



HR
BOARD

Vergadering van / Réunion du 19/11/2019
P5

CONSTRUCTION FEEDBACK MEETING

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Hottlet

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KORN FERRY®



Korn Ferry is a global organizational consulting firm, bringing together strategy and talent to drive superior performance for our clients.

Our purpose is to help people and organizations exceed their potential.



We help organizations design themselves – the structure, roles and responsibility – to seize opportunities.

As importantly, we help organizations select and hire the talent they need to execute their strategy – and show them the best way to compensate, develop and motivate their people.



We're here to solve business problems



Transforming your business.

Aligning your people and structure to your strategy and operating model.



Delivering on your M&A promises.

Driving value from your corporate transactions.



Getting ahead of digital disruption.

Aligning your people and organization to your digital journey.



Building an inclusive organization.

Harnessing diverse thinking to innovate and grow.



Driving organization efficiency.

Creating a cost structure that will allow you to compete effectively.



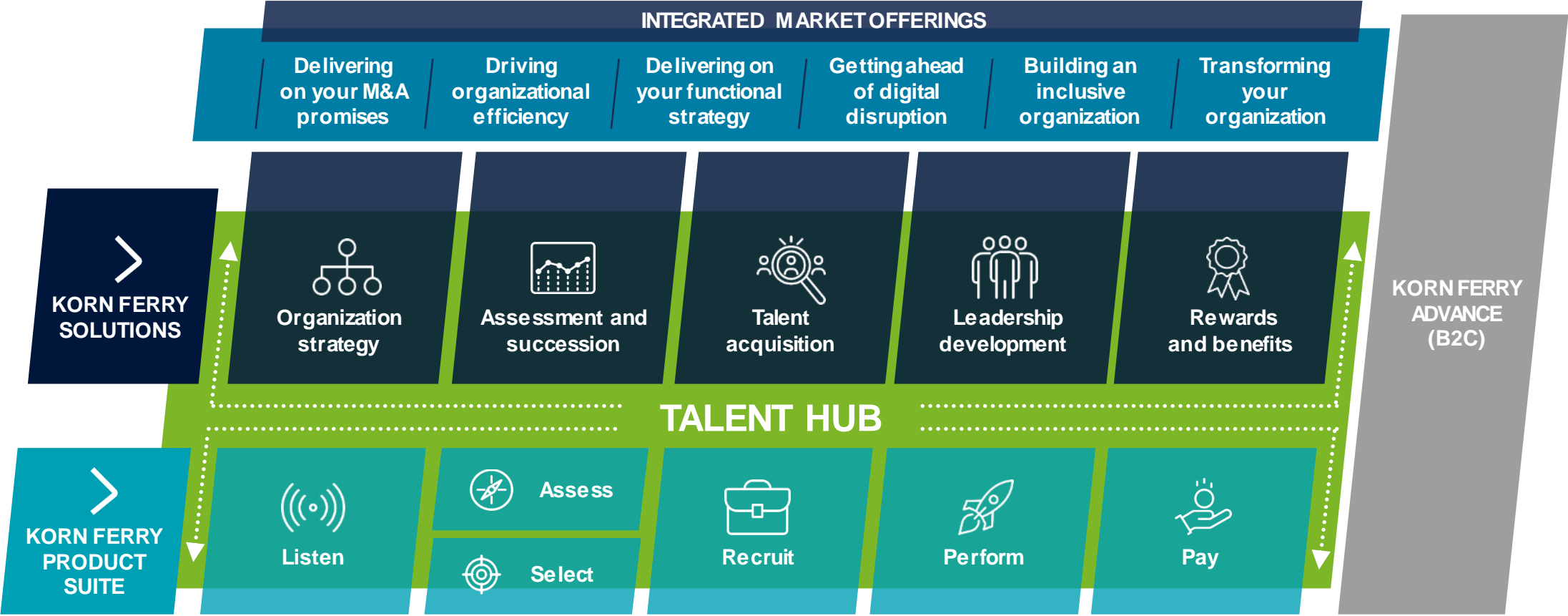
Delivering on your functional strategy.

Getting the right people and structure to drive value from your core functions.



Our expertise covers the whole talent journey

Each of our solution areas strengthens our work and thinking in the next, to give you the most integrated approach to talent around.



