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Training and Development Programmes **2015**

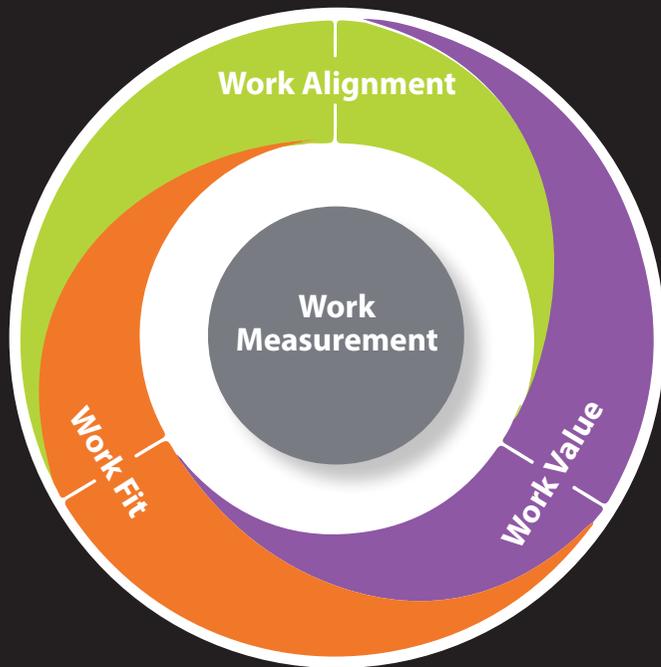
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'The most successful companies of the future will be the ones that take full advantage of improved personnel techniques' Edward N. Hay

# Training Programmes That Give You An Integrated Approach To HR

Training isn't only about technical skills. Instead, we sweep away the traditional HR silos and give you a results-focused, integrated approach with our training programmes that connect talent, jobs, pay and structure in a seamless way. This approach delivers real insights to strategic Human Resource decision-making.



# HAY GROUP TRAINING PROGRAMMES 2015

We bring you key learning programmes that have helped over 9 000 organisations and people around the world for over 70 years to become the success that they are today. Learn from our global experience – what the world’s best do to sustain high-level performance. Select from our range of programmes which best suit your needs. Our programmes can be integrated into a synchronised development journey for your organisation.



**EARLY BIRD AND MULTIPLE PROGRAMME BOOKING DISCOUNTS APPLY - SEE PAGE 19 FOR DETAILS**

# JOB EVALUATION

Job Analysis and Job Measurement programmes have been lengthened by one day at no extra cost to ensure that delegates fully understand the implications of the new Equal Pay conditions of the Employment Equity Act amendments. Please note that all Hay Group job evaluation methodologies comply with the requirements of Equal Pay for Equal Work in the amended Employment Equity Act.

## JOB ANALYSIS

Our approach to job analysis gives you a rethink on how strategic, tactical and operational organisational goals can be presented within job roles. This method shows how jobs add value to your business, and the vital link that line managers play to ensure engagement, motivation and retention. Through practical exercises you will learn how to collect job information and analyse the job details so you can confidently prepare effective job descriptions.

### Programme overview

- Job analysis techniques using the Hay Group approach
- How to prepare comprehensive job descriptions using accountabilities as the key indicators for success

### Who should attend

- HR employees and line managers who are required to draft job descriptions within their organisation

## GUIDE CHART PROFILE METHODOLOGY

Learn to use and understand the Hay Guide Chart system, which determines “value-add” at all levels. This methodology quantifies accountability, know-how and problem-solving across staff and management positions. It evaluates “big” and “small” jobs in a way that can be explained and supported clearly and consistently.

Get an objective basis for analysing organisational structures, developing pay and reward strategy and managing HR more effectively; together with grade information for direct comparisons with reward information of other organisations within Hay Group’s global total remuneration database. This also allows companies to benchmark jobs and improve accuracy of market pricing.

