

# TALENTNET - MERCER TRAINING WORKSHOP CALENDAR

# 2024



## INTRODUCTION



### Elevating HR Excellence in 2024 and Beyond



Within the contemporary HR landscape, professionals grapple with multifaceted challenges—constrained budgets, evolving employee expectations, and the relentless pace of technological advancement. Balancing these intricacies while managing staff shortages is a perpetual demand.

With an aim to support the HR professionals and build up the higher-performance workforce in Vietnam, especially in the area of Total Rewards, HR foundation competency & People Management skill, Talentnet - Mercer workshops are designed for participants to be equipped with **global methodologies**, **worldwide best practices** and **real local insights** to help make your organizations succeed.

In the swiftly changing realm of Human Resources, being proactive in developing competencies is fundamental for sustained success. As we approach 2024, the call to be active and forward-thinking resonates more than ever.

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talentnet  Mercer



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# WORKSHOP CALENDAR

# 2024 HCM WORKSHOP CALENDAR



MAR

APR

MAY

JUN

JUL

AUG

SEP

OCT

NOV

DEC

Mar 8<sup>th</sup>

Building  
Fundamentals  
of  
Compensation



Thuan Le

Apr 5<sup>th</sup>

Getting  
started with  
benefits



Thuan Le

May 10<sup>th</sup>

Evaluation  
using Mercer  
IPE  
methodology



Thuan Le

Jun 7<sup>th</sup>

Designing  
Grades &  
Salary  
Structure



Thuan Le

Jul 5<sup>th</sup>  
Pay for  
Performance  
: Designing  
Salary  
Increment  
Matrix



Thuan Le

Aug 2<sup>nd</sup>  
Pay for  
Performance  
: Sales  
Incentives  
Design



Hoa Nguyen

Sep 6<sup>th</sup>  
Pay for  
Performance  
: Short-term  
Incentives &  
Variable Pay



Thuan Le

Oct 4<sup>th</sup>

Workforce  
Metrics &  
Analytics



Hoa Nguyen  
& Trang Vu

Nov 1<sup>st</sup>

Advanced  
Total  
Rewards  
Strategy



Thuan Le

Dec 6<sup>th</sup>

Develop  
Functional  
Matrix &  
Job  
Description



Hoa Nguyen

Mar 9<sup>th</sup> & 16<sup>th</sup>

Essential  
People  
Management  
Skill for  
Business  
Manager



Multi-trainer

Apr 12<sup>th</sup>

Unlock EQ



Thanh  
Huong

May 17<sup>th</sup>

Development  
Need  
Analysis



Huong  
Nguyen

Jun 14<sup>th</sup>

Competency  
Based  
Interview



Phuong  
Nguyen

Jul 12<sup>th</sup>

HR  
Business  
Partner



Duyen Dao



HR Fundamentals



Total Rewards  
Professional Level



Total Rewards  
Advanced Level



People Success



Other Talentnet  
Certificate

**Level of difficulty.**

This calendar is valid at the time of publishing and is subject to change due to unforeseen situation. Please follow our fanpage and email for the most updated information.

# 2024 HA NOI WORKSHOP CALENDAR



## APR

Apr 11<sup>th</sup>

Develop Functional Matrix & Job Description

Hoa Nguyen

Apr 12<sup>th</sup>

Workforce Metrics & Analytics

Hoa Nguyen & Trang Vu

## JUN

Jun

People Management Skill for People Manager (Day 1)

Multi-trainer

Jun

People Management Skill for People Manager (Day 2)

Multi-trainer

## SEP

Sep 19<sup>th</sup>

Evaluation using Mercer IPE methodology

Thuan Le

Sep 20<sup>th</sup>

Advanced Total Rewards Strategy

Thuan Le

HR Fundamental

Total Rewards Professional Level

Total Rewards Advanced Level

People Success

Other Talentnet Certificate

**Level of difficulty.**

*This calendar is valid at the time of publishing and is subject to change due to unforeseen situation. Please follow our fanpage and email for the most updated information.*