Context

ADEB-VBA has asked Korn Ferry to re-organize the Salary Survey with the goal to provide **insights** into the competitiveness of the remuneration practice and policies of the companies in the construction sector.

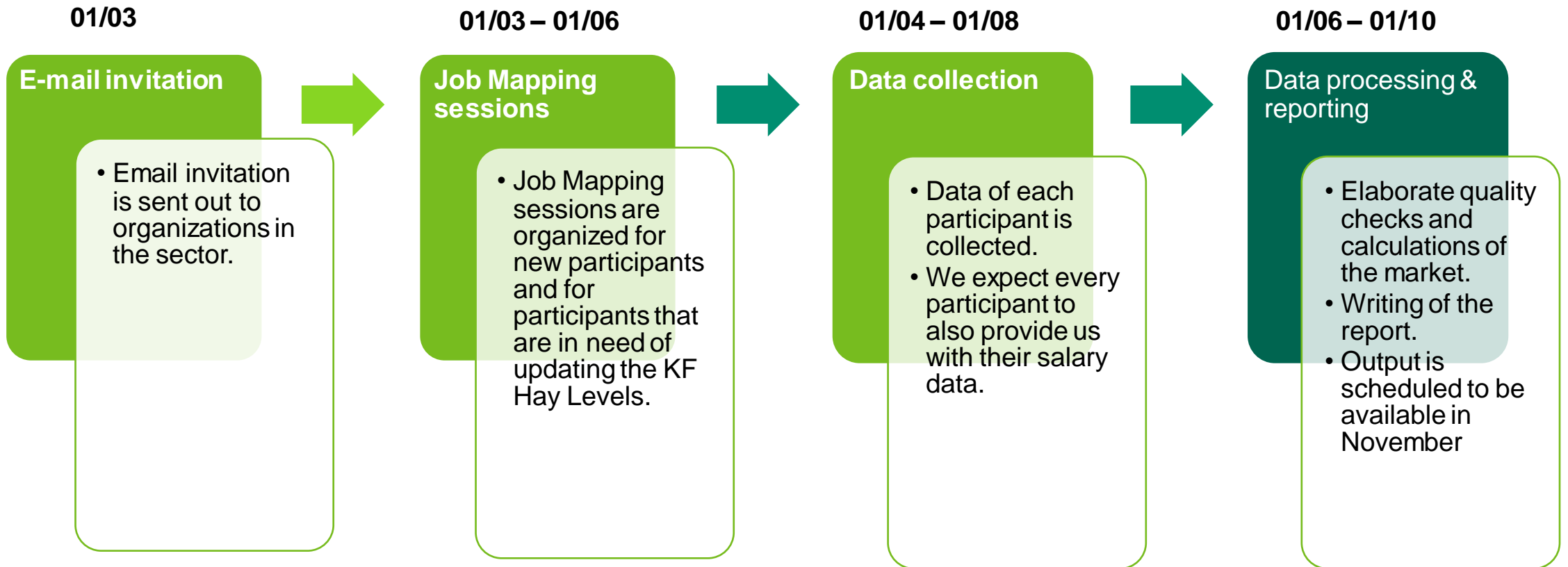
The information available in the outputs of the salary survey supports companies in:

- **Optimizing** and **objectify** the remuneration strategy
- **Attracting** employees
- **Retaining** employees
- **Motivating** employees

The survey does not only focus on sector specific functions but includes in-depth analysis of **all functions** in the participating companies such as: Calculators, Site Leaders, Project Leaders, Engineers, HR, IT, Marketing, Sales, ...



