

## *PwC Remchannel External Training for 2012*

**Name of training**

**Excel 2 day workshop for Remuneration Practitioners**

***Presented by Dianne Auld***

**Info on training (what it is about etc.)**

Target Audience:

Remuneration, HR or Payroll Specialists, Assistants or Managers, who would like to improve their Excel skills and learn specific techniques to aid them with the analysis of market and organisation remuneration data

Level of workshop:

A basic to Intermediate knowledge of Excel is required before attending the workshop

Summary of workshop content:

Remuneration of employees in this day and age is intricately woven into and spun out of the very fabric of the business strategy of leading organisations. The field of reward/remuneration management has taken on notable proportions as companies realise that the single biggest cost they have is the salary bill and that they are reliant on their employees for achieving their business objectives.

In order to equip reward practitioners with the necessary skills to analyse market and organisation data effectively, it is essential that the specific Excel skills required be developed to achieve business objectives.

This is a practical workshop covering the essential Excel skills required to analyse market and organisation remuneration information.

Aspects covered in detail during the course of the workshop are the following:

1. Importing and formatting remuneration data
2. Valuing the Total Package (incl vlookup & if statements)
3. Validation of remuneration data
4. Sub-totalling remuneration data
5. Comparing market data and conditional formatting
6. Statistics for remuneration data
7. Graphing remuneration data
8. Scattergrams and trend lines
9. Distribution tables and graphs
10. Pivot tables and goal seek

A workbook will be provided with detailed (click by click) instructions on how to carry out every function demonstrated. The workbook covers both Excel 2003 and Excel 2007. A disc will also be provided to each delegate with all training and exercise spreadsheets used during the workshop.

Each section will consist of a half hour session where the Excel functions are demonstrated and performed together with the class, followed by a half hour exercise session, where the delegates will carry out the same functions on their own with a different data set. The class is limited to 12, so there will be intensive instructor assistance provided during the exercise sessions.

	<p>Training will be done on Excel 2007.</p> <p>Apart from the main content, many shortcuts and time saving techniques will be demonstrated during the two days to improve productivity on Excel.</p> <p><u>Information about the facilitator:</u></p> <p>Dianne Auld who will present the workshop has over 20 years of experience in human resource management, focused on remuneration. She consults on all aspects of reward, including reward strategy, salary surveys, job evaluation, broad banding, pay structuring and incentive design. In 2011 Dianne developed and recorded an e-learning Excel course for Worldatwork, which is being sold internationally. Dianne's Excel Tips have been published in a Worldatwork book, due for release in early 2012.</p> <p>Dianne is an accredited trainer for the Worldatwork Global Remuneration Professional courses. The courses offered complement the Global Remuneration courses, in providing practical application of theoretical concepts in the South African market, taking into account local practices, taxation and legislation. The Excel course provides the techniques to value and analyse remuneration data on spreadsheet software rather than calculators.</p>
<b>Cost of training per person</b>	R5,000 (excluding VAT)
<b>Venue of training</b>	To be confirmed closer to the date
<b>Region of where training will be presented</b>	Johannesburg, Durban and Cape Town
<b>Contact person who will handle the bookings (Name of person, tel no, email address)</b>	Anita Wing Tel: (011) 615 -2149 <a href="mailto:anita.wing@za.pwc.com">anita.wing@za.pwc.com</a>
<b>Date of event</b>	<p>5 courses scheduled:</p> <ul style="list-style-type: none"> <li>• 13 &amp; 14 February 2012 - Johannesburg</li> <li>• 23 &amp; 24 April 2012 - Durban</li> <li>• 11 &amp; 12 June 2012 – Johannesburg</li> <li>• 6 &amp; 7 August 2012 – Cape Town</li> <li>• 12 &amp; 13 November 2012 - Johannesburg</li> </ul>

**Name of training**

**Advanced Excel 1 day workshop for Remuneration Practitioners**

*Presented by Dianne Auld*

**Info on training (what it is about etc.)**

Target Audience:

Remuneration Specialists or Managers, who already have good Excel skills, and would like to learn advanced Excel techniques to aid them with remuneration modelling, creating Excel dashboards and the analysis of market and organisation remuneration data

Level of workshop:

An intermediate knowledge of Excel is required before attending the workshop. Ideally delegates would already have attended the 2 day Excel Skills for Remuneration Practitioners course or a similar course.