# MERCER TOTAL REWARDS CERTIFICATE



**Professional Certificate**  
4 workshops



**Advanced Certificate**  
5 workshops

## Experience Recommended

**5+ YEARS**

## Certification

**MERCER INTERNATIONAL CERTIFICATE**

## Investment

54,600,000 VND  
48,000,000 VND

# MERCER TOTAL REWARDS **PROFESSIONAL** LEVEL CERTIFICATE



**Building fundamentals of Compensation**



**Position Evaluation using Mercer IPE methodology**



**Getting started with Benefits**



**Designing Grades & Salary Structure**

talentnet  Mercer

**Experience Recommended**

**2+ YEARS**

**Certification**

**MERCER INTERNATIONAL CERTIFICATE**

**Investment**

**21,600,000 VND  
20,000,000 VND**



# MERCER TOTAL REWARDS **ADVANCED** LEVEL CERTIFICATE



**Workforce Metrics & Analytics**



**Pay for Performance:  
Sales Incentives  
Design**



**Pay for Performance:  
Short-term Incentives &  
Variable Pay**



**Pay for Performance:  
Designing Salary  
Increment Matrix**



**Advanced Total  
Rewards Strategy**

## Experience Recommended

**5+ YEARS**

## Certification

**MERCER INTERNATIONAL  
CERTIFICATE**

## Investment

**33,000,000 VND  
30,000,000 VND**

# HR FUNDAMENTALS PACKAGE



**Building fundamentals of Compensation**



**Competency Based Interview**



**Training Need Analysis**



**HR Business Partner**

talentnet  Mercer

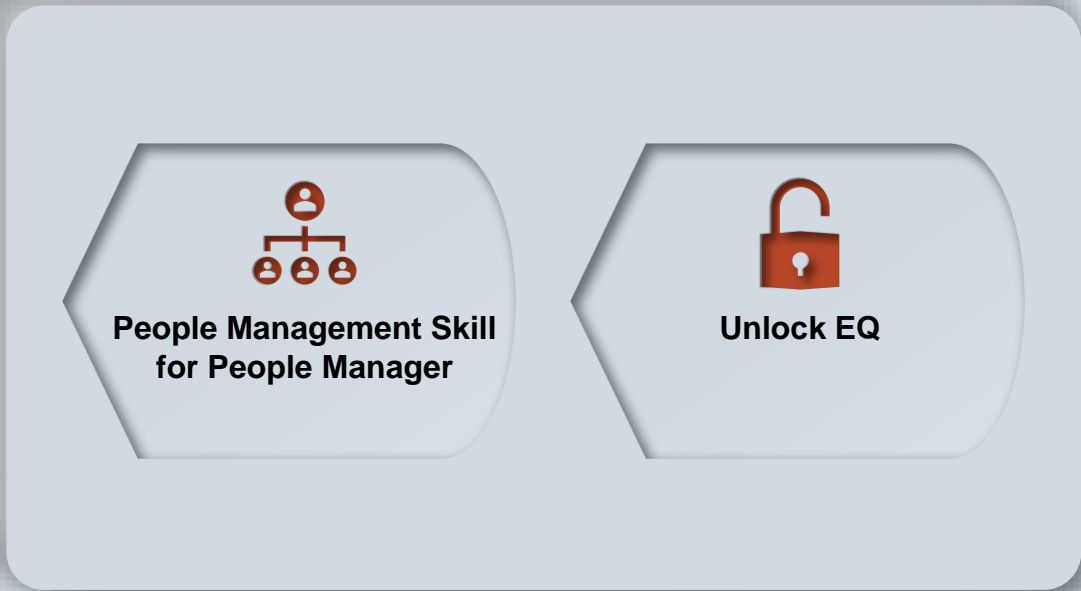
**Experience Recommended**

**2+ YEARS**

**Investment**

**21,600,000 VND  
20,000,000 VND**

# PEOPLE SUCCESS PACKAGE



talentnet  Mercer

Experience Recommended

People Manager

Investment

19,800,000 VND  
18,000,000 VND

## REGISTRATION



Registration closes **07** days before the workshop date or when all slots are filled.