Timeline



Approach

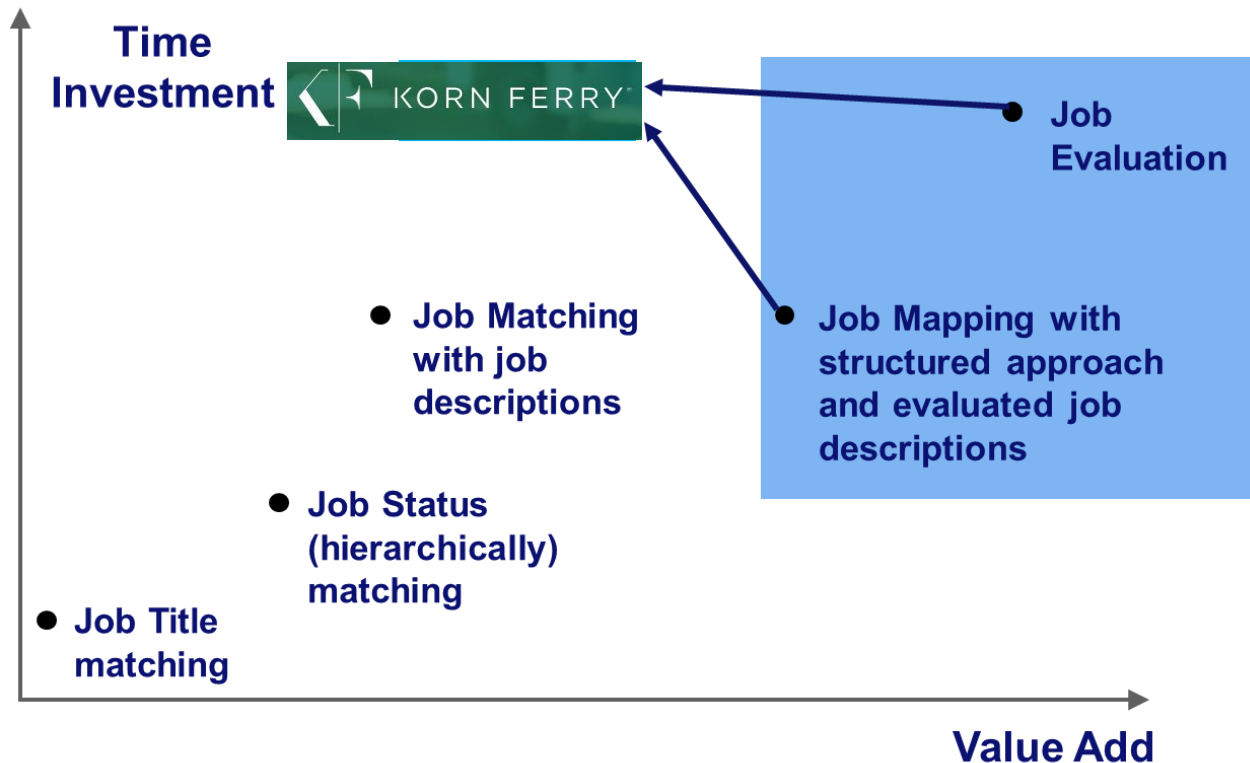
Job Mapping Session

In order to link each function within the organization with our Korn Ferry Hay Reference Levels, we organize Job Mapping workshops of ½ day.

The approach we apply during these workshops is globally standardized and based upon a solid methodology.



Approach – Why we work with KF Hay Reference Levels



Only looking at the job title wouldn't give us a clear idea on what the jobholder is responsible for, what you expect from the job and what the level of complexity within the job is.

E.g. Being a site leader can mean different things in different organizations (other size of sites, bigger/smaller group of direct reports, having a specific expertise or not, ...)



The Korn Ferry Hay Method – three criteria



What is the impact of the position on the organization?
How does it contribute to the results?



What kind of problem will it identify and solve within this framework?



What are the necessary skills to fulfil this purpose?



The Job Mapping process

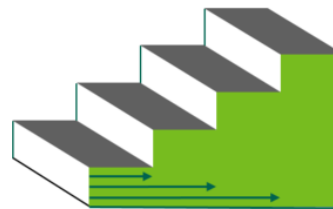
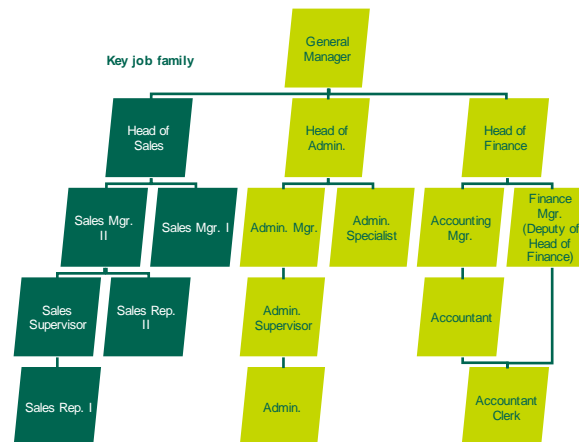
The overall process consists of four steps:

