



welcome to brighter

a different kind of  
**learning**

Mercer HR Academy



# Mercer HR Academy

Mercer HR Academy was established with one goal in mind, enhancing the capability of our client's human resource professionals by providing access to HR architecture that will allow organisations to form and implement a successful framework.

Companies are constantly challenged to meet aggressive business goals. As a result, HR's role in driving success is more important than ever and yet most organisations do not have a systematic approach in developing the capabilities of the HR team.

Mercer HR Academy is a comprehensive learning solution that is designed to build HR capabilities – both core and technical. These e-learning modules are grouped into HR disciplines, and each programme offers a foundational level of training across a range of modules.



## Performance & rewards

- Performance & Rewards
- Optimizing Benefits
- Sales Incentive Design
- Executive Remuneration
- Global Mobility Fundamentals
- Producing quality position descriptions



## Analytics & change

- How to Lead in Change Management
- Driving Business Results with Workforce Insights
- Leveraging Technology



## Talent management

- Talent Management
- Career Management
- Organisational Design
- Training Design & Evaluation



## Business partnering

- Effective Business Partnering
- Driving Employee Engagement & Productivity
- Designing Effective HR Policies



## Talent acquisition

- Recruitment & Employee Value Proposition
- Engaging Hiring and Onboarding Strategies
- Utilizing Assessment Tools Effectively



## Mercer IPE Methodology

- Foundational module on the five factors of Mercer's International Position Evaluation (IPE) methodology

# Performance & rewards

- Performance & rewards fundamentals
- Optimizing benefits
- Sales incentive plan design
- Executive remuneration fundamentals
- Global mobility fundamentals
- Producing quality position descriptions



## Performance & rewards

# Performance & rewards fundamentals

Are employees being productive? How do you build performance structures and rewards that can motivate employee productivity? These are some questions organisations are asking. Performance and Rewards are at the heart of what HR should be doing strategically and tactically.

This course gives you a better understanding of the relevance of performance and rewards to employee productivity. We will provide you with guidelines on how to review your company's current system and implement innovative solutions to performance and rewards problems based on the fundamentals you take from this course, including performance management cycles, the 3P model, and compensation frameworks.

## Benefits to participants

- Build performance structures and rewards to support performance goals.
- Use the performance management cycle to improve employee productivity.
- Establish pay levels based on compensation strategy.
- Review your company using a compensation framework.
- Implement innovative solutions to improve performance management and rewards.

## Topics covered

### Relevance of performance and rewards to employee productivity

- Importance of performance and rewards
- Definition of performance management
- Components of the performance management cycle
- Effective ways to complete the performance management cycle

### Fundamentals and structures of compensation

- Aspects of compensation strategy
- Basic terms around compensation
- Best ways to establish pay levels
- Compensation focus areas

### 3P Model for performance rewards

- Components of the 3-P model

### Compensation framework and case studies

- Definition of compensation framework
- Case studies: problems and solutions
- Review of your company

## Performance & rewards

# Optimizing benefits

The cost of employee benefit plans is ever increasing, and HR professionals are looking for innovative ways to optimize benefits offering while maximizing the company's return on investment.

A company's benefit plan is a crucial part of incentivizing employees to perform, but most HR professionals struggle with designing a plan that suits the majority of employees. This course begins with clarifying the content of employee benefit plans and explains the types and phases of benefit programme design. In this module, you will get a chance to analyze an implementation case study and learn new skills on how to design an employee benefits programme for your organisation.

## Benefits to participants

- Identify which benefit items can best fulfill your employees' needs.
- Design and implement a flexible benefit programme for your company.
- Make the right decisions based on the diverse needs of your workforce.
- Use the best communication method to engage your employees.

## Topics covered

### Employee benefits

- Employment policy benefits
- Supplementary benefits
- Work-life balance benefits

### Flexible benefits

- Diverse needs
- Definition and types
- Motivation and challenges

### Benefits programme design and implementation

- Flexible benefit frameworks
- Four phases of implementation
- Feasibility case study
- Benefits communication and maintenance

## Performance & rewards

# Sales incentive plan design

As an HR professional, have you ever been challenged on your sales incentive programme with questions such as *“Is it fair?”*, *“Why is it this way?”*.

