

EAF
Employers Association Forum



Harrington & Associates, Inc.
Compensation, Performance Management & Total Rewards Strategy Training & Consulting

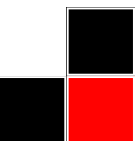
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Training

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Compensation System Design & Performance Management

How Do You Make Certain That Employees In Your Organization Are Paid Fairly?

There was a time when determining individual pay was a fairly simple task. Not in today's complex work environment. Ensuring that your company can attract, retain and motivate qualified competent employees is a critical responsibility of the Human Resources function. Yet, without a systematic approach to determining the value of each position in the company, it is nearly impossible.

Your organization's base pay system is the critical foundation for all of your human resources programs. It is the centerpiece of the total rewards package an organization provides employees in return for their efforts. EAF's Compensation Consulting Associate, Harrington & Associates, Inc., will work with you to ensure that your entire rewards package meets the needs of your organization. They will assist you to implement systems that are **equitable, competitive, objective** and completely **non-discriminatory**. Their process includes all of the steps required to ensure that your pay systems are both fair and competitive.



The steps include:

- Job Analysis
- Job Description
- Job Evaluation
- Classification
- Pay Range Development
- Pay Policy Development

Pay Range Adjustments & Variable Pay

While we recognize that as organizations grow and Human Resources professionals become busier, annual "across the board" adjustments to pay ranges seem to be the answer because they can be accomplished so quickly. We also know, however, that after one or two years of this type of adjustment, the best planned pay structures can become painfully out of balance with the market. In an effort to satisfy our mission of "promoting excellence in the management of people..." we would like to remind our members that we can provide a "catch up" service to members needing their pay ranges updated.

With base pay programs solidly in place, organizations begin to focus on variable pay systems such as merit pay, bonus systems, equity programs and other reward strategies. Often they have concerns about executive compensation issues or the need for unique survey data. No matter what the compensation concern may be in your organization, Harrington & Associates is available to provide the expert consulting services and results that EAF members require.

Performance Management

It's difficult to know who dislikes performance appraisal more...managers or employees! Even so, helping employees improve performance and results may be the single most important part of a manager's job. Improved employee performance can make a significant difference in organizational efficiency and the bottom line. Managers generally dislike the performance appraisal process because they misunderstand its purpose. They feel that being truthful with employees about their performance will strain the working relationship and do little to change behavior.

Taking The "Dread" Out Of Performance Appraisal - The work place is no place for a parent-child relationship between managers and employees, and no one likes to sit in judgment of others. In the absence of specific skills, the performance appraisal process is associated with discomfort and the potential of creating or increasing animosity, and so it is often avoided at all costs.

The Performance Planning and Review Program - Harrington & Associates works with EAF members to develop and implement a systematic approach to Performance Management instead of the single faceted process of performance appraisal. Performance Management is a cyclical process that includes planning for improved performance, monitoring and reviewing performance, while shifting the burden of individual job performance to employees. The program involves employees and their managers working together to identify outstanding job performance, behaviors and results in an environment that focus on the future, accountability, and the needs of the organization for engaging the full efforts of all employees. Using PRRP, Harrington & Associates trains managers to become counselors, coaches and resource providers, guiding their organizations to greater efficiency and productivity .

Benefits Assessment

The cost of benefits programs has escalated many times the rate of base payroll expenses in recent years. There seems to be no hint that market demands or program cost increases will be curtailed any time soon. In order to be able to compete for and retain the qualified, competent talent that today's organization requires, companies must take a strategic view of the benefits offered. While some benefit programs have a minimum threshold that effectively contributes to the total rewards strategy, others cost the organization little or nothing to provide but are widely popular among employees.

Harrington & Associates does not market or broker benefit plans. We offer a consultative service designed to ensure that your organization's benefit programs meet both your company's and your employee's needs. We have uniquely qualified specialists to help you structure a strategy that gives your organization a competitive edge without exceeding your budget.

Benefits Strategy

A total benefits strategy requires that an organization...

- Assess each program and its contribution to the organization's overall rewards system;
- Select programs that meet fiscal limitations;
- Select programs that will achieve reward system goals by providing the "mix" that is important to the defined employment demographic; and
- Communicate the selected programs effectively to achieve the maximum benefit for the cost.



Programs include:

- Compensation System Design
- Developing Effective Job Descriptions
- Performance Management System Design
- Managing and Appraising Employee Job Performance
- Resolving Performance Problems

Total Rewards Strategy

Technology isn't the only area of striking change in the workplace over the last decade. Social and economic changes have modified the demographic of the workforce dramatically. Employees of retirement age are opting to stay on the job longer and young working parents juggle increasing work pressures and family priorities. Competitive-edge employers must continually scout innovative means of retaining employees and increasing productivity. These factors make for sweeping changes in expectations by employees. Flex-time is becoming the norm, while on-site conveniences like workout and daycare facilities provide time-saving opportunities that employees have come to expect.