Summary of workshop content:

**LookUp Formulas** - Vlookup, Hlookup, Lookup, Index, Match and Indirect

**If formulas** - If (And), If (Or), Countif, Countifs, Sumif, Sumifs, Averageif, Averageifs formulas

**Array Formulas** – Single-cell and multi-cell array formulas, application of array formulas together with other Excel formulas

**Charts** - Creation of box-type pay scale charts using stock charts; Creation of merged scattergram and box-type pay scale charts

**Macros** – Recording, running, combining and editing macros, macro security settings

**Data Validation and Protection** – Creating forms and input documents using data validation tools, hiding sheets, protecting worksheets and workbooks

**Data Consolidation** – consolidation of data from different worksheets using 3D reference formulas and using the data consolidation tool

All formulas and techniques will be demonstrated using remuneration applications.

A disc with all exercises completed during class will be provided to delegates together with the relevant Excel Tip columns. The Excel Tip columns provide detailed background and instructions with screen shots on each of these areas.

Information about the facilitator:

Dianne Auld who will present the workshop has over 20 years of experience in human resource management, focused on remuneration. She consults on all aspects of reward, including reward strategy, salary surveys, job evaluation, broad banding, pay structuring and incentive design. In 2011 Dianne developed and recorded an e-learning Excel course for Worldatwork, which is being sold internationally. Dianne's Excel Tips have been published in a Worldatwork book, due for release in early 2012.

Dianne is an accredited trainer for the Worldatwork Global Remuneration

	Professional courses. The courses offered complement the Global Remuneration courses, in providing practical application of theoretical concepts in the South African market, taking into account local practices, taxation and legislation. The Excel course provides the techniques to value and analyse remuneration data on spreadsheet software rather than calculators.
<b>Cost of training per person</b>	R3,800 (excluding VAT)
<b>Venue of training</b>	To be confirmed closer to the date
<b>Region of where training will be presented</b>	Johannesburg
<b>Contact person who will handle the bookings (Name of person, tel no, email address)</b>	Anita Wing Tel: (011) 615 -2149 <a href="mailto:anita.wing@za.pwc.com">anita.wing@za.pwc.com</a>
<b>Date of event</b>	1 course scheduled: <ul style="list-style-type: none"> <li>• 26 June 2012 - Johannesburg</li> </ul>

**Name of training****Sales Compensation 1 day workshop for Remuneration Practitioners*****Presented by Dianne Auld*****Info on training (what it is about etc.)**Target Audience:

- Practitioners in the remuneration field who are responsible for or play a key role in designing, reviewing and implementing sales commission schemes in their organisations

Summary of workshop content:

Sales compensation scheme design is a highly specialised area, requiring knowledge of specific design techniques and understanding of key sales compensation principles such as pay mix, leverage, thresholds, caps, ramps, sales crediting, and the difference between commission and bonus schemes.

For sales compensation schemes to be effective, they must be designed to drive the business needs, motivate the sales force and be cost effective. The design process is complex and multi-faceted and can only be undertaken successfully with a clear understanding of all the issues involved.

This one day course teaches key sales compensation design principles in a highly practical way with business examples, and application of each stage to a realistic case study. Excel templates will be provided to assist with taking the learnings back into the workplace.

Aspects covered in detail during the course of the workshop are the following:

- Drivers of Sales Compensation Design
  - Business, sales / go to market strategy, sales channels and customers, types of products / services sold, content of sales jobs
- Sales Incentive Design Factors
  - Eligibility, target total compensation levels, pay mix, leverage, performance measures, commission vs bonus schemes, performance levels and ranges, threshold, target, excellence, cap, ramps, performance / payout periods, quota practices / territory assignments, sales crediting, special incentives
  - Practical application to case study after each design stage
- Construction of a Sales Compensation Matrix
- Testing and Implementation
  - Sales incentive modelling and refinement, communication, implementation, review and assessment

Information about the facilitator:

Dianne Auld who will present the workshop has over 20 years of experience in human resource management, focused on remuneration. She consults on all aspects of reward, including reward strategy, salary surveys, job evaluation, broad banding, pay structuring and incentive design.

