



# HR DELIVERY

*Making Sure HR Delivers*

HR DELIVERY WORKSHOP SERIES

# Compensation and Reward

## An introduction to compensation and reward

Build a clear starting point for reward decisions by separating job value, market evidence, contribution and affordability. Explore the Reward Decisions Model, compare simple options and practise explaining a provisional recommendation.



### 01 DAY

Introductory taster

### IN-HOUSE

Your people. Your context.

### PRACTICAL

Explore, discuss and apply

## A PRACTICAL STARTING POINT

# Understand the topic. Try it in practice.

Pay and reward choices become difficult to explain when exceptions accumulate without clear principles. This introductory workshop explores how organisations can structure their reasoning about job value, external comparisons, reward mix and progression, while keeping different types of evidence distinct and recognising the limits of a classroom exercise.

Introduce the six connected decisions in the Reward Decisions Model and practise applying them to a realistic pay request. Participants develop an initial principles statement, compare response options and identify the evidence, approvals and specialist review needed before implementation.

### WHO IS IT FOR?

HR professionals, reward newcomers, business partners and managers who contribute to pay or benefits discussions. The day assumes familiarity with organisational roles but no specialist compensation analysis experience.

### BY THE END OF THE DAY, PARTICIPANTS CAN:

- |                                                                                                                                                                                                              |                                                                                                                                                                                                                               |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>01 State reward purpose</b></p> <p>Draft a short reward principle that explains the intended contribution of reward and makes an important trade-off visible.</p>                                      | <p><b>02 Distinguish evidence types</b></p> <p>Separate internal job value, external market evidence, employee contribution and funding information when reviewing a straightforward reward request.</p>                      |
| <p><b>03 Question a market comparison</b></p> <p>Identify basic job matching and data quality questions that should be answered before interpreting an external pay figure.</p>                              | <p><b>04 Compare reward options</b></p> <p>Compare fixed pay, variable reward, benefits and recognition options against their purpose, affordability, accessibility and possible unintended behaviours.</p>                   |
| <p><b>05 Clarify movement decisions</b></p> <p>Distinguish promotion, progression, market adjustment and contribution awards, identifying why each requires its own rationale and appropriate authority.</p> | <p><b>06 Explain a provisional choice</b></p> <p>Present a provisional reward recommendation with supporting evidence, uncertainty, approval requirements and questions for qualified local review before implementation.</p> |

### A useful first application

An introductory exploration of reward decisions using fictional examples. The day provides practice materials and review questions, not salary recommendations, a completed pay structure or legal and tax advice.

THE FRAMEWORK / WORKSHOP FOCUS

# Reward Decisions Model

The Reward Decisions Model structures six connected choices: Purpose, Value, Position, Mix, Movement and Stewardship. Our workshop focus questions help participants explore those choices through a manageable illustrative request.



SIX QUESTIONS TO EXPLORE IN THE WORKSHOP

**01 Purpose**

What should this reward decision support, and which trade-offs matter?

**02 Value**

What does the work require, independently of its current holder?

**03 Position**

How relevant and reliable are the proposed external market comparisons?

**04 Mix**

Which reward elements fit the purpose and intended employee experience?

**05 Movement**

Why should reward change, and what evidence supports that reason?

**06 Stewardship**

Who should approve, explain, monitor and review the resulting decision?

The six prompts are workshop focus questions for the existing model, not a replacement reward methodology. Decisions affecting employment terms require verified evidence, organisational authority and qualified review of the applicable country requirements.

[Explore the full model >](#)

LEARN BY DOING

# Explore. Challenge. Make the ideas useful.

Short explanations lead into lively exercises, paired discussion and small-group challenges. Participants test ideas, share experience and build a draft together. The tone is engaging and enjoyable, with time to reflect and connect learning to real work.

## 01 Sort the reward evidence

Teams sort job descriptions, recruitment observations, contribution notes and budget information into distinct evidence categories, then explain what each category can and cannot support in a decision.

## 02 Test a reward principle

Pairs turn vague reward slogans into usable principles, applying each to two competing requests and revising wording when it gives conflicting or unhelpful direction to managers.

## 03 Compare three response options

Groups compare a salary adjustment, a temporary allowance and a development response using fictional costs, identifying eligibility, fairness questions, unintended incentives and what remains unknown before selection.

## 04 Present the decision rationale

Participants present a provisional recommendation to a mock approval panel, respond to evidence challenges and revise the explanation to distinguish justified conclusions from assumptions requiring further review.

### DIAGNOSE BEFORE YOU ACT

## Evidence > shared feedback > agreed priorities

Use selected diagnostic prompts to distinguish known facts from assumptions. Discuss the findings and agree their meaning before proposing a solution. Feedback is part of diagnosis, not an afterthought.

### ONE CASE, DEVELOPED THROUGH THE DAY

A growing technical services business struggles to recruit a specialist. The hiring manager requests a higher grade and a permanent pay increase for the post, citing one competitor advert. Comparable internal roles remain unchanged, and finance asks whether the proposal addresses job value, market pressure or individual contribution.

Groups separate the evidence, compare a small set of responses and prepare a provisional recommendation, including the information, authority and qualified local review required before a decision.