Incentive plans are used to encourage employees to perform at high levels of productivity. However, every sales incentive plan must be designed to fit the unique needs of the business - it must be aligned with the business strategy and circumstances of each organisation and role. This module teaches how to design a sales incentive plan, and how to address 10 critical design decisions.

The aim of this course is not to give you a single solution, but to enable you to make appropriate judgment calls that are suitable to your organisation. At the end of this course, you will be well-equipped to start designing or redesigning your own sales incentive plan, and provide you with tips helping you to better communicate the benefits plan to the employees.

## Benefits to participants

- Learn how to design or redesign your sales incentive plan.
- Better communicate the details of the plan to employees - both the what and the why.
- Make appropriate judgment calls when designing your company’s sales incentive plan.

## Topics covered

Defining a sales incentive plan

Objectives of a sales incentive

Process of designing a sales incentive plan

The 10 decisions critical to designing a sales incentive plan

- Defining the reward philosophy
- Analysis of sales role and who should participate in the incentive plan
- Setting target pay levels
- Determining pay-mix
- Selecting the right performance measures
- Identify relationship between performance and reward

## Performance & rewards

# Executive remuneration fundamentals

As an HR professional, it is important to understand what is executive remuneration. And how can an organisation leverage on an executive remuneration that creates a competitive advantage that can attract and retain the best and brightest executive talent.

Globalization and industry consolidation have led to a shortage of executives with the knowledge and expertise to run leading multinational firms. Proven, successful, and aligned executive remuneration plans can therefore be an important competitive advantage. The competition for the best employees will continue to challenge HR professionals, but this course sheds light on the fundamentals of executive remuneration and discusses the current issues. After completing this course, you will be equipped with the knowledge how to design or modify your company's executive remuneration plan.

## Benefits to participants

- Learn how to design or modify executive remuneration in your company.
- Contribute to your company's overall dialogue concerning compensation philosophy and strategy.
- Use executive remuneration strategically, and make it one of your competitive advantages.

### Topics covered

Contemporary executive remunerations issues

The unique considerations of executive remuneration

"Pay for performance" as a concept and philosophy

The fundamentals of executive remuneration

General regulation and governance of executive remuneration

## Performance & rewards

# Global mobility fundamentals

Mercer's Global Mobility Fundamentals is the perfect starting point to help HR professionals develop their skills and expand their knowledge how to work more effectively in today's globalized business and talent environment. In this module, you will learn the considerations every organisation must look at when moving employees across borders. Learn how to deploy employees on international assignments and to understand the complexities, costs, risks and opportunities associated with managing and international workforce.

This module will help you understand the essential, basic principles of expatriate compensation and benefits, exploring various remuneration approaches that are suitable to specific situations. The course also looks at the typical assignment life cycle, identifying the key activities and potential challenges that need to be anticipated and addressed for a successful assignment. The course also includes an explanation of the "Balance Sheet" remuneration approach, which is a widely used expatriate remuneration approach for expatriates worldwide. It also explains the typical components of an expatriate remuneration package, as well as introduces the 'Cost of Living' and 'Hardship' allowances.

## Benefits to participants

- Understand prevalent trends in Global Mobility to align your organisation to market practices.
- Use the assignment life cycle to plan the key steps of the assignment and prepare for common challenges.
- Identify the most suitable assignment type according to the specific business needs.
- Build effective expatriate compensation packages by including relevant allowances and benefits.
- Maximize the Return on Investment of the international assignment by managing the risks and the cost of the assignment.
- Downloadable tools and models for everyday use

## Topics covered

### Fundamentals of global mobility and expatriate compensation principles

- Trends in global mobility
- Definition of global mobility and key terms
- Types of international assignments
- Overview of expatriate benefits and allowances

### Managing expatriates

- Common challenges in managing expatriates
- Designing an effective compensation package

### Basic overview of the "Balance sheet" remuneration approach

- Overview and case-study of the "Balance Sheet" remuneration approach
- Managing the cost of assignment
- Supporting the expatriate during assignment
- Failure of international assignment

### The assignment lifecycle

- The 7 stages of a typical international assignment
- Repatriation, redeployment, and localization

## Performance & rewards

# Producing quality position descriptions

For an organisation to operate effectively, roles and responsibilities must be clearly defined and established. A clear position description not only ensures individuals know what is expected of them and where to focus their energy, but it also ensures consistency across multiple areas of the company. Furthermore, it has a direct impact on HR outcomes, such as productivity, employee engagement, and M&A integration.

