

# Rewarding work

The strategic approach to pay and grading



**Two-week study programme**  
20 September to 1 October 2010

**Public Administration International**  
in association with  
**Eunoia**



PAI is accredited by the  
British Accreditation Council  
for Independent Further and Higher Education

**eunoia**  
LISTENING - ENGAGING - TRANSFORMING

### **About the programme**

Citizens, governments, development partners and international agencies demand ever better, faster and more flexibly-delivered public services.

Competition from the private sector and civil society organisations for workers with skills in shortage areas means that public sector organisations must review how work is carried out and rewarded if they are to retain the staff they need and attract new recruits with different skills to meet changing requirements. At the same time, they have to respond to labour market forces which are putting upward pressure on the cost of recruiting, retaining and rewarding talented individuals.

### **Who is it for?**

This UK study programme is aimed at policy makers, human resource practitioners and senior decision-makers. The programme will explore strategies being adopted to modernise the management of performance, pay, grading and benefits. It will focus on the UK and examine current thinking in the public, private and not-for-profit sectors, with a view to sharing good practice with and among participants from a range of different backgrounds.

### **How participants will benefit**

The study programme will:

- Introduce participants to the UK programme of modernising and reforming public services and, in particular, current approaches being adopted to pay and reward packages
- Enable participants to understand motivational aspects at work and identify the key drivers for change in approaches to these issues in their particular environments
- Examine the changing relationship between worth, value and reward at work
- Review the management of pay and grading relativities through job evaluation
- Look at processes for resolving pay and grading disputes at work
- Consider the risks and benefits of adopting special arrangements for key workers and staff in shortage areas
- Explore strategies to link individual reward to organisational objectives
- Assess the benefits of combining financial and non-financial rewards into 'total reward' packages
- Discuss approaches to identifying and meeting future staffing needs
- Contrast private, public and not-for-profit sector approaches
- Compare experiences in participants' own countries
- Identify aspects of UK experience which can be applied internationally and aspects of overseas experience from which the UK system might benefit
- Help participants to identify practical ways of initiating new approaches to pay and benefits on return to their own countries.

### What the programme will cover

The programme will explore practical strategies for improving recruitment, retention and motivation as well as systematic approaches to grading of posts. Participants will be exposed to the latest innovative thinking on pay, grading and benefits and how these can contribute to organisational success.

The programme will include seminar sessions, discussions, case studies, practical work and visits. It has been designed to be flexible so that it can be adjusted wherever practicable to meet the specific requirements of participants and their organisations.

The programme will comprise two main components.

- Participants will be briefed about the UK Government’s modernisation and reform programme; the strategies being adopted in various public, private and not-for-profit sector organisations; how successful these strategies have been and how they fit into wider objectives and values of organisations

- Participants will consider, in the light of shared experience, options for their own national circumstances, development of action plans and strategies for change.

Participants will be invited to give informal presentations on their own system and to talk about the particular challenges faced in handling pay, grading and benefits in their own organisation and country.

## Programme outline

Week 1	AM	PM
Day 1	Welcome and introductions The context: modernising and reforming the public sector Valuing work	Participants' informal presentations: key issues
Day 2	Job evaluation: key principles and fundamental concepts	Managing and measuring relativities: approaches to grading
Day 3	Scoring, feedback and analysis	<i>Visit: public sector organisation</i>
Day 4	Pay negotiations: approaches, skills and measures of success	<i>Visit: trade union</i>
Day 5	Payroll audit and verification	Action planning
Week 2	AM	PM
Day 6	Reward strategy models New approaches to pay and benefits Theories of motivation	Linking individual performance with organisational strategic objectives
Day 7	Implementing a successful pay and benefits strategy	<i>Visit: Cabinet Office</i>
Day 8	Resolving disputes: internal mechanisms; arbitration, mediation, conciliation	<i>Visit: Employment Tribunal</i>
Day 9	Workforce planning: identifying and meeting future staffing needs	<i>Visit: private sector organisation</i>
Day 10	Pay, grading and benefits: the future	Review, feedback and scope for follow-up Presentation of certificates of attendance

We reserve the right to change the programme as necessary.

**Application form**

**Rewarding work:  
The strategic approach to pay and grading**

**20 September to 1 October 2010**

Please complete this application form and post or fax to:

Clare Walters  
Programme Manager  
Public Administration International  
10 Bayley Street  
London WC1B 3HB  
UK  
T +44 (0)20 7580 3590      F +44 (0)20 7580 4746      pai@public-admin.co.uk

Applications can also be completed online. Please see our website for details.  
[www.public-admin.co.uk](http://www.public-admin.co.uk)

**Please print clearly in black ink and in capital letters**

**Personal details**

First name \_\_\_\_\_

Family name \_\_\_\_\_

Title (Prof. Dr. Mr. Mrs. Ms. etc.) \_\_\_\_\_

Nationality \_\_\_\_\_

Dietary requirements \_\_\_\_\_

Disabilities \_\_\_\_\_

Have you participated in a PAI study programme before? \_\_\_\_\_

If yes, which programme(s)? \_\_\_\_\_

Date of programme(s)? \_\_\_\_\_

**Current position**

Title of post \_\_\_\_\_

Employer \_\_\_\_\_

Address \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Telephone \_\_\_\_\_

Fax \_\_\_\_\_

Email \_\_\_\_\_

Brief description of your main role and responsibilities \_\_\_\_\_

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**Application form**

**Education and professional training**

Please provide brief details of your education and professional qualifications and training

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School/college/university

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Relevant professional qualifications or membership of professional bodies

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**Particular interests**

Please indicate which aspects of the programme are of most interest to you

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**Sponsoring organisation**

Who will pay your fees?