1 Build the backbone structure from the first job – create a vertical set of jobs within your core job family.

2 Identify internal relativities between job families – start to create your map.

3 Korn Ferry assigns job size.

4 Quality assurance thanks to our job models and matrix.



The final outcome of Job Mapping

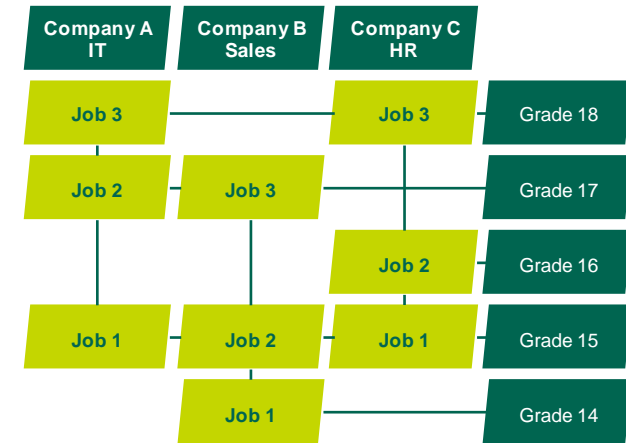
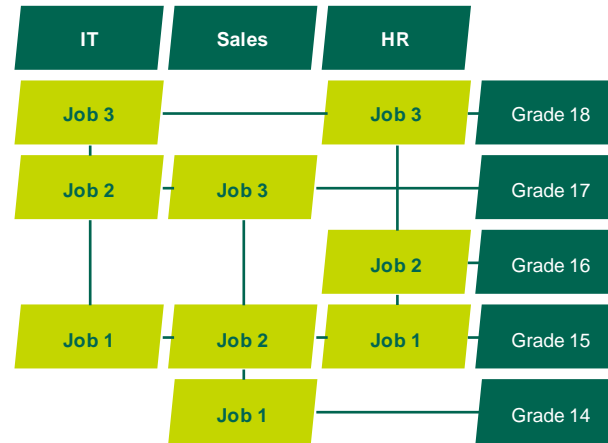
4 The final result – a standardized, comparable job

	Marketing			Commercial			Finance	Human resources
Hay levels	Brand	Market research	Development	Trade marketing	Sales	Sales development	Finance	Human resources
19							Financial controller	
18	Regional brand manager			Senior trade marketing manager			Corporate risk manager	HR head
17			Business DVPMT manager	Trade marketing manager				
16	Brand manager 2	Consumer market manager	Product DVPMT manager					
15	Brand manager 1				Sales operations manager		Financial account manager	Recruitment & Learning manager Communication manager
14		Assistant DVPMT		Category manager		Sales development manager	Information systems manager	Personnel administration manager
13	Assistant brand manager		Assistant product DVPMT manager	Category assistant				
12								HR assistant
11								



The details behind Job Mapping

The Job Mapping Method assigns a responsibility level and a job family to every position, **even the most specific**. Your organization can then benchmark every position against the wider market.



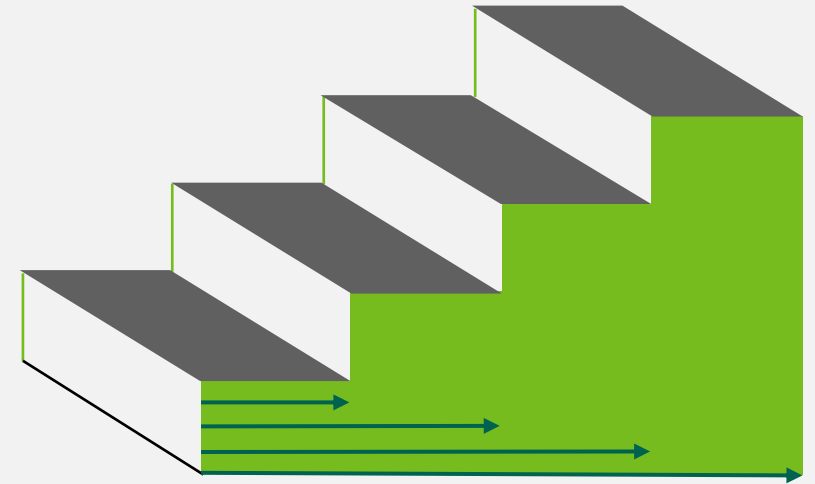
Step Principle – The Concept

Korn Ferry Hay Group's Job Mapping approach is based on the concept of a 'just noticeable difference'.