This course covers the importance of position descriptions and explains the CAD (Collect, Analyze, Document) job analysis model, an effective tool for HR professionals to make clear position descriptions within their companies.

## Benefits to participants

- Use position descriptions to motivate employee productivity and engagement.
- Ensure consistency across multiple areas of the company.
- Use job analysis to improve workload distribution.
- Apply the CAD job analysis model to position descriptions in your company.

## Topics covered

Understanding position descriptions and their importance

Performing job analysis

- Importance of a job analysis exercise
- CAD (Collect, Analyze, Document) job analysis model

Collecting the components of job analysis

Search and gather

Analyzing the components of job analysis

Documenting the components of job analysis

- 10 essential elements and optional add-ons

# Analytics & change

- Change management fundamentals
- Driving business results with workforce insights
- Leveraging technology



## Analytics & change

# Change management fundamentals

It is a fact that the business landscape is constantly evolving, and HR professionals have perhaps one of the most important roles where managing changes within an organisation is concerned. The HR team is often the front line of implementing changes within an organisation. They are expected to lead in managing employees within the organisation and advise leaders on a communication strategy that drives a positive value.

The DARE (Discover, Arrange, Roll-out, Evaluate) model for change management is an effective tool for HR professionals to help ensure successful change. This module covers specific approaches at each step of the model and highlights the importance of communication. Learn the right skills to play a vital role in managing change successfully in your organisation.

## Benefits to participants

- Use impact assessment to define and measure the impact of the change.
- Identify stakeholders with the help of the impact diagnostic tool.
- Communicate efficiently and successfully.
- Anticipate and manage resistance to change.
- Monitor and adjust your plan.
- Evaluate your plan and create recommendations for the future

## Topics covered

### Part 1 – Change and change management

- The changing world and HR's function in change
- The impact of change on individuals
- Definitions of three types of change
- Change drivers
- Change management

### Part 2 – DARE model for change management

- Discover
  - Change defined and impact assessment
  - Change readiness assessment
  - Formulation of change strategy
- Arrange
  - Stakeholder mapping
  - Leadership alignment
  - Communications approaches
- Roll-out
  - Embedding strategy
  - Reducing resistance
  - Monitoring and adjusting your plan
- Evaluate
  - Measuring success
  - Celebrating and reinforcing success
  - Performing post-implementation review

## Analytics & change

# Driving business results with workforce insights

Studies have found that companies that make fact-based workforce decisions perform better and see an improvement in talent outcomes and profit margins. Businesses and HR leaders are recognizing the potential value of workforce insights. Yet, many organisations still struggle with developing a strategy how to use data to address business challenges relating to workforce.

In an age of big data, utilizing information to create workforce insights is a top priority for HR professionals. This module will explain how workforce insights affect HR. Through specific examples, HR professionals will develop a comprehensive understanding of workforce insights and how to get started in the process.

## Benefits to participants

- Make reasonable decisions based on facts and trends.
- Ask the right questions based on the data to determine the impact.
- Develop your analytics skills to enable you to use and analyze data efficiently.
- Get started with workforce insights in your own company.
- Work in partnership with your business managers.
- Come up with the measurements that will help drive the impact you want to create.

## Topics covered

Introduction: The impact of big data

Importance of workforce insights

Content of workforce insights

- Maturity of workforce analytics and planning
- HR metrics versus workforce metrics

Application of workforce insights

Shared ownership of workforce insights process

## Analytics & change

# Leveraging technology

Have you ever thought of Technology as an enabler? The continued rise of technology is inevitable, and HR professionals can view technology as a potential enabler to make significant efficiency gains!