### Programme overview

- What the Hay Group Guide Chart-Profile Method® encompasses
- How the Hay Group Guide Chart-Profile Method® can be applied in your organisation
- An understanding of how to value work
- How the Hay Group approach can be used in defining reward structures and career progression
- Learn the processes of valuing work through demonstration, discussion and hands-on practice

### Who should attend

- HR employees in organisations using the Hay Guide Chart Method and who are accountable for valuing work, including compensation management, organisational effectiveness and HR development
- Professionals who need to evaluate jobs/roles and who have little or no previous experience using the Hay Method

**Duration:** two days **Cost:** R8 900 (excl vat)

**Dates:** 25 - 26 May, 8 - 9 September

**Duration:** three days **Cost:** R10 500 (excl vat)

**Dates:** 16 - 18 March, 5 - 7 May, 18 - 20 August, 17 - 19 November

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## JOB EVALUATION

Job Analysis and Job Measurement programmes have been lengthened by one day at no extra cost to ensure that delegates fully understand the implications of the new Equal Pay conditions of the Employment Equity Act amendments. Please note that all Hay Group job evaluation methodologies comply with the requirements of Equal Pay for Equal Work in the amended Employment Equity Act.

### DECISION TREE METHODOLOGY

Job evaluation can be a complex task. But Hay Group's Decision Tree Methodology is a powerful, reliable and user-friendly web-based tool that simplifies the overall process. The Decision Tree system helps organisations build a database of job profiles, evaluate and validate jobs (online checks and balances), maintain, share, export and archive information, and produce a wide-range of value-add reports.

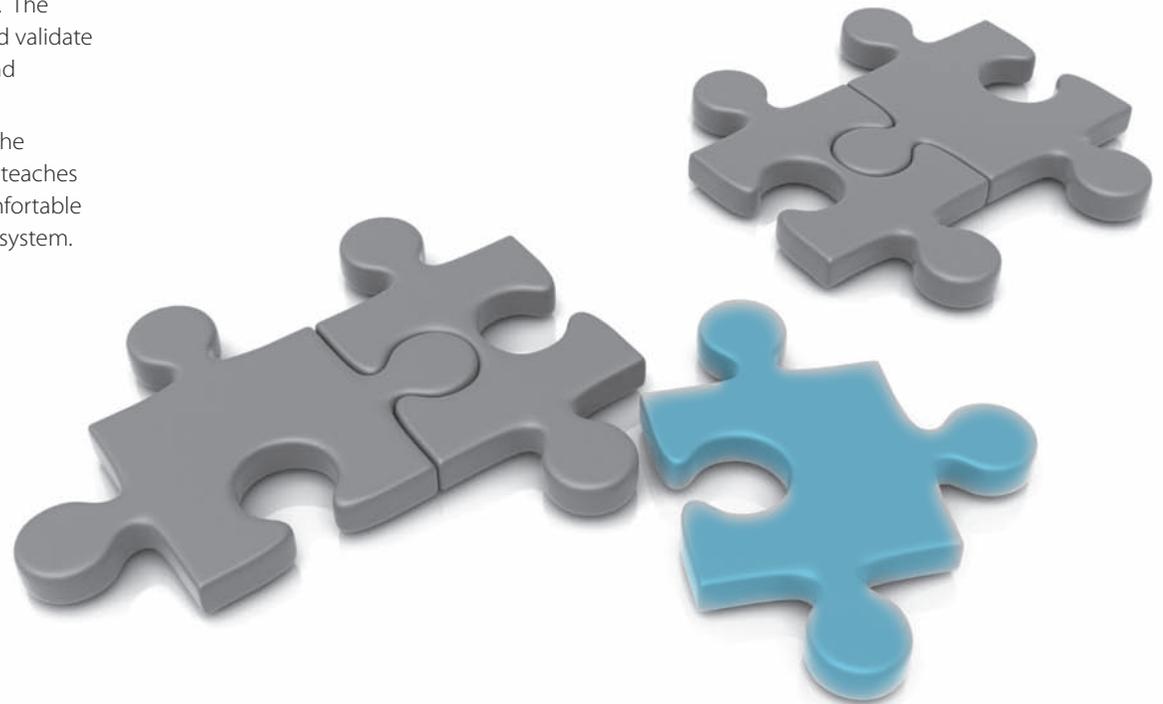
This programme gives practical training for users of organisations who have bought the Decision Tree web-based system. It gives you the rationale behind the methodology, teaches you how to competently work your way through the system, makes sure you are comfortable with auditing and validating grades, and able to practically evaluate positions on the system.