The Job Mapping method observes the career progressions:

- 1 Korn Ferry Hay Step** = A natural step.
- 2 Korn Ferry Hay Step** = A real and clear step.
- 3 Korn Ferry Hay Step** = A risky promotion.
- 4 Korn Ferry Hay Step** = An "impossible" promotion.

Internal mobility or external recruitment is strongly recommended instead of the 4 hay step promotion.



Output



Construction report 2019

A qualitative report will be constructed, based on the input provided by the participants.

Topics discussed are:

- Market movements and forecasts
- Base Salary policy
- Short Term Incentives
- Benefits and Allowances
- Young Graduates
- Company Cars
- ...

Relevant links to the remuneration practice of the General Market are also given.

Output

Remuneration database

All relevant salary markets will be available through a userfriendly platform.

The platform will allow participants to zoom in on specific criteria such as:

- Location
- Job Family (Project leaders, site leaders, calculators, engineers, marketing, sales, HR, IT, ...)
- Sector (construction vs. General market)
- Additional cuts on age, diploma, company size, etc... are available upon request

Remuneration concepts included are:

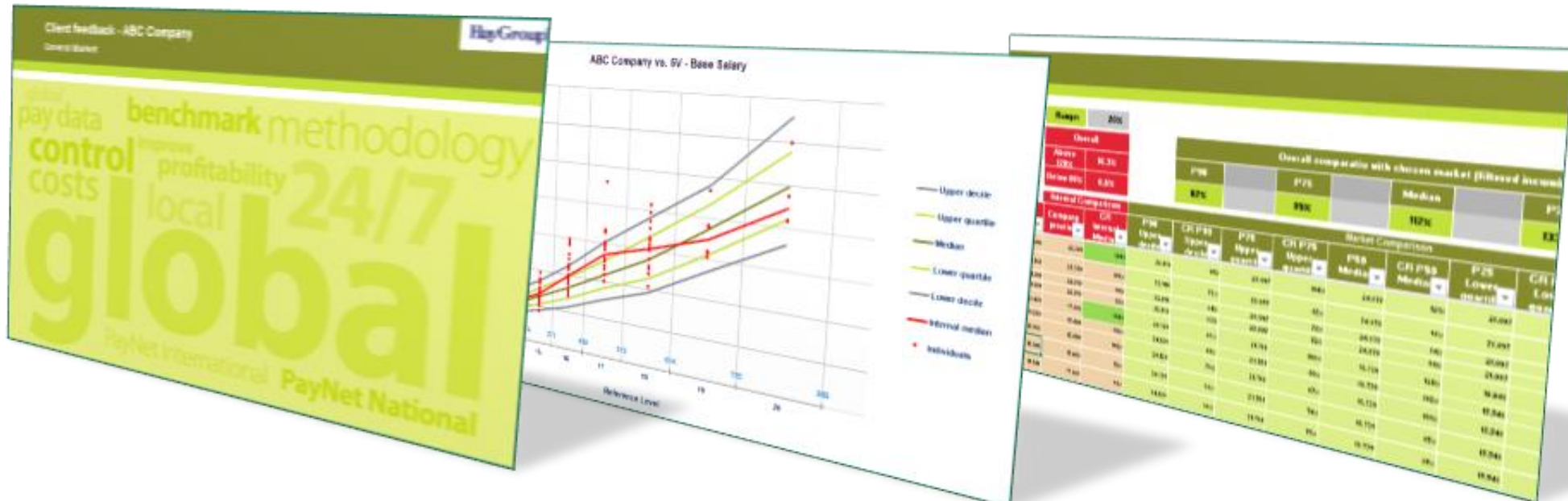
- Base Salary
- Total Cash (= Base Salary + Bonus)
- Total Earnings (= Total Cash + Allowances)



Output

Benchmark Feedback Tool

This interactive tool shows the positioning of each individual within the company. The tool creates an easy to use overview of the company pay practice and compares it directly to the sector and to the general market (all sectors).