Since the internet emerged in the 1980s, new technologies have emerged at a faster rate, also bringing new challenges for HR professionals. Leveraging technology is becoming increasingly critical to HR professionals; as a strategic business partner, HR needs to make analytics-driven, evidence-based decisions about employee management and reporting.

This course explains the seven key steps for selecting technology solutions and four key touch points of digital technology to HR professionals. This module will teach you how to maximize the advantages of technology and minimize any downside.

## Benefits to participants

- Make technology an enabler of efficiency gains.
- Use technology to help you with your day-to-day workload.
- Enable analytics-driven, evidence-based decisions about employee management and reporting.
- Predict workforce trends by using data effectively.
- Implement technology to play an increasingly strategic role in achieving business objectives.
- Be equipped with data quality and data analysis.
- Know the seven key steps for selecting technology solutions.
- Make HR tasks easier through digital solutions.
- Increase your ability to engage with all employees.

## Topics covered

### Understanding technology

- The rise of technology
- Technology as an enabler

### Knowing the impact of technology on HR

- Technology challenges
- Additional trends

### Key steps while selecting the right technology

### Using digital technology to create solutions

- Best practices and key touch points
- Data storage and confidentiality

### Understanding technology advantages and trends

# Talent management

- Talent management fundamentals
- Career management fundamentals
- Organisational design
- Training design and evaluation



## Talent management

# Talent management fundamentals

Talent management is a critical component of the HR function. With an ever-growing focus on people, every HR professional needs to understand the basics of talent management.

HR professionals are faced with many challenges related to employee turnover, and lack of career development is seen as top driver for such turnover. Therefore, HR professionals need to employ strategic talent management to retain and reward the company's best employees, develop the next generation of corporate leaders, and create a corporate culture that attracts the best talent.

This module explains the key steps of the performance management cycle and succession plan. Moreover, it points out common mistakes made in talent management and ways to avoid them.

## Benefits to participants

- Strengthen your company's talent.
- Review performance achievements during a formal review.
- Identify and create an individual development plan.
- Realize employees' potential to support the future talent pipeline.
- Enhance your talent management practices.

## Topics covered

### Principles of talent management

- Strategic talent management
- Business objectives
- Talent implications
- Critical roles
- Talent review

### Alignment and integration of processes

- Talent as priority
- Performance management cycle
- Five steps

### Best ways to conduct succession management

- Talent pools
- Mistakes to avoid

## Talent management

# Career management fundamentals

A career management framework helps clarify expectations at each step of the career journey for employees, keeping your organisation competitive.

According to survey data across Asia, “career” was one of the top-three ranked motivations for employees in four of the five markets surveyed. Employees are asking for clarity on expectations at each step of the career journey as they move up and laterally. Employers need to identify the right skills, create career paths, and build their talent. As HR professionals, you need to deal with issues from the perspective of both employees and employers.

This course explains the FORME Career Management Framework and provides illustrative examples. You will learn the fundamentals of career management, what is a career framework, what is an organisational commitment and how this aligns with your HR processes. Complete this module and learn skills on how to develop a strong career management framework.

## Benefits to participants

- Modify or design career management framework in your company.
- Drive functional excellence by helping people know what they need to do to perform professionally.
- Strategically map the growth of critical skills to fulfill future business needs.
- Attract, retain, and engage employees by demonstrating multiple options for growth based on career aspirations.
- Gain greater control of employee careers by using customized career-pathing tools.
- Obtain clarity on expectations at each level and track within the organisation.
- Gain an understanding of internal equity across the organisation.

## Topics covered

### What is career management?

- Career management framework
- Active career management
- Evolution of career management
- Benefits of career management

### Main elements of career management

- Transparency
- Velocity
- Control

### Creating a career management framework

- Components of the 3P model

### Compensation framework and case study

- FORME framework
  - Foundational processes
  - Organisational commitment
  - Right data and technology
  - Manager capability
  - Employee relevance

## Talent management

# Organisational design

As an HR professional, you need to know how to effectively design the structure of your organisation in a way that will best support your business.