#### Programme overview

- Rationale of the system
- System functionalities
- First-level system auditing and validation of grades
- Practically evaluate positions on the system

#### Who should attend

- Users of Decision Tree Methodology



**Duration:** three days **Cost:** R10 500 (excl vat)

**Dates:** 10 -12 March, 9 - 11 June, 16 -18 September, 3 – 5 November

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# REWARD

## STRATEGIC REWARD MANAGEMENT

Give your organisation a competitive advantage by understanding how reward can be used to align your people with business objectives and requirements and allow you to motivate and retain staff. This comprehensive three-day programme gives you the tools to study the principles of remuneration and how they apply in your organisation.

### Programme overview

- The Hay total reward framework
- Reward components
- Job evaluation overview
- Pay mix
- Reward strategy
- Develop and manage a pay policy
- Manage internal equity
- Manage external competitiveness
- Develop a pay structure
- Overview of executive remuneration
- Understand long-term incentive plans
- Introduction to variable pay
- Variable pay plan design overview
- Components of variable pay plans
- Design sales incentive schemes
- Variable pay case study
- Reward communication

### Who should attend

- Experienced and intermediate reward practitioners looking to gain greater insight into the various components of reward
- Reward novices and HR generalists wanting to improve their overall understanding of the reward function

**Duration:** three days **Cost:** R14 700 (excl vat)

**Dates:** 19 - 21 May, 4 - 6 August

## VARIABLE PAY

More and more, variable pay forms a larger component of modern remuneration packages as organisations try to balance costs against performance objectives. This programme allows line managers and remuneration practitioners to better understand these changes, the types of plans, market practices, and the design processes and components of variable pay.

### Programme overview

- The evolution of variable pay
- The psychology of variable pay
- Types of variable pay
- Market practices
- Practical variable pay design components
- Sales incentive scheme design
- Case study: designing a variable pay incentive scheme

### Who should attend

- Reward practitioners and line managers of all levels who work with variable pay or would like to understand variable pay better

**Duration:** one day **Cost:** R5 000 (excl vat)

**Dates:** 15 April, 23 July, 11 November

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## REWARD



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# REWARD

## LONG-TERM INCENTIVES (LTIs)

The LTI training programme presents an introduction to and overview of Executive Compensation, with a detailed focus on LTIs. It explores the various LTI vehicles available and provides an in-depth understanding of share options and performance share schemes, as well as absolute and relative performance criteria. The governance implications and trends with respect to LTIs are also covered in this programme.

### Programme overview

- Overview of executive compensation
- Evolution of executive compensation
- The role of LTIs
- The different types of LTIs
- Understand share options
- Absolute and relative performance criteria
- Governance considerations

### Who should attend

- Senior reward practitioners who work with executive compensation or LTIs
- Intermediate reward practitioners wanting to learn more about the subject

## SALARY SURVEYS IN PRACTICE

This programme clears the confusion around salary surveys. Get to know the role of remuneration policy and strategy. Understand how to use them, how to link them to your pay policies and structures and how to work out the total cost to company pay. And, you get to work on excel using the relevant applications.

### Programme overview

- Introduction to salary surveys
- Remuneration policy and strategy
- Pay structuring
- Recognise performance
- Total cost to company pay
- Excel tools

### Who should attend

- Junior and intermediate reward or HR practitioners who want to learn more about salary surveys

**Duration:** one day **Cost:** R5 000 (excl vat)

**Dates:** 4 June, 22 September

**Duration:** one day **Cost:** R5 000 (excl vat)

**Dates:** 18 June, 15 September

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# REWARD

## EQUAL PAY FOR EQUAL WORK

So you can tick all the boxes with respect to your grades, but is your payroll compliant with the new law on equal pay for work of equal value? Since Section 6(4) of the new Employment Equity Act came into effect in 2014, you may find your organisation is more exposed to discrimination claims than you realise. You should understand the risks.

This programme gives insight into the scope of the Act. Engage with experts on equal pay for work of equal value and understand the legal implications of non-compliance. This programme will answer your questions, ensure you understand the changes, highlight what is required in terms of work measurement and value and give you guidelines on a way forward.