Payment or proof of payment (PO) is required at least **04** days prior to workshop date



### GROUP OFFERS:

- **5%** discount for group  $\geq 3$  tickets
- **7%** discount for group  $\geq 5$  tickets
- **10%** discount for group  $\geq 7$  tickets
- **12%** discount for group  $\geq 10$  tickets

**Note:** This offer cannot be used in conjunction with any other discount or promotional offer.



### CANCELLATION

- $\leq 03$  days prior to training date: non-refundable
- $> 3$  days prior to training date: the ticket can be transferred to another participant or deferred to the next workshop
- Cancellation due to inadequate participant (less than 15 participants per workshop): all tickets will be deferred to the next workshop
- **No-show** on the day of the workshop: non-refundable

## PRICE



Professional Level



Advanced Level

**Building Fundamentals of Compensation**

5,400,000 VND

**Getting started with Benefits**

5,400,000 VND

**Position Evaluation using Mercer IPE methodology**

5,400,000 VND

**Designing Grades & Salary Structure**

5,400,000 VND

**Workforce Metrics & Analytics**

6,600,000 VND

**Pay for Performance: Sales Incentives Design**

6,600,000 VND

**Pay for Performance: Short-term Incentives & Variable Pay**

6,600,000 VND

**Pay for Performance: Designing Salary Increment Matrix**


6,600,000 VND

**Advanced Total Rewards Strategy**

6,600,000 VND

*\* Prices are in VND and inclusive of 8% VAT*

**PRICE** 

 Certified by Talentnet

|   |                |
|---|----------------|
| Competency Based Interview                  | 5,400,000 VND  |
| Training Need Analysis                      | 5,400,000 VND  |
| HR Business Partner                         | 5,400,000 VND  |
| Develop Functional Matrix & Job Description | 5,400,000 VND  |
| Unlock EQ                                   | 6,600,000 VND  |
| People Management Skill (2 days)            | 13,200,000 VND |

\* Prices are in VND and inclusive of 8% VAT



# WORKSHOP OUTLINE



**MERCER TOTAL REWARDS  
PROFESSIONAL LEVEL**



## BUILDING FUNDAMENTALS OF COMPENSATION

This workshop provides in-depth education on the fundamentals of **compensation** that aligned with business strategies

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01. Total Rewards **Framework** and Pay **philosophy**
02. Key principles for organizing and structuring **compensation elements**
03. Understanding of basic compensation **terminologies** and **compensation benchmarking**
04. Overview of **3P Compensation concept** - Pay for Position, Person & Performance
05. Focus on **Pay for Position** – Overview on Job evaluation
06. Brief introduction to **design grades** & **salary structure** - Implementation guidelines

# BUILDING FUNDAMENTALS OF COMPENSATION

**Target:** C&B / Rewards professionals who are involved in developing, managing and facilitating compensation programs and rewards policy for the organization.



## AGENDA

### MORNING

1. Fundamental Frameworks
2. The '3-P' Compensation Mix Concept
3. Use of Surveys
4. Analysis of Survey Results

### AFTERNOON

5. Pay for position
  - a. Job Evaluation
  - b. Grade Structure
  - c. Pay Structure
6. Pay Structure Implementation
7. Reflection & Closing

## GETTING STARTED WITH BENEFITS

Supporting  
business  
strategies with  
**Benefits**

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**01.** **Introduction** to Benefits Program

**02.** **Role** of benefits in the organization

**03.** Defining a Benefits **Strategy**

**04.** Market **Positioning** and **Competitiveness**

**05.** Local market benefits **sharing**

# GETTING STARTED WITH BENEFITS

**Target:** Head of HR, HRBP & HR professionals who are interested in benefits strategy.



## AGENDA

### MORNING

1. Introduction to Benefits Program
  - a. What are employee benefits?
  - b. Factor affecting benefits coverage
2. Role of benefits in the organization
  - a. Understanding the role that benefits play in the organization
  - b. How benefits enhance the employee experience
3. Defining a Benefits Strategy
  - a. Understanding the design and philosophy behind your organization's benefits policy
  - b. Element of a holistic benefits program

### AFTERNOON

4. Market Positioning and Competitiveness
  - a. Selecting, Interpreting and analyzing market survey data
  - b. Understanding your organization's market positioning
5. Identify Gap
6. Viet Nam benefits market sharing and Mercer BenefitsMonitor™

## POSITION EVALUATION USING MERCER METHODOLOGY

This workshop provides solid understanding on methodologies of **Mercer International Position Evaluation (IPE)**

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- 01.** Understand the differences between a Role and a Job - Learn the steps to **role analysis**
- 02.** Fundamentals of position evaluation & principles of conducting **evaluation interviews**
- 03.** Application of **organization sizing** & impact on position evaluation outcomes
- 04.** Detailed understanding of **Mercer IPE methodology**
- 05.** Practice exercise of conducting evaluation across **5 factors** & **12 dimensions** of IPE
- 06.** Overview on **applications of position evaluation** across HR & organizational processes

## POSITION EVALUATION USING MERCER METHODOLOGY

**Target:** HR and C&B professionals who are involved in developing, managing and facilitating compensation programs and rewards policy for the organization.