There is no “one size fits all” model that is appropriate for all organisations. However, if you understand and appreciate the processes of organisational design and apply the right model, you can shed light on a myriad of performance issues and avoid common mistakes. This course explains the differences between organisational design and organisational development/change, and recommends best practices and the Congruence Model to help you design the structure of your organisation.

## Benefits to participants

- Understand and appreciate the complexity and processes of organisational design changes.
- Design the structure of your organisation in a way that will best support your business.
- Use the Congruence Model as a tool for organizing your thinking about any organisational situation.
- Make sure the business model, culture, organisational model, and people are tightly aligned to allow an organisation to compete and succeed.

## Topics covered

### What is organisational design?

- Design vs development/change

### Best practices and principles of organisational design

- Traditional models
- Design structures
- Selecting the best approach
- Basic best practices
- Three aspects of success
- Key principles to an effective organisational design

### Congruence model tool

- What is a congruence model?
- Understanding the organisation as a system
- Congruence checklist

### Implementation

- Organisational alignment
- Recognizing the process as a change management initiative
- Key areas for HR

## Talent management

# Training design and evaluation

The importance of successful design for training programmes and proper evaluation of their effectiveness is being further highlighted by current trends in business.

The ease of collecting and analyzing data has placed a growing emphasis on measuring the return on training investment. HR professionals must do more with less, so designing a successful training programme and valuating its effectiveness is a priority. This course begins by identifying performance problems that can indicate that a training programme is necessary. We then explain how to design a training programme, including needs analysis and delivery methods. Finally, you will learn how to evaluate a training programme using our evaluation model.

## Benefits to participants

- Design an appropriate, needs-based training programme.
- Make recommendations based on needs analysis.
- Learn key adult learning theories and principles.
- Evaluate training programmes' effectiveness.

## Topics covered

### Training programme

- Alignment to business
- Uncovering concerns
- Conducting a gap analysis

### Training design

- Deciding the delivery method
- Obtaining buy-in and support from the business
- Beginning the design process
- Selecting the training methods
- The learning cycle

### Training evaluation

- Measuring success of learning
- Model of evaluation

# Business partnering

- Effective business partnering
- Driving employee engagement
- Designing effective HR policies



## Business partnering

# Effective business partnering

In today's market, businesses have adopted the concept of strategic partnering with HR. These developments represent a major change in HR roles and the way they operate. We are witnessing a role that is taking on a larger scope which requires working closely with various business units and leaders. As an HR professional, do you know how to develop the skills needed to become the HR Business Partner that drives the business needs?

In this module, you will understand how the HRBP's role is changing, learn the skills and behaviors required to be effective in this role, and learn how to build your credibility as a HR partner. Whether you are working in a business partner role or other HR business units, this course will help you build vital and value-adding skills.

## Benefits to participants

- Acquire the attributes, knowledge, and skills required to be an effective HRBP.
- Build credibility and influence key stakeholders.
- Incorporate strategic thinking into your planning and decision-making.
- Contribute to the achievement of business goals.

## Topics covered

### HR VS HRBP

- Readiness for change
- Role definitions
- Changing landscape of HR

### Four key roles of HRBP

- Strategic partner
- Operations manager
- Employee mediator
- Emergency responder

### How to become an HRBP

- Steps to being a better strategic partner
- Skills and competencies to be an effective HRBP

### Behaviors of strategic HRBP

- Building partnering credibility
- Setting up SMART goals
- Building influence

## Business partnering

# Driving employee engagement

An engaged workforce adds value to any organisation. Yet, many organisations are struggling to keep their employees engaged, increase productivity, and retain their best employees. HR professionals are uniquely placed to play an important role to drive employee engagement.

In this module, we will cover the fundamentals of engagement and its relation to productivity, costs associated with productivity, considerations when establishing a strategy, different levels of engagement, and value propositions that strengthen employee engagement.

Complete this module and learn how HR can proactively drive employee engagement and build an engaged workforce that is aligned with the organisation's goals.