### Programme overview

- What is work of equal value and how is it evaluated fairly?
- What constitutes equal pay?
- What happens if individuals work under different conditions or in different geographies – do they receive the same pay?
- The role of the new employee's ability to bargain a higher salary
- Can employees demand information on job evaluation and pay across the organisation to support their claims of discrimination?
- How much difference does performance make?

### Who should attend

- HR directors, managers and practitioners
- Compensation & benefits managers
- Reward practitioners
- Line managers

**Duration:** one day **Cost:** R5 000 (excl vat)

**Dates:** 8 May, 12 August



# LEADERSHIP DEVELOPMENT & TALENT MANAGEMENT

## EMOTIONAL AND SOCIAL COMPETENCY INVENTORY (E&SCI)

Emotional and social intelligence makes the difference between a highly-effective leader and an average one. Without them, even employees with the highest potential will hit the wall. As EI guru Daniel Goleman said, "The only way you can manage well under stress is to rely on emotional intelligence."

We're not going to teach you how to be a coach – but rather how to understand and deliver feedback specifically on the E&SCI. Developed in partnership with Daniel Goleman and Richard Boyatzis, the course is everything we know about delivering emotional intelligence feedback, in a nutshell. It delivers a 360° assessment that identifies 12 key emotional and social competencies that you can quickly interpret and act on.

This programme accredits you to use the E&SCI 360° feedback tool so that you are skilled to provide feedback and coaching on these critical competencies that impact so strongly on business performance.

### Programme overview

- What is EI?
- Understand the context for EI (on being EI in non-EI places)
- Best boss – Worst boss exercise
- Understand and anticipate triggers and reactions
- EI framework
- Feedback of personal E&SCI data
- Critical incident exercise
- Practice sessions

### Who should attend

- Licenced psychologists
- Graduates training in psychology, social work or related fields
- It is recommended that candidates have over three years' experience in coaching, executive coaching or internal HR

**Duration:** two days **Cost:** R8 900 (excl vat)

**Dates:** 24 - 25 June, 28 - 29 October

## COMPETENCY-BASED INTERVIEWING (CBI)

"Tell me about a time when you ..."

"Describe a situation when you ..."

"Walk me through a situation where you ..."

We know that success depends on having the right people in the right jobs at the right time. The best businesses make sure they're clear about how their people perform and what they can offer. This way, they match the best people to suitable roles, identify talent and develop future stars. This interview technique will identify and assess the competencies of candidates for a specific job – whether you are seeking to hire, retain or reassign the candidate, based on the premise that the person's recent past behaviour is the best predictor of his/her future performance.

### Programme overview

- What is CBI and why is it so critical?
- Introduction to competencies and assessment-based interviewing practices in the workplace
- Coding for competencies - rules and techniques
- Explore the anatomy of a competency-based interview
- Practise active listening skills
- Practise the CBI technique to improve the quality of your interviewing skills
- Tackle "what if" situations in conducting CBIs

### Who should attend

- Senior managers
- HR professionals involved in recruitment and development

**Duration:** two days **Cost:** R8 900 (excl vat)

**Dates:** 22 - 23 April, 2 - 3 September

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# LEADERSHIP DEVELOPMENT & TALENT MANAGEMENT

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## COMPETENCY MODELLING

With the right people in the right jobs, today and for tomorrow, your business is all set for success. Great talent management is one of the reasons why the world's top companies get to the top and stay there. We know this because we work closely with them and research this field intensely.

Built on the ground-breaking work of American psychologist, Dr David McClelland, Hay Group's competency modelling approach helps you define the knowledge, skills and attributes you need in your organisation. We will help you understand these concepts and package them together to create a competency framework so that you are able to select develop and match people to roles in which they'll flourish.

### Programme overview

- Understand the differences – competencies, capabilities and values
- Align your competency model to your business strategy and culture – make it future proof
- The importance of having a competency model... and the risks if you don't
- Card sort exercise – we help you define your core competencies... the DNA you need for future success
- The starting point – understand what you need right now and where to begin
- Practical tips and techniques... is what we have right now working for us? Review what you have
- Application of competency modelling to core HR processes and policies – where to start and how to do it

### Who should attend

- HR professionals in leadership development, talent management or learning and development

**Duration:** one day **Cost:** R5 000 (excl vat)

**Dates:** 29 April, 13 August



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# BUILDING EFFECTIVE ORGANISATIONS

## ORGANISATION DESIGN

The main purpose of an organisation is to ensure you follow the chosen strategy. So, organisation design can have a huge impact on strategy implementation and competitive success, yet many CEOs have few good answers when asked to justify their organisation designs, and many managers tend to put organisation design into the “too difficult” box. But if they do not proactively design their organisation, it will evolve in a way in which performance will not be the best.