Dianne is an accredited trainer for the Worldatwork Global Remuneration Professional courses. The courses offered complement the Global Remuneration courses, in providing practical application of theoretical

	concepts in the South African market, taking into account local practices, taxation and legislation. The Excel course provides the techniques to value and analyse remuneration data on spreadsheet software rather than calculators.
<b>Cost of training per person</b>	R3,800 (excluding VAT)
<b>Venue of training</b>	To be confirmed closer to the date
<b>Region of where training will be presented</b>	Johannesburg
<b>Contact person who will handle the bookings (Name of person, tel no, email address)</b>	Anita Wing Tel: (011) 615 -2149 <a href="mailto:anita.wing@za.pwc.com">anita.wing@za.pwc.com</a>
<b>Date of event</b>	1 courses scheduled: <ul style="list-style-type: none"> <li>• 25 June 2012 - Johannesburg</li> </ul>

## Name of training

## Pay Structuring 2 day workshop for Remuneration Practitioners

*Presented by Dianne Auld*

### Info on training (what it is about etc.)

#### Target Audience:

- Newer practitioners in the remuneration field
- Seasoned remuneration and reward practitioners requiring skills update or "refresher" training on the underlying concepts and theory of pay structuring.

#### Summary of workshop content:

To consistently pay "enough" to retain and attract people of the required calibre and skills without paying "too much" is the ultimate test of judgement, requiring expertise and considerable experience. How many of us are able to delegate this responsibility to appropriately qualified staff?

This is a practical workshop covering the essential skills required to draw up pay structures for the organisation, balancing out the myriad of conflicting issues such as internal equity, external equity, organisation culture, cost of implementation and economic influences.

Aspects covered in detail during the course of the workshop are the following:

1. Terminology, concepts and purpose of pay structuring (Overview of Pay Structuring)
2. Grade Basis for Pay Structure
3. Pay Base for Pay Structure
4. Market Positioning for Pay Structure
5. Pay Structure Mechanics; Pay Slope, Pay Ranges, Pay Overlap, Smoothing the Pay Curve
6. Drawing up a Pay Scale
7. Costing Anomalies
8. Reviewing Pay Structures
  - External Factors: pay movements, inflation, benefit trends, economy, tax changes and socio-political issues.
  - Internal Factors: organisational profitability, cost constraints, labour turnover, bargaining unit negotiations.

The workshop includes a detailed build up case study done in groups to reinforce learning on each aspect. All formulae / calculations are demonstrated both manually and on Excel, and all Excel spreadsheets with applicable formulae are sent to the delegates after the workshop

#### Information about the facilitator:

Dianne Auld who will present the workshop has over 20 years of experience in human resource management, focused on remuneration. She consults on all aspects of reward, including reward strategy, salary surveys, job evaluation, broad banding, pay structuring and incentive design.

Dianne is an accredited trainer for the Worldatwork Global Remuneration

	Professional courses. The courses offered complement the Global Remuneration courses, in providing practical application of theoretical concepts in the South African market, taking into account local practices, taxation and legislation.
<b>Cost of training per person</b>	R5,000 (Excluding VAT)
<b>Venue of training</b>	To be confirmed closer to the date
<b>Region of where training will be presented</b>	Johannesburg, Durban, Cape Town
<b>Contact person who will handle the bookings (Name of person, tel no, email address)</b>	Anita Wing Tel: (011) 615 -2149 <a href="mailto:anita.wing@za.pwc.com">anita.wing@za.pwc.com</a>
<b>Date of event</b>	4 courses scheduled: <ul style="list-style-type: none"> <li>• 26 &amp; 27 March 2012 - Johannesburg</li> <li>• 7 &amp; 8 May 2012 – Cape Town</li> <li>• 17 &amp; 18 September 2012 – Durban</li> <li>• 22 &amp; 23 October 2012 - Johannesburg</li> </ul>

## Name of training

## Incentive Design 2 day workshop for Remuneration practitioners

*Presented by Dianne Auld*

### Info on training (what it is about etc.)

#### Target Audience

- Newer practitioners in the remuneration field
- Seasoned remuneration and reward practitioners requiring skills update or "refresher" training on the principles and practice of incentive design.

