



Aligning Compensation Course Syllabus and Outline

Instructor: Amanda Close, MBA, SPHR, CPT (206) 782-1254, Amanda@closegroup.org
The Close Group

Online: www.closegroup.org/moodle

Certificate of Completion for 15 hours of “Strategic” Recertification credit

A) Course Description:

The objective of this 5-week course is to provide students an opportunity align a compensation program based upon a companies changing strategic needs. Students will learn to design, develop and align the compensation system as appropriate.

"The greatest management secret . . . you get what you reward!"

B) Course Objectives: Participants will be able to serve as a strategic business partner by facilitating strategic change through coaching.

C) Student Expectations: Participants are expected to participate fully by attending the online lectures, responding to all discussion questions and completing the course project. Students will receive a certificate of completion.

Class participation:

- Evidence of careful preparation and presentation of discussion questions and project.
- Clarity and conciseness of recommendations.

D) Project: Innovative compensation program:

Students will be assigned a “company in need” of an aligned compensation system or may use their own source.

Final report will include:

- **Background information:**
- Culture analysis
 - Org strategic direction (mission, vision, strategic initiatives)
 - Reality (good and not so good) with the current compensation system,
 - Change management challenges
- **Aligned Compensation Program**
 - Strategic purpose
 - Program structure
 - Budget requirements
 - Plan for roll-out

E) Text (provided)

Close 2006, Strategic Solutions Toolkit, Snow Creek Publishing

Aligning Compensation

Course Outline

Date	Topic	Assignment (To be completed before the next session)
Session 1	<p>Lecture : Strategic view of compensation, the life of an organization and change management.</p> <p>Online Case part #1: Situation Analysis</p> <ul style="list-style-type: none"> • Conduct a situational analysis • Background information • Change readiness (business need, buy-in, culture) • Reality and desired state, probable causes beyond compensation 	<p>Weekly online lecture</p> <p>Respond to posted questions regarding featured case study: WaMu</p> <p>Primary resource: Strategic Solutions Toolkit</p> <p>Project: Decide on project company and begin reviewing data. Conduct a situation analysis.</p>
Session 2	<p>Identify the role of compensation, business need, the actual and desired state</p> <p>In-Class simulation #1</p> <p>Online Case part #2: Strategic compensation</p> <ul style="list-style-type: none"> • Strategic role of compensation, what should compensation reward • How should pay balance internal and external • How will compensation support strategic initiatives 	<p>Weekly online lecture</p> <p>Respond to posted questions regarding featured case study: Starbucks</p> <p>Primary resource: Strategic Solutions Toolkit</p> <p>Project: Determine the strategic elements of the compensation program.</p>
Session 3	<p>Building a strategic compensation program that links it to business.</p> <p>Online Case part #3: Maximizing the buy-in from all levels through involvement.</p>	<p>Weekly online lecture</p> <p>Respond to posted questions regarding featured case study: Google</p> <p>Primary resource: Strategic Solutions Toolkit</p> <p>Project: Build the program back bone.</p>
Session 4	<p>Assessing and aligning the elements of a compensation program.</p> <p>Online Case part #4: Evaluating compensation structure. Are the elements strategically aligned and working properly.</p>	<p>Weekly online lecture</p> <p>Respond to posted questions regarding featured case study: Executive Pay</p> <p>Primary resource: Strategic Solutions Toolkit</p> <p>Project: Identify (at a high level) appropriate salary review methods, pay structure and roll-out.</p>
Session 5	<p>Planning the roll-out.</p> <ul style="list-style-type: none"> • Effectively communicate the strategic direction and the tie to compensation. • Anticipate roadblocks and plan accordingly using executive sponsorship and accountability. • Establish holistic success metrics and create feedback avenues to assure compensation is indeed rewarding the appropriate behaviors and performance. 	<p>Weekly online lecture</p> <p>Respond to posted questions regarding featured case study: Layoffs</p> <p>Primary resource: Strategic Solutions Toolkit</p> <p>Final Project posting due by Feb 9th.</p>