This programme is a formal, guided process for integrating the people, structure, process and culture of an organisation. You learn how to match the form of the organisation as closely as possible to the purpose(s) the organisation wants to achieve. And how, through the design process, the collective efforts of members will be successful. This 10-step methodology enables you to lead discussions around organisation options and address challenges that influence strategy vs structure issues.

### Programme overview

- The effectiveness of Organisation Design
- Your role as a strategic HR partner in business
- Macro-design and assessment (outside-in)
- Key issue resolution such as centralisation vs decentralisation
- Organisational Design – micro (inside-out)
- Creating an accountable organisation

### Who should attend

- HR professionals
- Line management

**Duration:** two days **Cost:** R8 900 (excl vat)

**Dates:** 27 - 28 May, 14 - 15 October



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# BUILDING EFFECTIVE ORGANISATIONS

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## THE NEW ROLE OF HR

Do we as human resources professionals have what it takes to thrive in the new business environment?

Amidst a swirl of controversy around the “value add” of the human resources department, many organisations have begun to “reinvent” their HR functions - stressing strategic business partnering and problem-solving with internal clients, while reducing the administrative focus that traditionally has characterised many HR departments. This includes restructuring the HR operating model and making sure that the structure, responsibilities and skills serve the purpose.

### Programme overview

- Provide a practical consulting framework, outlining key steps in the HR transformation process and introduce planning tools, templates and work samples that can be immediately applied in the workplace. This includes the operating model and structures of successful HR teams from a global perspective.
- The foundations of the new HR model
- Design the new matrix structure and operating model
- Differing roles and skill sets
- Develop and implement solutions tied to business needs and objectives
- Evaluate outcomes and business impact

### Who should attend

- HR professionals
- HR managers

Duration: two days Cost: R8 900 (excl vat)

Dates: 2 - 3 June, 29 - 30 September



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## HR BOOSTER PROGRAMME

### HR BOOSTER

The modern world of HR is made up of many distinct but interconnected parts. It is vital for HR practitioners to understand the components of modern HR and their inter dependencies, whether the practitioner follows a specialised or general path.

This programme provides participants with an overview of HR.

#### Programme overview

- Introduction to Compensation & Benefits
- Job Evaluation
- Talent Management
- Leadership & Skills Development
- Organisation Design & Performance Management
- HR: Centre of Excellence vs Business Partner

#### Who should attend

- Junior and mid-level HR practitioners



**Duration:** five days **Cost:** R20 000 (excl vat)

**Dates:** 11 - 15 May, 24 - 28 August, 23 - 27 November

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## HR BOOSTER PROGRAMME

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“How do we get our HR practitioners or new recruits exposed to the latest developments and global best practices in areas like talent, leadership, reward and work measurement?”

# IN-HOUSE PROGRAMMES

All specialised training programmes can be run as in-house training programmes or they can be customised to meet the specific requirements of your company. Costs for in-house training will be provided on request and scoping. The following programmes are, however, run specifically and exclusively as in-house programmes.

## EMOTIONAL INTELLIGENCE DEVELOPMENT

Emotional and social intelligence differentiates your outstanding performers from average employees. This journey of growth and development starts with self-awareness. Once people are made aware of their own capabilities, strengths, limitations and development areas, they can follow a clear process and personal development plan. Participants are assessed using the Boyatzis, Goleman and Hay Group Emotional Social Competency Inventory, the most validated 360° feedback measure of EI behaviour, used by thousands of managers globally to support their growth and development as professionals and leaders.

Participants receive one-on-one coaching on the results of their feedback, gain practice around the new behaviours they need to develop and create a personal improvement plan. Those who have attended the workshop are more capable of managing the stress and demands of today's business environment, adapt more easily to changing business dynamics and are more effective at managing relationships with others and driving results – no matter what the situation.

