

# Case Study: Pre-Restructure Remuneration Redesign

## Project Drivers

A large metro water authority had started plans to restructure their customer service division and wanted to ensure relative remuneration parity.

From experience, the client knew many questions from employees following a restructure are related to pay levels and the relationship to a job role that is perceived to have changed.

## Brief to Insightpay

The Customer Service GM was well into planning and part of the process had uncovered a range of questions about work force design and pay levels.

It became clear to the project team that they didn't have the specialist Rem experience available or the comparative data to make decisions that could be justified to staff post-restructure.



## The Aha Moments

Management saw the urgency to complete this crucial project.

Using a remuneration specialist meant the project was completed much faster than could have been achieved with in-house resources.

Every job in the structure now fitted together logically and defensibly.

All post-restructure remuneration updates were fact-based and fully justifiable.

They were now well-prepared for the post-restructure one-on-one, meetings with their employees.

## Insightpay's Approach

Embedding a consultant in the organisation for two weeks was the most practical approach.

Phase One was workforce design. Here we reviewed all of the existing Job Descriptions and talked to managers to identify what a person actually did, compared to their current JD.

Then the new JDs were reviewed to ensure they reflected the actual work completed, descriptions of work were accurate and sufficiently differentiated from each other at every level.

Phase Two was the Remuneration Structure Rework. Using the updated workforce design as the basis, the job framework was aligned to the external market & linked to internal structures.

It helped that the client had a range of benchmarked job roles using Jobscore™ to compare against. And that Phase One had ensured roles were sufficiently different.

## The Outcomes

Benchmarked data and a strong validated remuneration framework allowed managers to confidently conduct restructure conversations, ready for the hard questions.

If the job was similar, managers had a factual reference point to explain why remuneration was the same. They could use the new vs existing job descriptions to pinpoint specific responsibilities.

If the job had changed, they could also demonstrate where, using a similar approach. As a result, these fact-based on-on-ones were less confrontational and a lot more productive.