#### Summary of workshop content:

Designing incentives that are aligned to the business strategy, motivational to employees and cost effective, is one of the greatest challenges in compensation. Many HR practitioners understand incentives at a theoretical level, but do not have the practical skills to apply the theory to their own business, to introduce new incentives or to improve / change incentives that are not working.

This is a practical workshop covering the essential skills required to design incentive schemes for the organisation, balancing out employer and employee needs, and driving behaviours aligned to business goals.

Aspects covered in detail during the course of the workshop are the following:

1. Overview of Incentives
2. Incentive Alignment – Internal and external
3. Incentive Design – Pre Design Issues
4. Incentive Design 1 – Eligibility – Basis for inclusion / exclusion / selection
5. Incentive Design 2 – Measures – Appropriate measures, level and frequency of measurement
6. Incentive Design 3 – Financial Controls – methods of funding, thresholds and caps, motivation
7. Incentive Design 4 – Gain / Payout Relationship – stepped, continuous gain, payout ramps
8. Incentive Design 5 – Distribution - types, frequency, variable pay transition, retention
9. Communication and Implementation

The workshop includes a detailed case study, done in build up sections. An incentive design builder template is provided to all students for use with future incentive design work.

#### Information about the facilitator:

Dianne Auld who will present the workshop has over 20 years of experience in human resource management, focused on remuneration. She consults on all aspects of reward, including reward strategy, salary surveys, job evaluation, broad banding, pay structuring and incentive design.

Dianne is an accredited trainer for the Worldatwork Global Remuneration

	Professional courses. The courses offered complement the Global Remuneration courses, in providing practical application of theoretical concepts in the South African market, taking into account local practices, taxation and legislation.
<b>Cost of training per person</b>	R6,000 (Excluding VAT)
<b>Venue of training</b>	PwC Sunninghill
<b>Region of where training will be presented</b>	Johannesburg, Cape Town
<b>Contact person who will handle the bookings (Name of person, tel no, email address)</b>	Anita Wing Tel: (011) 615 -2149 <a href="mailto:anita.wing@za.pwc.com">anita.wing@za.pwc.com</a>
<b>Date of event</b>	2 courses scheduled: <ul style="list-style-type: none"> <li>• 10 &amp; 11 September 2012 - Johannesburg</li> <li>• 8 &amp; 9 October 2012 – Cape Town</li> </ul>

**Info on training (what it is about etc.)**Target Audience

- HR specialists or Remuneration practitioners involved in profiling jobs and conducting job evaluations within organisations

Level of workshop

- Basic job profiling and evaluation skills for newer HR or Remuneration practitioners

Summary of workshop content:

Aspects covered in detail during the course of the workshop are the following:

1. From Job analysis to work profiling: do traditional procedures still apply?
2. Choice of job profiling template: one size fits all?
3. Job Profiling: a practical application covering the basic steps involved in job profiling:
  - Step 1: Identifying and describing tasks
  - Step 2: Identifying critical competencies
  - Step 3: Linking tasks and competencies
  - Step 4: Documenting job profile results
4. Job Evaluation process and principles
5. Paper-based Job Evaluation systems
6. Paterson Job evaluation
7. Computerised/ on-line Job Evaluation systems
8. Introduction to Broad Banding

Information about the facilitators:

Kathy Pillay is a Senior Manager in the Reward Management line of Service within the Human Resources Services Division at PwC. She holds a degree in Industrial Psychology and Industrial, Organisational and Labour Studies with 4 years experience as a HR Generalist and 6 years experience in Remuneration and Reward consulting.