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Who will pay your other costs such as travel and living costs?

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**Value Added Tax (VAT)**

I certify that I am employed by the Government of \_\_\_\_\_ in furtherance of its sovereign activities (please refer to note on VAT under 'Fees and other costs')

Signature

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Date

We reserve the right to cancel the programme if there are not enough participants to make it viable. In these circumstances, fees already received will be refunded in full.

### **Location and arrival arrangements**

The study programme will be based in central London. Visits to people who have direct experience of managing pay and benefits strategies in the public and private sectors will be included. On request, PAI can assist with finding suitable hotel accommodation and can arrange travel to and from the airport.

### **Language**

The programme will be conducted in English. Participants will be expected to have a good working knowledge of the language.

### **Fees and other costs**

The fee for the two-week study programme will be £3,150. This includes tuition, travel to and from the airport in London and travel on scheduled visits<sup>1</sup>. The fee also includes all documentation. UK Value Added Tax (VAT) will not be charged if applicants can provide written confirmation from their Government or its accredited representative that they are employed by the Government in furtherance of its sovereign activities. In all other cases, VAT (currently 17.5%) will be charged in addition to the fee. Payment in full must be received by PAI no later than 20 September 2010. Cheques should be made payable to Public Administration International. Alternatively, PAI is able to invoice individuals or government agencies. Payment by bank transfer is also acceptable.

If participants cancel their booking within 21 calendar days of the start of the programme we will charge £250 to cover administration costs. Alternatively, fees already received can be held as a credit towards the cost of future PAI study programmes.

Airfares, accommodation costs, daily travel (other than on visits scheduled in the programme), meals and living expenses are not included. We suggest that approximately £120 per person per day should be allowed for a modest

standard of accommodation, local travel in the UK, meals and other incidental expenses. Participants requiring a higher standard of accommodation (for example a 4 star hotel) will need to allow approximately £175 per person per day.

### **Discount**

We offer a 10% discount on the tuition fee if a funding organisation sponsors more than three participants in any one calendar year. Please ensure that when you book your fourth participant (in any one calendar year) you let us know so that we can apply the discount.

### **Insurance**

Participants are advised to arrange travel and health insurance cover before leaving their home country.

### **Public Administration International (PAI)**

PAI specialises in management consultancy and development services for organisations in and associated with the public sector worldwide. We provide advice and support for governments undergoing political, economic, structural and legislative change. Our extensive network of associates includes practitioners, academics and independent consultants. The promotion of good governance and best practice are our key objectives. This programme is one of a number of specialist UK-based study programmes designed to meet the needs of public services worldwide.

<sup>1</sup>Travel to and from the airport in London and on scheduled visits in the programme are provided at cost.

### **Programme Director**

The Programme Director will be Jeanne Berry. Jeanne has more than twenty five years' experience in central and local government human resources management, most recently as a senior advisor to a UK County Council employing more than 11,000 staff. She has also carried out a range of consultancy assignments on behalf of the Commonwealth Secretariat, the UK Department for International Development (DFID) and others covering a wide range of project-based human resource management tasks within a variety of government departments in Barbados, The

Gambia, Ghana, Namibia, Tanzania, the UK and Zambia. In 2003, Jeanne was made a Fellow of the UK Chartered Institute of Personnel and Development. She is an Associate of Eunoia.

### **Eunoia**

Eunoia is a partnership of practitioners with a wide range of experience in public sector change. Eunoia's partners have delivered highly successful organisational development projects across Africa, Asia, the Caribbean and in the UK. They are currently working on a range of information and governance initiatives in Ghana, Ethiopia and the UK.

### **How to apply**

Please complete the attached Public Administration International application form and post, fax or email it to:

Clare Walters  
Programme Manager  
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10 Bayley Street  
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[pai@public-admin.co.uk](mailto:pai@public-admin.co.uk)

Applications can also be completed online. Please see our website for details: [www.public-admin.co.uk](http://www.public-admin.co.uk)

If you would like to discuss the programme or to find out more about Public Administration International and our services, please contact:

Claire Cameron  
Director  
Public Administration International  
**T** +44 (0)20 7580 3590  
[pai@public-admin.co.uk](mailto:pai@public-admin.co.uk)

We also have extensive experience of designing tailor-made programmes (from one day to two or three weeks) which can be run in your own country or in the UK to meet the specific needs of groups or individuals at all levels within your organisation. Please contact us if you would like further information.

Public Administration  
International

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