Output

Feedback session

A feedback session of 2 hours will be organized to report on the most relevant market movements and sector specific trends.

This is an interactive session with the purpose of providing additional insights and facilitating discussions on relevant topics with other participants.

Also other topics than remuneration can be discussed.

The content of this session will be defined in cooperation with ADEB-VBA and based on the feedback of the participants.





THANK YOU!

Construction
database:

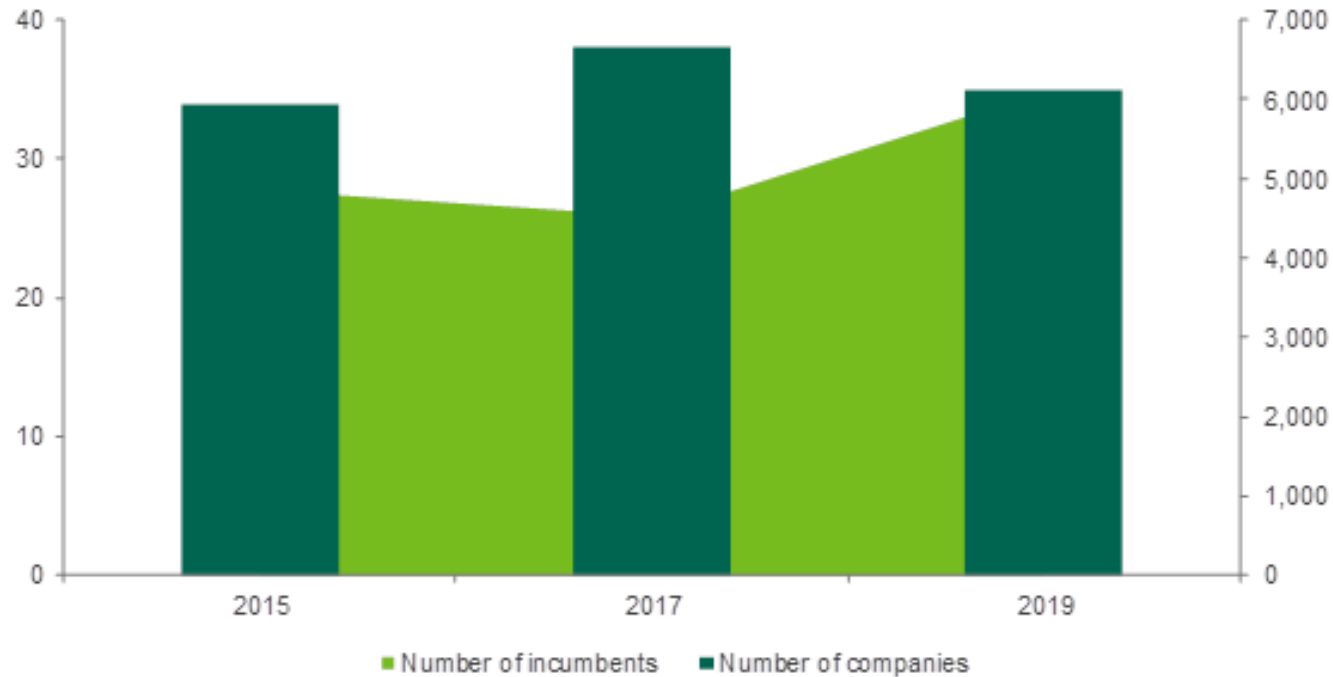
**More than 6,000
employees**

from

35 organizations



An ever growing database



**Construction
database:**

More than 6,000
employees

from

35 organizations



All employee categories represented

	KF Hay Reference Level	Typical Functions
Senior Management	≥21	Technical Director
Middle Management/ Seasoned Professionals	17 to 20	Senior Project Leader, Construction Site Manager, Engineering Manager
Supervisory/ Junior Professionals	12 to 16	Engineer, Assistant Project Leader, Calculator
Clerical/ Operational Positions	5 to 11	Finance Assistant

Construction database:

More than 6,000 employees

from

35 organizations



Also this years survey has been a success!