### Programme overview

- What is EI?
- Understand the context for EI (on being EI in non-EI places)
- Best boss – Worst boss exercise
- The business case for Emotional and Social Intelligence
- Understand and anticipate personal triggers and reactions
- The Emotional Intelligence framework
- Feedback on personal E&SCI 360° data
- Critical incidents exercise – exploring how EI plays out in real life examples
- Create a personal development plan
- Commitment to action – identify enablers and barriers to future success

### Who should attend

- Leaders at any level in the business
- Employees across the organisation
- Teams who need to understand each other and work better together

Duration: two days Cost: on request

## MAKING GREAT LEADERS

How do your leaders “stack up” against the very best?

This programme helps senior managers know what it takes to be a truly outstanding, more effective leader. We help raise their awareness of who they are and what makes them tick, and understand their personal fit with the unique demands of their roles.

This programme will fine-tune their leadership capabilities and ensure they have a deep understanding of how their personal leadership behaviours directly impact their team's performance - and how this either helps or hinders business results.

Leaders are provided with a unique personal and professional development experience, while their organisation will benefit from a more self-aware, focussed and engaged leadership group to lead the business and drive results.

### Programme overview

- Provide a roadmap for leadership success, in-depth insights from personal and leadership feedback diagnostics using international benchmark comparisons
- Plan the individual leadership journey
- Understand the demands of effective leadership
- The Four Circle model for organisational effectiveness
- Understand personal drivers and values and how these fit with job / role demands
- Explore how leadership behaviours impact on team climate and drive business results
- Transform for future success – understand how to have a sustained positive leadership impact

### Who should attend

- Executives and senior managers who manage and lead significant segments of an organisation, and whose efforts directly impact business goals

Duration: four - five days Cost: on request

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## IN-HOUSE PROGRAMMES

### EXECUTING AT THE FRONT LINE - LEADERSHIP IMPACT FOR FRONTLINE MANAGERS

This programme gives participants a practical framework for understanding their managerial role and provides experiences of the value of effective leadership. It brings the essential functions of the managerial role into clear focus: planning, organising and directing a team; and motivates and energises disparate personalities to drive creativity, productivity and deliver more effective results. This programme provides the skills and behaviours that make supervisors and managers more effective in adding value to their team.

Participants receive personal feedback from their colleagues, managers and team members on how effectively they deliver management functions, and the strengths and development areas of their own managerial competencies. Each participant uses these candid insights to create a personal plan that guides their own leadership development, linked to actual business results.

#### Programme overview:

- The value-add of frontline managers to the success of the organisation and their work-group
- Understand and apply the concept of "Management Functions" in action
- Understand how we currently perform the "Management Functions" in our roles
- Identify role-critical front line leadership competencies
- Receive 360° feedback on competency strengths, and identify opportunities for improvement
- Critical incidents exercise – explore how our leadership behaviours play out in real life
- Create a personal development plan
- Commitment to action – identify enablers and barriers to future success

#### Who should attend

- Supervisors, team leaders and entry level managers
- Any leaders starting out in a first time leadership role



Duration: two days Cost: on request

## 2015 Training Programme Schedule - South Africa

Training Programmes	No of days	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Fee per delegate (ZAR) excl tax
<b>Job Evaluation</b>											
Job Analysis	2			25 - 26				8 - 9			8 900
Guide Chart Profile Methodology	3	16 - 18		5 - 7			18 - 20			17 - 19	10 500
Decision Tree Methodology	3	10 - 12			9 - 11			16 - 18		3 - 5	10 500
<b>Reward</b>											
Strategic Reward Management	3			19 - 21			4 - 6				14 700
Salary Surveys in Practice	1				18			15			5 000
Variable Pay	1		15			23				11	5 000
Long-term Incentives	1				4			22			5 000
Equal Pay for Equal Work	1			8			12				5 000
<b>Leadership Development &amp; Talent Management</b>											
Competency-based Interviewing	2		22 -23					2 - 3			8 900
Competency Modelling	1		16				13				5 000
Emotional Intelligence Workshop	2				24 - 25				28 - 29		8 900
<b>Building Effective Organisations</b>											
Organisation Design	2			27 - 28					14 - 15		8 900
The New Role of HR	2				2 - 3			29 - 30			8 900
<b>HR BOOSTER</b>											
Intro to Compensation & Pay Guide Charts JE Talent Management Leadership & Skills Development Org Design & Performance Mgmt HR: Centre of Excellence vs Bus Partner	5			11 - 15			24 - 28			23 - 27	20 000