Kathy has experience within a cross section of industries and began her employment with PwC Remchannel in November 2005. She has played a key role in data analysis, interpretation, reward solutions and project management for numerous consulting assignments including Afrisam, Ericsson, Hillside Aluminium, Lanxess, and the University of the Witwatersrand amongst others.

Kathy's key areas of expertise and focus include:

- Reward strategy and philosophy design;
- Market positioning and data analysis;
- Pay scale development;
- Benefit analysis and benchmarking;
- Job evaluation; and
- Performance management.

Norma Mayimela is a Consultant in the Reward Management line of Service within the Human Resources Services Division at PwC. She holds a Bcom

	<p>Honours degree in Industrial Psychology from the University of Johannesburg and is a certified Global Remuneration Professional. Norma has reward related experience within the Financial Services, Mining, ICT, Construction, Manufacturing and Higher Education Industries. She has been involved with and consulted to companies such as the Auditor General, University of Johannesburg, PPC Cement, Aon Benfield, Optimum Coal and MB Technologies.</p> <p>Norma's key areas of expertise and focus include:</p> <ul style="list-style-type: none"> <li>• Reward strategy and philosophy design;</li> <li>• Pay scale development;</li> <li>• Market positioning and data analysis;</li> <li>• Benefit analysis and benchmarking;</li> <li>• Job profiling and evaluation;</li> <li>• Advisory services to Remuneration Committees.</li> </ul>
<b>Cost of training per person</b>	R5,000 (Excluding VAT)
<b>Venue of training</b>	To be confirmed closer to the date
<b>Region of where training will be presented</b>	Johannesburg
<b>Contact person who will handle the bookings (Name of person, tel no, email address)</b>	<p>Anita Wing  Tel: (011) 615 -2149  <a href="mailto:anita.wing@za.pwc.com">anita.wing@za.pwc.com</a></p>
<b>Date of event</b>	<p>1 course scheduled:</p> <ul style="list-style-type: none"> <li>• 26 &amp; 27 September 2012 - Johannesburg</li> </ul>

**Info on training (what it is about etc.)**Target Audience

- Line managers who are responsible to understand; explain and manage Employee Reward according to their company's Total Reward Strategy and Philosophy
- HR generalists with little or no knowledge of reward management
- Newer Remuneration practitioners that need a Basic overview of Reward Management principles

Level of workshop

- Basic Remuneration & Reward management principles and application

Summary of workshop content:

Understanding Total Rewards and managing Employee Reward has become critical in organisations who wish to attract, motivate and retain the right employees in order to deliver business success.

Often Line Managers are expected to make decisions regarding Employee Reward and this course (specifically aimed at line managers) will equip line managers with the ability to understand, explain and manage Employee Reward in line with their organisation's Total Reward Strategy and Philosophy.

The course is presented through a practical and hands-on learning approach incorporating many practical exercises and case studies

Aspects covered in detail during the course of the workshop are the following:

1. The business challenge
2. Understanding employee needs
3. The employment life-cycle
4. Total Reward Management
5. The Employee Value Proposition (EVP)
6. Remuneration Philosophy & Strategy (practical case study)
7. Understanding different remuneration structures
8. An overview on pay structures & positioning employees within the pay structure
9. Job Evaluation principles
10. Remuneration Benchmarking and job matching
11. Determining remuneration when making offers and attracting employees (practical case study)
12. Conducting the annual salary review (practical case study)
13. The Reward Environment (practical case study)
14. Communicating pay information
15. Practical checklists for managers