Thank you!

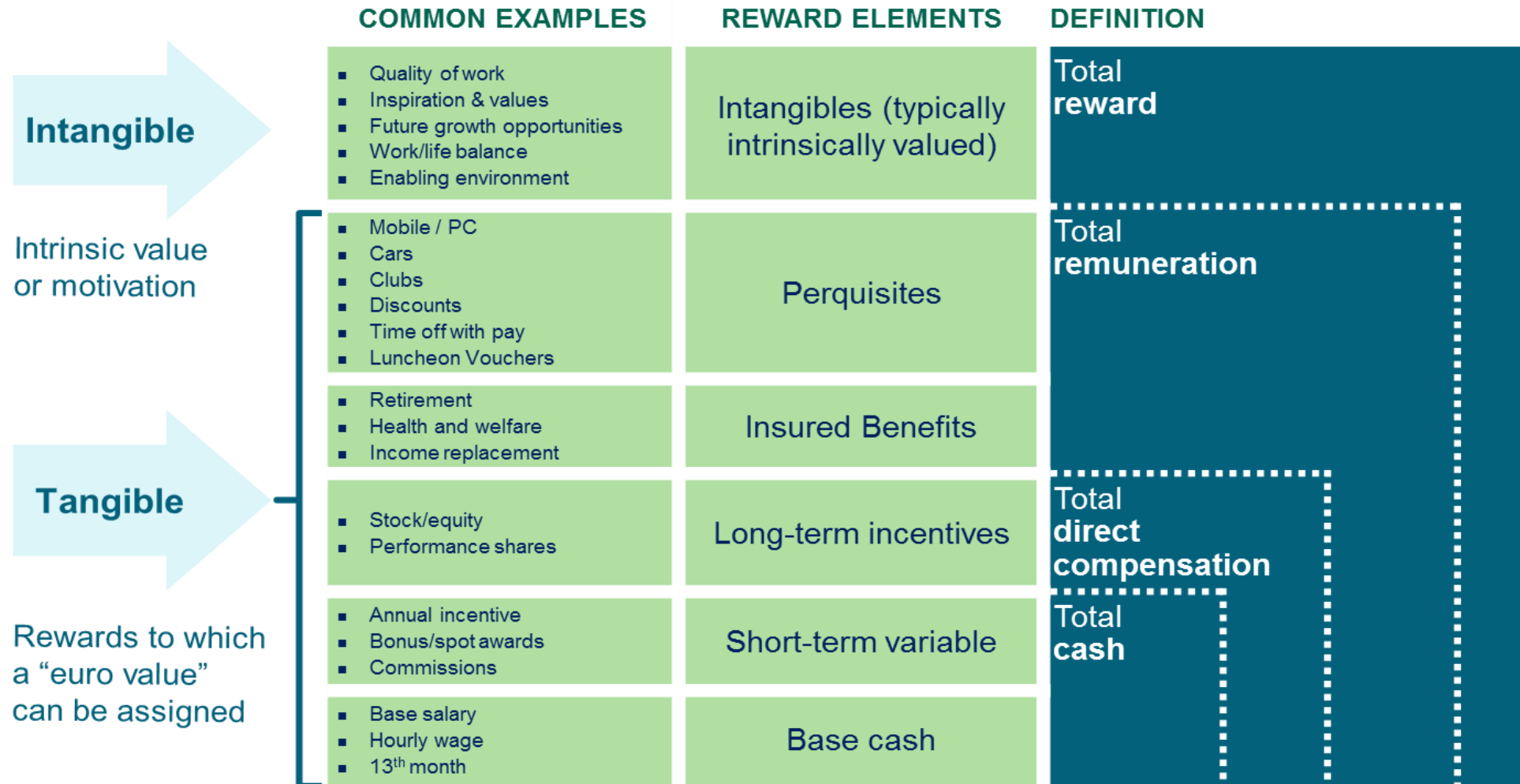
Our database consists of
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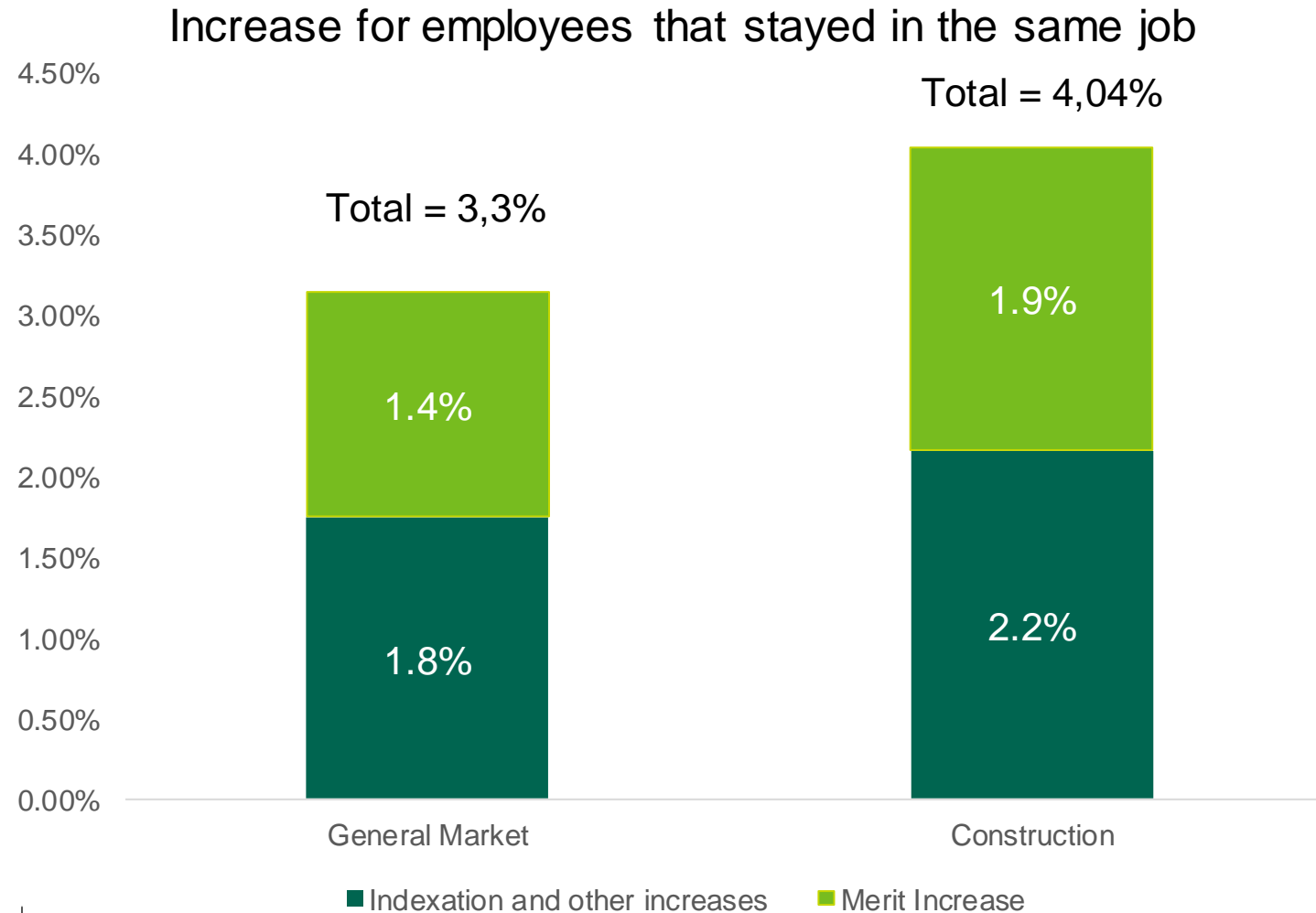
IMPACT ON SALARY MARKETS
BASE SALARY



Reward concepts



Organizations in the construction sector have increased salaries more than in the General Market in 2019.



Although the mandatory increases (collective, indexation and age/seniority based increases) are higher compared to the General Market, organizations in the sector didn't decrease merit budgets. (Merit budgets were also 1.9% in 2017)



Thank you