For further information or to register contact the training co-ordinator email: [haytraining.sa@haygroup.com](mailto:haytraining.sa@haygroup.com) or tel: +27 11 783 2632

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## PAYMENT OPTIONS

### **EARLY BIRD DISCOUNTS, with the first training programme being the defining date:**

Book and pay for one programme one month before training date	less 10% of the total price
Book and pay for two programmes one month before training date	less 15% of the total price
Book and pay for three programmes one month before training date	less 20% of the total price
Book and pay for four programmes one month before training date	less 25% of the total price

### **MULTIPLE PROGRAMME DISCOUNTS, based on any programme dates**

Book and pay up front for any two programmes (any dates)	less 10% of the total price
Book and pay up front for any three programmes (any dates)	less 15% of the total price
Book and pay up front for any four programmes (any dates)	less 20% of the total price

### **COMPANY DISCOUNT OPTIONS, excluding early bird or multiple programme options**

Three company representatives for any one programme	less 10% of the total price
Four or more company representatives for any one programme	less 15% of the total price

### **IN-HOUSE PROGRAMMES**

Prices of all in-house programmes will be supplied on request and scoping.

### **PAYMENT AND CANCELLATION POLICY**

Training fees must be paid in advance.

Confirmation of payment and acknowledgement thereof must be received before delegates may attend training.

Cancellations will only be accepted in writing.

Refunds on cancellations of single programmes:

100% will be refunded for cancellations one month before the training date.

50% will be refunded for cancellations two – four weeks before the training date.

No refunds will be given for cancellations less than two weeks before the training date, however the candidate may select an alternate training date option.

Refunds for cancellations of part of any early bird or multiple programme package will be worked out pro rata, based on the refund policy above.

No refunds will be given for non-attendance.

Hay Group South Africa reserves the right to postpone or cancel the training should there be insufficient participants on any respective training programmes. In this instance, candidates may choose an alternate programme date option or a refund for the training programme costs only.

## Hay Group South Africa

### Johannesburg

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Newlands on Main  
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Tel +27 (0)21 683 2333  
Fax +27 (0)21 683 7830

**eMail: [haytraining.sa@haygroup.com](mailto:haytraining.sa@haygroup.com)**

[www.haygroup.com/za](http://www.haygroup.com/za)

### Africa

Cape Town  
Johannesburg

### Asia

Bangkok  
Beijing  
Guangzhou  
Ho Chi Minh City  
Hong Kong  
Jakarta  
Kuala Lumpur  
Mumbai  
New Delhi  
Seoul  
Shanghai  
Shenzhen  
Singapore  
Tokyo

### Europe

Athens  
Barcelona  
Berlin  
Bilbao  
Birmingham  
Braatislava  
Bristol  
Brussels  
Bucharest  
Budapest  
Dublin  
Frankfurt  
Glasgow

### Helsinki

Istanbul  
Kiev  
Lille  
Lisbon  
London  
Madrid  
Manchester  
Milan  
Moscow  
Oslo  
Paris  
Prague  
Rome  
Stockholm  
Strasbourg  
Vienna  
Warsaw  
Zeist  
Zurich

### Middle East

Doha  
Dubai  
Riyadh

### North America

Atlanta  
Boston  
Calgary  
Chalotte  
Chicago  
Dallas  
Edmonton

### Halifax

Kansas City  
Los Angeles  
Mexico City  
Montreal  
New York Metro  
Ottawa  
Philadelphia  
Regina  
San Francisco  
San José (CR)  
Toronto  
Vancouver  
Washington DC  
Metro

### Pacific

Auckland  
Brisbane  
Canberra  
Melbourne  
Perth  
Sydney  
Wellington

### South America

Bogotá  
Buenos Aires  
Caracas  
Lima  
Mexico City  
Rio de Janeiro  
San José  
Santiago  
São Paulo