Harrington & Associates has identified work/life program concepts that delight employees, create stronger bonds to the company and require little or no cost or administrative effort on the part of the employer. Our job is to understand your business needs and help you define the **Total Rewards Strategy** that will engage your workforce in meeting organizational goals.

In coordination with our consulting services, we offer a full range of one- to four-day training programs that ensure that your **Total Rewards Strategy** is fully implemented, communicated and maintained.

All our programs can be adapted to an organization's particular needs and conducted on-site so that the entire management team may benefit. On-site programs offer the extra benefit of being designed to suit the company's own programs, policies and systems.

EAF members receive preferred pricing on all compensation services from Harrington & Associates.

If you would like to speak with a representative, contact EAF at 407.260.6556 or info@eafinc.org.

HARRINGTON & ASSOCIATES, INC.

Harrington & Associates is a total rewards systems consulting firm, providing best practices solutions to clients in Florida since 1986. We are in your neighborhood, working with your business partners to develop, implement and communicate reward systems, policies and practices specifically suited to each client organization's needs and philosophies. As your consultant, Harrington & Associates brings your organization the advantage of wide ranging competencies developed through years of expertise and experience. We bring the objectivity and diversity of skills that is necessary to gain the support of both management and employees. We form a partnership with our clients to identify and implement reward strategies and systems that resolve problems and achieve your organization's goals. We train your staff to maintain or administer the programs and systems that you require.

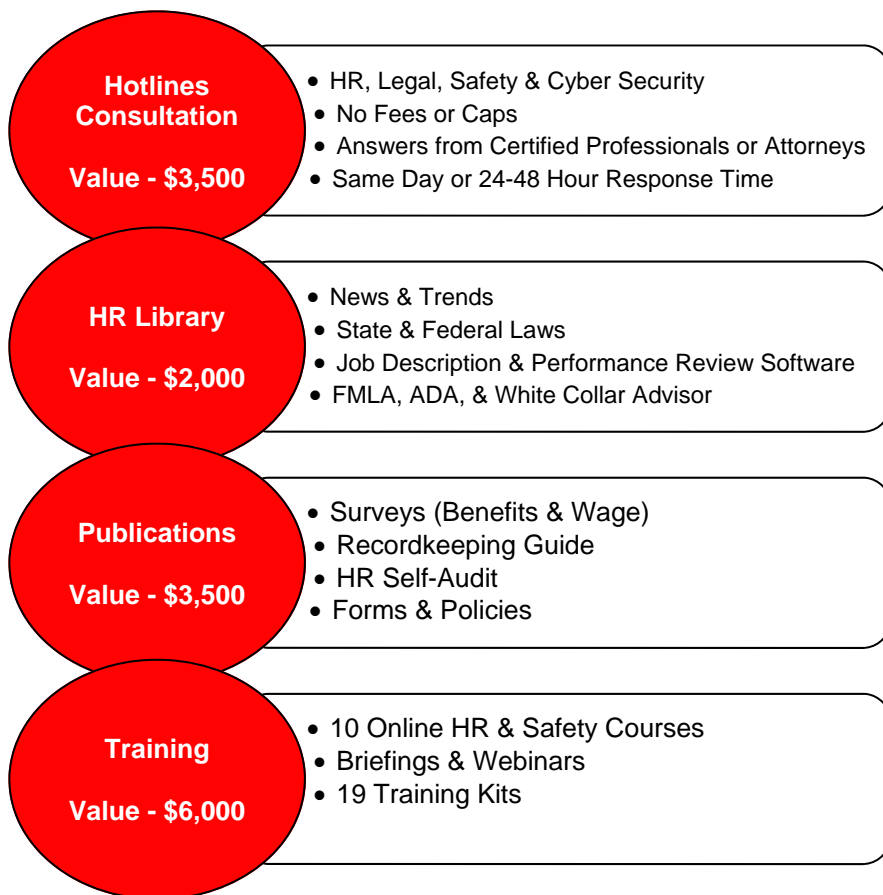


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Your People Experts...
Advice & Research
People Development
Connections

Value of Membership



TOTAL VALUE - \$15,000

Corporate Annual Dues Range from
\$395 - \$3,150/yr.

The examples shown are based on calculation of the **FREE** EAF member services. If you also take advantage of our member discounted seminars, in-house training, on-site consulting or insurance programs, you are realizing tremendous additional returns.

If you need any assistance in calculating your actual ROI, please contact EAF at 407.260.6556.

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