### AGENDA

#### MORNING

1. The concept
2. Approaches to job evaluation
3. Role clarification
4. Mercer's IPE Overview
5. Mercer's IPE – Conducting job evaluation – Factor 1

#### AFTERNOON

6. Mercer's IPE – Conducting job evaluation – Factor 2 to Factor 5
7. Calibration process & Applications of IPE
8. Assessment: Case Study

# DESIGNING GRADES & SALARY STRUCTURE

This workshop provides knowledge on structuring and positioning **The organization pay structure.**

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**01.** **Methodologies** and **techniques** for designing internal grading and salary structure.

**02.** **Hands-on practical skills** needed to perform actual salary structure design by looking at the market data, internal progression requirements as well as grades structure.

**03.** Supplement theoretical and technical knowledge of grade levelling, salary structure design and addressing **challenges in implementing pay ranges** across levels for attracting and retaining the modern workforce.

# DESIGNING GRADES & SALARY STRUCTURE

**Target:** HR and C&B professionals who are involved in developing, managing and facilitating compensation programs and rewards policy for the organization.



## AGENDA

### MORNING

1. Pay for Position Principle
2. Grade Structure Concept
3. How to design grades
4. Salary Structure Concept
5. Number of salary structures

### AFTERNOON

6. Market Reference Point
7. Value in the full range
8. Steps to design salary structure
9. Pay Structure Implementation
10. Reflection & Closing





# **MERCER TOTAL REWARDS ADVANCED LEVEL**

# PAY FOR PERFORMANCE: SHORT-TERM INCENTIVES & VARIABLE PAY DESIGN

This workshop provides understanding on the shift from merit salary increases to **variable pay**, and create **long-term rewards plan**



**01.** Methodologies on **Pay for Performance** concept

**02.** The purpose and context of **variable pay** and **pay-mix**

**03.** Applying basic **short-term incentive design principles** to your organization, and calibration of results to rewards

**04.** What are **key performance considerations**

**05.** Reviewing the **returns on the incentive** spend

## PAY FOR PERFORMANCE: SHORT-TERM INCENTIVES & VARIABLE PAY DESIGN

**Target:** HR professionals, Total Rewards specialists, compensation and benefits managers who want to understand and gain an overview of variable pay.



### AGENDA

#### MORNING

1. 3-P Compensation Concept
2. The role of Performance Management
3. Introduction to Compensation Elements
4. Performance Bonus Overview & Eligibility

#### AFTERNOON

6. Funding and Budgeting
7. Performance Measures
8. Plan Mechanics
9. Test for Pay-for-performance

# PAY FOR PERFORMANCE: DESIGNING SALES INCENTIVE PLAN

This workshop provides knowledge on 11 steps of designing a comprehensive sales incentive program to help drive the right behaviors from the sales force



**01.** Learn what is a **sales incentive plan** and what types of plans are available

**02.** Understand the **design process** of a sales incentive plan

**03.** Learn about the ten **critical decisions** when designing an incentive plan

**04.** Know how to **review** a sales incentive plans

**05.** Aware of **challenges** in designing sales incentive plans

# PAY FOR PERFORMANCE: DESIGNING SALES INCENTIVE PLAN

**Target:** HR

professionals and managers who are involved in the development and implementation of sales incentives schemes in the organization.