### THE FACILITATOR WILL

- Invite different perspectives.
- Make assumptions visible.
- Welcome constructive debate.
- Capture practical learning.



SAMPLE WORKSHOP AGENDA

# A working day, with room to think.

09:00-16:30 | Six hours of facilitated learning, plus lunch and breaks. The agenda, emphasis and timings are always agreed with the client, including local scheduling needs.

|             |                                                                                                                                                                                              |
|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 09:00-09:20 | <b>Why reward choices need clarity</b><br>Explore common reward requests, establish the workshop boundaries and identify what makes an explanation credible to employees and managers.       |
| 09:20-10:15 | <b>Purpose and the six decisions</b><br>Explore the Reward Decisions Model and draft a principle that can guide choices when objectives or interests compete.                                |
| 10:15-10:30 | Break                                                                                                                                                                                        |
| 10:30-11:30 | <b>Separate the evidence</b><br>Sort case information into job value, market, contribution and funding evidence, identifying which conclusions each source can support.                      |
| 11:30-12:30 | <b>Position and reward mix</b><br>Question the quality of market comparisons and explore how different reward elements may influence employee experience and behaviour.                      |
| 12:30-13:30 | Lunch                                                                                                                                                                                        |
| 13:30-14:30 | <b>Compare response options</b><br>Use fictional costs and eligibility scenarios to compare alternatives, making affordability assumptions and potential fairness concerns visible to peers. |
| 14:30-14:45 | Break                                                                                                                                                                                        |
| 14:45-15:30 | <b>Movement and stewardship</b><br>Distinguish reasons for pay movement and map decision rights, explanation needs, exception controls and specialist review before implementation.          |
| 15:30-16:10 | <b>Explain the recommendation</b><br>Present the case recommendation to a peer panel, respond to questions and revise unsupported claims or unclear decision conditions.                     |
| 16:10-16:30 | <b>Prepare a first review</b><br>Select one existing reward question, identify the evidence owner and plan a focused conversation about the next appropriate step.                           |

Turn a difficult pay request into an explainable sequence of evidence, choices and responsible review.

FROM THE SESSION TO YOUR DESK

# Useful models. Practical working records.

The day combines reference materials with drafts developed in the exercises. Each has a clear use beyond the workshop; the work reflects the evidence and perspectives available in the room.

## 01 Reward model reference

A concise reference to Purpose, Value, Position, Mix, Movement and Stewardship, with workshop prompts and reminders about keeping evidence types distinct in decisions.

**Use it to structure an initial reward policy conversation.**

## 02 Draft reward principle

A short principle tested against competing requests during the workshop, with a recorded trade-off and notes on wording that needs stakeholder agreement before use.

**Discuss whether the principle guides a real decision consistently.**

## 03 Reward evidence map

A completed case map separating job value, market, contribution and funding evidence, alongside missing information and the questions needed to interpret each source responsibly.

**Organise the evidence behind one reward request before recommending.**

## 04 Options comparison sheet

A worked comparison of alternative responses covering purpose, eligibility, fictional costs, possible behaviours and open fairness questions, with space for qualified review before implementation.

**Make the assumptions behind alternative reward responses easier to discuss.**

## 05 Decision rationale outline

A presentation outline connecting the case recommendation to evidence, uncertainty, decision authority and review conditions, revised after challenge from a peer approval panel.

**Prepare a clearer provisional recommendation for an authorised decision-maker.**

## 06 First review action plan

A focused plan for exploring one reward question, identifying relevant policy, evidence owners, required expertise and the conversation needed to agree the next step.

**Keep follow-up work proportionate to the actual reward question.**

### CONTINUE EXPLORING

Continue with the models, diagnostic manuals and development resources on the HR Delivery website. Workshop exercises provide a first application; a full organisational diagnostic or implementation assignment can be agreed separately.

[Open the framework >](#)

[Explore diagnostic resources >](#)

## MAKE THE LEARNING COUNT

# A better conversation. A practical next step.

Participants can apply the evidence map to one existing reward question and discuss missing information with the responsible HR or reward lead. Any proposed changes should follow organisational approvals and qualified local review before communication or implementation.

## YOUR FIRST 30 DAYS

01

Days 1-7

**Select one reward question**

Choose a current policy question with the reward owner. Confirm the scope, decision authority and confidentiality arrangements, then identify the evidence already available and the most important missing information.

02

Days 8-21

**Test the reasoning**

Map the available evidence and compare two plausible responses. Ask relevant colleagues to challenge the rationale, eligibility and cost assumptions, recording where specialist or country-specific advice is needed.

03

Days 22-30

**Agree the review route**

Refine the provisional rationale with the reward owner. Decide whether further analysis, consultation or specialist review is necessary, and record the next authorised step without prematurely changing employee terms.

Follow-through is participant-led. Additional facilitation, a full diagnostic or specialist support can be agreed separately.

## AVAILABLE IN-HOUSE

## Shaped around your organisation

The client and facilitator agree the in-house day and a suitable reward question. Participants may review relevant policies and bring anonymised role examples; the workshop uses fictional pay information so individual salary records are unnecessary.

## PLAN YOUR IN-HOUSE WORKSHOP

## Talk to Dr Phillip Welsh

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Discuss your workshop

[www.hr.delivery](http://www.hr.delivery)