## Benefits to participants

- Engage employees and increase productivity.
- Promote efficiency and productivity by optimizing your use of resources.
- Encourage an emotional commitment from employees - inspire them to be willing to go the extra mile and stay with the company.
- Ensure business continuity and employee productivity at the same time.
- Use the company's EVP to successfully engage employees.

## Topics covered

### Engagement

- Three parts of engagement
- Benefits of engagement

### Three dimensions and four phases of engagement

### Productivity

- Productivity and commitment
- What can managers do?
- Employee Value Proposition (EVP)
- Measuring engagement

## Business partnering

# Designing effective HR policies

As small companies start to grow, establishing formal HR policies is an essential tool for the business to ensure a consistent, fair and equitable human capital operation.

In this module we will explain the essential policies that are common to many organisations, and breaks them into categories so you can develop a clear understanding of how to design such HR policies for your organisation. You will master the nine steps to tailoring a policy to your company's circumstances. We also highlight the importance of communication to effective HR policies.

Learn the foundations of developing effective HR policies that support HR procedures and are aligned with overall business strategy.

## Benefits to participants

- Learn to design efficient HR policies.
- Master giving clear direction to all employees.
- Discover how to monitor policies to determine when to update them.
- Learn to clarify roles and responsibilities in cross functional/departmental projects and processes with the help of RACI model.
- Find out how to successfully communicate policy messages to business partners.

## Topics covered

Purpose of having HR policies

Role of HR policies

Policy model

Key issues of HR policies

Revising HR policies

- Policy approval
- RACI model
- Labor relations
- Communication
- Policy-creation process

# Talent acquisition

- Recruitment & EVP fundamentals
- Engaging hiring and onboarding strategies
- Utilizing assessment tools effectively



## Talent acquisition

# Recruitment & EVP fundamentals

Are you struggling to recruit the best qualified employees for your organisation? Learn how you can facilitate recruitment and talent acquisition strategy with a strong Employee Value Proposition.

As the war for talent rages on, how to implement an effective talent acquisition strategy is becoming ever more important. At any moment, HR Professionals are required to be ready to attract and select high-quality employees. This module explains the key elements of an effective talent acquisition strategy and the steps of the recruitment process, including the methods for sourcing and attracting the right candidates, and encouraging a “talent scout” mindset throughout the organisation. Moreover, it sheds light on the components of a comprehensive Employee Value Proposition (EVP), its value in recruiting and career management, and how to communicate it to prospective and current employees.

## Benefits to participants

- Use effective recruitment strategy in your organisation.
- Attract, screen, and select best qualified candidates.
- Align with business strategy to evaluate the need of the job.
- Choose process, methods, and approaches that best match the organisation’s strategy.
- Build a strong Employee Value Proposition to attract candidates.
- Create a “talent scout” mindset and build passive talent pipelines.

## Topics covered

### Recruitment strategy

- Align with business/HR strategy
- Consider recruiting as brand marketing
- Determine process, methods and approaches

### Steps of the recruitment process

- Evaluate the need and requirements of the job
- Source candidate
- Attract and select the best qualified candidates

### Components of a comprehensive employee value proposition

### Building passive talent pipelines

## Talent acquisition

# Engaging hiring and onboarding strategies

Excellent HR professionals know how to contribute to the candidate selection process and support hiring managers in choosing the right candidate!

The process of hiring and onboarding new employees has three key considerations.

- How do you choose the right candidate?
- How can you ensure the decision is right?
- How can you make sure he/she is successful in the role?

Engaging the ideal candidate for each role in your organisation is of vital importance. This module begins with identifying the key considerations of the selection process, gives recommendations on engaging potential employees, makes suggestions on how to write job offer letters, and provides onboarding best practices.

## Benefits to participants

- Choose the right candidates and make sure the decision is right.
- Define the job description clearly.
- Represent your brand accurately during the hiring process.
- Design a comprehensive job offer letter.
- Use effective techniques to negotiate an offer.