## AGENDA

### MORNING

1. What is a Sales Incentive Plan
2. Best Practices in Designing Sales Incentive Plans
3. Design Elements in a Sales Incentive Plan
  - a. Reward Philosophy
  - b. Eligibility
  - c. Pay Levels / Target Total Cash
  - d. Pay Mix / Target Incentive
  - e. Leverage (or upside)

### AFTERNOON

4. Design Elements in a Sales Incentive Plan (cont.)
  - a. Performance Measures
  - b. Plan Mechanics
  - c. Goals: Performance objectives
  - d. Pay Out Timing
  - e. Plan Administration
5. Challenges in Designing Sales Incentive Plans
6. Process to Review Sales Incentive Plans

# PAY FOR PERFORMANCE: DESIGNING SALARY INCREMENT MATRIX

This workshop provides knowledge of Mercer methodologies on **planning & budgeting** organization's pay structure and how to develop an **annual increment matrix**



**01.** Understand **Mercer's approach** on planning and budgeting your company's compensation structure

**02.** Developing a **framework** for annual increment matrix

**03.** **Objectives and rationale** for conducting analysis to update compensation plans

## PAY FOR PERFORMANCE: DESIGNING SALARY INCREMENT MATRIX

**Target:** This workshop is designed for HR professionals, HR managers, C&B managers and line managers who are involved in the development and implementation of compensation policies and practices.



### AGENDA

#### MORNING

1. 3P Compensation Framework – Pay for Performance
2. Pay Increase Design
3. Pay Positioning and Performance (Bottom Up)
4. Pay Increment Matrix (Top Down)

#### AFTERNOON

6. Hands-on exercise
7. Future of Increments
8. Reflection & Closing

# WORKFORCE METRICS & ANALYTICS

This workshop is designed to provide a detailed roadmap for effectively **leveraging metrics and analytics** in your organization

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- 01. Understand how to focus your metrics and analytics efforts to get **real impact**
- 02. Use analytics to gain **actionable insights** to make data-driven, fact-based **workforce decisions**
- 03. Tell an **effective story** with data that can engage your audience
- 04. Learn different types of workforce metrics from **best practices** of advanced organizations



# WORKFORCE METRICS & ANALYTICS

**Target:** HR professionals, analytics and workforce planning heads, HRBPs and business leaders who are interested in utilizing data to obtain workforce insights.



## AGENDA

### MORNING

1. Redefining the Starting Point
2. First Step: Determining Impact
3. Second Step: Selecting Metrics

### AFTERNOON

4. Third step: Choosing Data
5. Forth step: Analyzing Findings
6. Fifth step: Taking A Story with Data: Sharing Findings

## ADVANCED TOTAL REWARDS STRATEGY



This workshop is designed as a learning platform to provide **practical solutions** and **best practices** in formulating a **Total Rewards strategy**

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- 01.** Gain an understanding of how Total Rewards fits into the overall **employment deal**
- 02.** Review the **different components** of Total Rewards
- 03.** How rewards can be used to '**Attract and Retain**' key talent
- 04.** Review how Total Rewards can vary for different **employee segments**
- 05.** Consider changes in **external environment** and impact on Total Rewards
- 06.** **Framework** to develop a Total Rewards strategy

## ADVANCED TOTAL REWARDS STRATEGY



**Target:** HR and C&B/ Rewards leaders who are involved in planning and establishing compensation programs and rewards strategy for the organization.



### AGENDA

#### MORNING

1. Total Rewards strategy
2. Shift in Total Rewards
3. Further disruption to Total Rewards
4. Rewards Function is Evolving
5. Make Rewards Decision from Multiple Lens (part 1)

#### AFTERNOON

4. Make Rewards Decision from Multiple Lens (part 2)
5. Make Rewards Decision from Multiple Lens (part 3)
6. Implementation & Communication
7. Engaging Employees through Effective Benefits Communication
8. Future of Rewards



# HR FUNDAMENTAL



## BUILDING FUNDAMENTALS OF COMPENSATION

This workshop provides in-depth education on the fundamentals of **compensation** that aligned with **business strategies**

---



01. Total Rewards **Framework** and Pay **philosophy**
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05. Focus on **Pay for Position** – Overview on Job evaluation
06. Brief introduction to **design grades** & **salary structure** - Implementation guidelines

# BUILDING FUNDAMENTALS OF COMPENSATION

**Target:** C&B/

Rewards professionals who are involved in developing, managing and facilitating compensation programs and rewards policy for the organization.



