- Designing a Pay & Reward Strategy
- Job Evaluation & Grading, Employee Engagement and Performance Related Pay
- Pay Determination and Pay Negotiation

Firstly, the programme will provide participants with a framework for reviewing and developing current pay and reward management strategies.

Secondly, the programme will explore in depth some of the key components of effective pay and reward management policy and practice in motivating and gaining the maximum commitment of staff in civil and public sector employments i.e. Designing a Pay & Reward Strategy and Job Evaluation & Grading, Employee Engagement and Performance Related Pay.

Thirdly, the programme will explore the policy and practice in respect to pay determination in the public sector and focus on the key skills of negotiation.

Participants will be provided with extensive handout material and frameworks which they will be able to use in reviewing and developing their pay and reward management strategies.

## Target Group

This three-day workshop on *Developing a Pay and Reward Strategy in Public Administration Institutions* will be of interest to HR and Compensation and Benefits practitioners in the Western Balkan Region with responsibility for remuneration strategy and policy development.

Participants are required to have at least 5 years experience of working in the pay and reward area and have prior knowledge of their organisations Reward Strategy. Equally participants will be expected to be in a position to be able to apply the knowledge and skills developed during the workshop on their return to their work organisations.

Participants from the following institutions are encouraged to apply: Ministry for Public Administration, Ministry for EU integration, State HRM institution, etc.

In particular those engaged in the following roles should apply:

- Civil and Public Administration senior HR; and/or
- HR Staff engaged in Job Evaluation and Grading exercises and pay and benefits negotiation; and/or
- Compensation and Reward practitioners.

Participants will be required to engage in group discussion and information sharing exercises during this workshop and be open to analysis and feedback, both from the facilitators and their co-participants. Ideally participants will be in a position bring copies of their pay and reward strategies to the workshop to share with fellow participants.

## Workshop Facilitators

The 3 day programme will be directed and presented by two international experts from IPA Ireland and one regional expert. Both of the IPA facilitators have a Human Resource Management background and will draw on their own experiences in the management and conduct of effective implementation of HR reward policies and practices from both a theoretical and practical perspective in Ireland and elsewhere internationally.

**Edwin Maguire**, Senior Human Resource Specialist and Director of the IPA / Chartered Institute of Personnel and Development (CIPD) Programmes, Institute of Public Administration, Dublin.

Edwin is currently responsible for leading a team of HR Specialists in the IPA who are engaged in the design and delivery of a range of HR training and consultancy projects. He has led the IPA / Irish Electronics Industry Management Pay and Benefits Survey for 18 years and produced the authoritative IPA / Electronics Industry Management Pay and Benefits Report. Edwin has also conducted a number of job evaluation and grading exercises for public sector and not for profit organisations in Ireland.

Edwin is also the Director of the IPA/Chartered Institute of Personnel & Development (CIPD) accredited Certificate and Diploma training courses in Human Resource and Learning and Development Practice. Among the programmes which Edwin has designed and delivered are: Recruitment and Selection Interviewing, Performance Management/Appraisal, Grievance and Discipline Management, Absenteeism / Attendance Management, Health and Safety Management, Job Analysis and Grading and Negotiating Skills.

Edwin is a Chartered Member of the CIPD.

**Declan Kearney**, Associate HR Specialist Institute of Public Administration, Dublin

Declan is General Manager of Declan Kearney Consulting a company specialising in Human Resources Management. He advises both public and private sector organisations on pay and performance issues.

Before setting up his own company Declan was Head of Public Sector Consulting with the international consultancy firm Hay Group. In that role he was an advisor to a number of Government appointed review groups on public sector pay policy and was a member of the Hay Group research team which examined pay policy in the civil service of a number of European countries.

He has also developed and reviewed total reward policies for a number of private and public sector organisations and is an expert on job evaluation.

He recently completed research for a public sector organisation on the impact of the 2008 financial crisis on pay movements in both the public and private sectors in Ireland and has advised the public service in Northern Ireland on pay policy for senior grades in the local authority sector.

Declan began his career as a civil servant and has worked for the Departments of Health, Public Service and Finance. He is a member of the Chartered Institute of Personnel and Development, a fellow of the Irish Management Consultants Association and a member of the Chartered Institute of Arbitrators with whom he is accredited as a mediator.

**Margarita Ivanova**, Regional Expert / Trainer

Margarita has over 15 years of training experience, and more than 12 years of project management experience. She has worked on different international projects and she has clear understanding of the working methods and responsibilities of the various organizations and institutions – Government, NGO Sector, and Public Administration.

Margarita is CIPD qualified and experienced in HR consultancy, especially on introduction of Performance Management, Recruitment, Training and Job Description. Specific skills in this area, especially in training, include development and delivery of training on soft skills, motivation, leadership, staff management. She has 10 years of professional experience in training and staff development projects, mainly in civil service and public employee training, career development and succession planning.

Margarita worked previously on many projects in various positions, being a HR Local Consultant in DFID PAR Project, Deputy Team Leader on Technical Assistance EU funded project, OSCE contracted trainer, etc. Currently she is involved in designing and delivering training on implementation of the Methodology for Assessment of the Quality of Institutions including the process of presenting an award of excellence in Macedonian administration.

## Methodology

The seminar will be delivered through a combination of short lecture style inputs; PowerPoint presentations; participant-centered classroom discussion and a range of practical exercises.

The facilitators will, in particular, draw on their experiences of the successes and failures of various reward strategies in public administration in Ireland, EU and elsewhere. Participants will be encouraged to comment on the relevance of the proposed approaches and techniques for local public sector organisations.