	<p><b><u>Information about the facilitator:</u></b></p> <p>Kathy Pillay is a Senior Manager in the Reward Management line of Service within the Human Resources Services Division at PwC. She holds a degree in Industrial Psychology and Industrial, Organisational and Labour Studies with 4 years experience as a HR Generalist and 6 years experience in Remuneration and Reward consulting.</p> <p>Kathy has experience within a cross section of industries and began her employment with PwC Remchannel in November 2005. She has played a key role in data analysis, interpretation, reward solutions and project management for numerous consulting assignments including Afrisam, Ericsson, Hillside Aluminium, Lanxess, and the University of the Witwatersrand amongst others.</p> <p>Kathy's key areas of expertise and focus include:</p> <ul style="list-style-type: none"> <li>• Reward strategy and philosophy design;</li> <li>• Market positioning and data analysis;</li> <li>• Pay scale development;</li> <li>• Benefit analysis and benchmarking;</li> <li>• Job evaluation; and</li> <li>• Performance management.</li> </ul> <p>Norma Mayimela is a Consultant in the Reward Management line of Service within the Human Resources Services Division at PwC. She holds a Bcom Honours degree in Industrial Psychology from the University of Johannesburg and is a certified Global Remuneration Professional.</p> <p>Norma has reward related experience within the Financial Services, Mining, ICT, Construction, Manufacturing and Higher Education Industries. She has been involved with and consulted to companies such as the Auditor General, University of Johannesburg, PPC Cement, Aon Benfield, Optimum Coal and MB Technologies.</p> <p>Norma's key areas of expertise and focus include:</p> <ul style="list-style-type: none"> <li>• Reward strategy and philosophy design;</li> <li>• Pay scale development;</li> <li>• Market positioning and data analysis;</li> <li>• Benefit analysis and benchmarking;</li> <li>• Job profiling and evaluation;</li> </ul> <p>Advisory services to Remuneration Committees.</p>
<b>Cost of training per person</b>	R5,500 (Excluding VAT)
<b>Venue of training</b>	To be confirmed closer to the date
<b>Region of where training will be presented</b>	Johannesburg
<b>Contact person who will handle the bookings (Name of person, tel no, email address)</b>	Anita Wing Tel: (011) 615 -2149 <a href="mailto:anita.wing@za.pwc.com">anita.wing@za.pwc.com</a>
<b>Date of event</b>	1 course scheduled: <ul style="list-style-type: none"> <li>• 16 &amp; 17 July 2012 - Johannesburg</li> </ul>

**Info on training (what it is about etc.)**Target Audience

- Financial managers, Remuneration practitioners and HR generalists with little or no knowledge of long-term incentive plans;
- Any employee in the organisation who wishes to learn more about long-term incentive plans.

Level of workshop

- Basic long-term incentive design principles, application and trends

Summary of workshop content:

HR practitioners, financial managers etc. are often involved in only one link in the long chain that encompasses a long-term incentive plan. This is a “long-term incentive design 101” course will assist these players to see and understand the bigger picture. This course offer basic training on the following in relation to long-term incentive plans:

- Share plan design;
- Understanding the cost and accounting implications;
- Tax implications;
- Regulatory requirements (including JSE listing requirements and Companies Act issues);
- King III requirements;
- Market trends

Information about the facilitator:

Luzaan Pretorius is a Manager in the Executive Reward line of Service within the Human Resources Services Division at PwC. She holds a CA(SA) qualification with 3 years experience in tax and 2 years in Reward consulting.

Luzaan’s key areas of expertise and focus include:

- The design and implementation of short-term and long-term incentive plans;
- General consulting around long-term incentive plans including performance condition monitoring, review of peer groups used in performance conditions, review of long-term and short-term incentive plans, long-term incentive allocation calculations, presentations to remuneration committees, training and benchmarking.

Liezel Zapke is a Senior Manager in the Executive Reward division at PwC. Liezel has 14 years experience in tax and Reward consulting and holds a B.Com LLB and H Dip Tax and is also an admitted attorney.

Liezel specializes:

- The design and implementation of incentive schemes;
- Consulting on all aspects of individual taxation and tax, regulatory and other relevant issues relating to local and international incentive schemes.

<b>Cost of training per person</b>	R2,500 (Excluding VAT)
<b>Venue of training</b>	To be confirmed closer to the date
<b>Region of where training will be presented</b>	Johannesburg
<b>Contact person who will handle the bookings (Name of person, tel no, email address)</b>	Anita Wing Tel: (011) 615 -2149 <a href="mailto:anita.wing@za.pwc.com">anita.wing@za.pwc.com</a>
<b>Date of event</b>	2 courses scheduled: <ul style="list-style-type: none"><li>• 17 May 2012 – Johannesburg</li><li>• 16 August 2012 – Johannesburg</li></ul>