## Topics covered

### Key considerations of hiring and onboarding new employees

- Best practices in the selection process
- Determining the key elements of the selection process
- Selecting the ideal candidate
- Knowing the consequences of not clearly defining the ideal candidate
- Defining a position

### Steps in conducting thorough reference checks

- Accurately representation of the brand
- Steps prior to the job offer

### Job offer letter

- Components
- Negotiating techniques

### Onboarding & induction plan

- Onboarding process
- Importance of the process
- Best practices

## Talent acquisition

# Utilizing assessment tools effectively

The enormous variety of assessment tools can be confusing and daunting, but can also be essential to talent acquisition and development.

In emerging markets or high-growth industries where rapid promotion and career advancement are the norm, traditional assessment techniques are insufficient to measure “readiness” for a significantly different role or gauge leadership “potential.” HR professionals struggle to choose the right assessment tools to best measure employees’ potential, readiness, and fit, rather than merely their performance. This module explains different types of assessment tools and what they measure and provides a model for HR to choose the right assessment tool, as well as how to interpret results and give feedback.

## Benefits to participants

- Choose different assessment tools depending on the elements of the success profile for a specific level or role.
- Utilize assessment tools effectively to measure four dimensions.
- Implement the ABCD model to choose the right assessment tools for your specific needs.
- Interpret and apply results and give feedback.

## Topics covered

Four dimensions used to measure assessments

Competencies and success profiles

Different types of assessment tools and what they measure

Other trends in assessment

ABCD model for choosing the right assessment tool

Interpretation of assessment results

# Mercer HR Academy

- Mercer's International Position Evaluation (IPE) methodology



## Mercer HR Academy

# Mercer's International Position Evaluation (IPE) methodology

Mercer IPE (International Position Evaluation) is a proprietary global job evaluation methodology based on a series of business-related factors and dimensions that represent core job attributes.

The Mercer IPE evaluation factors reflect current thinking on how many successful companies view and value jobs. Consistent application of the 5 factors during the evaluation process can enhance business understanding, support the assessment of relationships between jobs and job families, and fairly align your jobs between levels, among business segments across borders.

The IPE e-learning module is a two-hour online training that provide users an introduction to job evaluation and its uses, and a basic overview of the Mercer IPE methodology. Designed to help accelerate the understanding and execution of IPE, these modules walk through each of IPE's five factors – Impact, Communication, Innovation, Knowledge, Risk. It explains the link between Mercer IPE and Mercer TRS (Total Remuneration Survey) data and ways in which the data can be used.

## Benefits to participants

- Understand the method of job evaluation and position matching.
- Learn the basics of Mercer IPE methodology.
- Apply the Mercer IPE methodology within an organisation.

## Topics covered

### Module 1: Job evaluation overview

- Understanding jobs
- What is job evaluation?
- Types of job evaluation
- What is Mercer IPE?
- Total Remuneration Surveys

### Module 2: IPE process and the impact factor

- IPE process overview
- Five factors and twelve dimensions
- The impact factor
- Case example of sizing positions

### Module 3: IPE factors – communication, innovation, knowledge & risk

- The communication factor
- The innovation factor
- The knowledge factor
- The risk factor
- Determining position class

## Contact us

How do I learn more about mercer hr academy?

To find out how Mercer HR Academy can support in upskilling professionals and building capabilities

within your HR teams, contact your local Mercer representative or visit us online at [www.mercer.com](http://www.mercer.com)

### Asia, Africa & Middle East

Wilma Madjus

T: +65 6398 2605

E: [mercerclearing.amea@mercerc.com](mailto:mercerclearing.amea@mercerc.com)

### Australia, New Zealand & Pacific

Andy Anestou

T: +61 3 9623 4179

E: [mercerclearing.australia@mercerc.com](mailto:mercerclearing.australia@mercerc.com)

### Europe

Tomasz Mazur

T: +48 695 010 126

E: [mercerclearing.europe@mercerc.com](mailto:mercerclearing.europe@mercerc.com)

### Latin America

Juan Bastidas

T: +57 321 490 3460

E: [mercerclearing.latam@mercerc.com](mailto:mercerclearing.latam@mercerc.com)

MERCER LEARNING