It is also envisaged that the Regional Expert will facilitate the exploration and acquisition of insights into the Pay and Reward Strategies in the Western Balkans as represented by participants' organisations.



# DRAFT TRAINING PROGRAMME

## Day 1- Wednesday 16<sup>th</sup> October 2013

### Auditing Current Pay & Reward Policy and Practice and Designing a Pay & Reward Strategy

09.30 - 10.45	Introductions, Participants' Expectations and Course Overview
10.45 - 11.00	<i>Coffee break</i>
11.00 - 13.00	<b>Auditing Current Pay and Reward Policies and Practices</b> <ul style="list-style-type: none"><li>▪ Identifying the Organisations Business Drivers</li><li>▪ Identifying the Organisations Culture and Values</li><li>▪ Identifying Current Pay and Reward Policies and Practices</li><li>▪ Analysing Impact of Current Pay and Reward Policies and Practices</li></ul> <b>Designing a Pay and Reward Strategy</b> <ul style="list-style-type: none"><li>▪ Linking reward to business strategy</li><li>▪ Developing key principles</li><li>▪ Making a business case</li><li>▪ Reward Communication and Implementation</li><li>▪ Effective Monitoring and Measurement</li></ul> <ul style="list-style-type: none"><li>▪ Review and Discussion of Policy and Practice in Participants Employments</li></ul>
13.00 - 14.00	<i>Lunch break</i>
14.00 - 15.30	<b>Pay and Reward Strategy Design (Continued)</b> <ul style="list-style-type: none"><li>▪ Total Reward</li><li>▪ Strategy Development</li><li>▪ Links with Other HR Programmes</li><li>▪ Developing the Plan, Tools, Communication, Success Measures</li></ul>
15.30 - 15.45	<i>Coffee break</i>
15.45 - 17.00	<b>Pay and Reward Strategy Design (Continued)</b> <ul style="list-style-type: none"><li>▪ Case Study Exercise</li><li>▪ Review and Discussion of Policy and Practice in Participants Employments</li></ul>
17.00	End of 1 <sup>st</sup> day



## Day 2- Thursday 17<sup>th</sup> October 2013

### Job Evaluation & Grading, Employee Engagement and Performance Related Pay

09.30	09.45	Quick recap on Day 1 & introduction to Day 2
09.45	- 11.00	<b>Job Evaluation and Grading</b> <ul style="list-style-type: none"><li>▪ Principles and Practices</li><li>▪ Frameworks for Job Analysis and Evaluation</li><li>▪ Pricing a Grading Structure</li><li>▪ Review and Discussion of Policy and Practice in Participants Employments</li></ul>
11.00	- 11.15	<i>Coffee break</i>
11.15	- 12.45	<b>Job Evaluation and Grading</b> <ul style="list-style-type: none"><li>▪ Case Study Exercise on Job Evaluation</li><li>▪ Review and Discussion of Policy and Practice in Participants Employments</li></ul>
12.45	- 13.45	<i>Lunch break</i>
13.45	- 15.15	<b>The Psychological Contract and Employee Engagement</b> <ul style="list-style-type: none"><li>▪ Theory and Best Practice</li><li>▪ A Framework for Fostering Employee Engagement</li><li>▪ Case Study Exercise</li><li>▪ Review and Discussion of Policy and Practice in Participants Employments</li></ul>
15.15	- 15.30	<i>Coffee break</i>
15.30	- 17.00	<b>Performance Related Pay</b> <ul style="list-style-type: none"><li>▪ Review of Principles and Practice in the Public Sector in the EU and OECD States</li><li>▪ Case Study Exercise on Designing and Implementing PRP</li><li>▪ Review and Discussion of Policy and Practice in Participants Employments</li></ul>
17.00		End of 2 <sup>nd</sup> day





## Day 3- Friday 18<sup>th</sup> October 2013

### Pay Determination and Pay Negotiation

09.30	09.45	<b>Quick recap on Day 2&amp; introduction to Day 3</b>
09.45	- 11.00	<b>Pay Determination at National, Sectoral and Regional Levels</b> <ul style="list-style-type: none"><li>▪ Collective Bargaining and Public Sector Pay Determination in Ireland</li><li>▪ Conciliation, Mediation and Adjudication in Disputes on Public Sector Pay and Benefits</li><li>▪ Review of Policy and Practice in Participants Employments</li></ul>
11.00	- 11.15	<i>Coffee break</i>
11.15	- 12.45	<b>Pay Negotiation</b> <ul style="list-style-type: none"><li>▪ Preparing to Negotiate - identifying objectives/time/data/logic</li><li>▪ During Negotiation - Behaviours to Avoid and Utilise including<ul style="list-style-type: none"><li>○ Questioning Techniques in Negotiations</li><li>○ Active listening &amp; Being Assertive</li></ul></li><li>▪ Bringing Negotiations to a successful close</li><li>▪ Practical Exercise &amp; Review</li></ul>
12.45	- 13.45	Lunch
13.45	- 15.15	<b>Consolidating the Learning</b> <ul style="list-style-type: none"><li>▪ Review of Key Learning on Developing a Pay and Reward Strategy - Principles, Policies and Practices in Public Administration</li><li>▪ Action Planning Exercise</li><li>▪ Participant Learning Objectives Reviewed</li><li>▪ Workshop Evaluation &amp; Review</li></ul>
15.15	-	<b>Workshop Close</b>