## AGENDA

### MORNING

- 1. Fundamental Frameworks
- 2. The '3-P' Compensation Mix Concept
- 3. Use of Surveys
- 4. Analysis of Survey Results

### AFTERNOON

- 5. Pay for position
  - a. Job Evaluation
  - b. Grade Structure
  - c. Pay Structure
- 6. Pay Structure Implementation
- 7. Reflection & Closing

# DEVELOPMENT NEED ANALYSIS (TNA)

## Employee Development

Right Needs ,  
Right Solutions

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**01.** Identify right and sufficient **development needs** of employees and the organization

**02.** Determine suitable and effective **development solutions**

**03.** Develop short-term and medium-term **development plan**

# DEVELOPMENT NEED ANALYSIS (TNA)

**Target:** Head of HR & L&D Manager who are interested in developing people and uplifting organizational capacity.



## AGENDA

### MORNING

1. Conduct Development needs analysis – DNA
  - a. What is a DNA & Why conduct a DNA
  - b. How to conduct DNA
2. Identify Gap
  - a. Assess the needs and current competence level
  - b. Identify gaps
  - c. Prioritization

### AFTERNOON

3. Define effective development solutions
  - a. 70:20:10 model
  - b. Training, Coaching, Mentoring
  - c. Other development interventions
4. Identify Gap
  - a. Development Strategy and Plan at company level
  - b. Individual Development Plan (IDP)
  - c. Your role and commitment



## COMPETENCY BASED INTERVIEW (CBI)

This workshop provides fundamental knowledge on **Competency based interview (CBI)** and how to apply it in different areas, especially in **assessment activities**



**01.** What are **competencies** and **competency frameworks**.

**02.** **Application of CBI** in organizations and when to use it

**03.** **Structure and techniques** of a competency based interview

**04.** CBI **questioning skills** and **evaluation process** after interview

# COMPETENCY BASED INTERVIEW (CBI)

**Target:** Talent

Acquisition Head, HR professionals & Line Manager who are interested in people selection & people assessment.



## AGENDA

### MORNING

1. Context of CBI
  - a. Overall objectives of CBI
  - b. Definition of competency and competency framework
  - c. When and why CBI should be used
2. Conducting a competency-based interview
  - a. Structure of CBI
  - b. Principles and process of conducting a CBI
  - c. Questioning skills and samples
  - d. Evaluation, scoring, rating process

### AFTERNOON

3. Practice session
  - a. Practices in group and role-play
  - b. Reflection and closing

## HUMAN RESOURCE BUSINESS PARTNER (HRBP)

### HR As Strategic Partnering

### The Science & Art

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- 01.** Get an **overview** of HR Business Partner role and responsibility within the business
- 02.** Discover how to **operate** as a successful HR Business Partner
- 03.** Shaping People Agenda
- 04.** Identify the **knowledge and skills required** as a strategic HR Business Partner

# HUMAN RESOURCE BUSINESS PARTNER (HRBP)

**Target:** Head of HR, HRBP & HR professionals who are interested in partnering with business.



## AGENDA

### MORNING

1. The SCIENCE of HRBP
  - a. HR Operating Model
  - b. HRBP Role & Responsibility
  - c. Link HRBP role with HR key role & HR big picture


### AFTERNOON

2. The ART of HRBP
  - a. Shaping People Agenda
  - b. HR DNA
  - c. HRBP Core Skills & Career Path



**PEOPLE SUCCESS**

## PEOPLE MANAGEMENT SKILL FOR PEOPLE MANAGER

Elevate your   
team, master the  
symphony of  
talent  
management.

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01. Master talent attraction through effective **interviewing skills** and the use of candidate assessment tools
02. Build a high-performance work culture by setting **SMART goals**, **measuring KPIs**, and **rewarding** based on performance
03. Efficiently plan **employee development**, providing guidance, feedback, and support for success in current and future roles
04. Understand key factors influencing **resource optimization**, strategies, and approaches
05. Create a conducive work environment, promoting employee connections to **retain talent**

# PEOPLE MANAGEMENT SKILL FOR PEOPLE MANAGER

**Target:** First-time manager overseeing staff unfamiliar with management and employee development seeks to enhance managerial skills and foster employee growth.



## AGENDA – DAY 1



Opening: Introduction about course overview, course objective & role of People Manager

### MORNING

1. Attracting and Selecting Talent :
  - a. Workforce planning
  - b. Attraction - EVP
  - c. Selection – Competency Based Interview
  - d. Onboarding process

### AFTERNOON

2. Effective Work Management
  - a. SMART Goal
  - b. Annual Performance Evaluation
  - c. Effective feedback & coaching
  - d. Improving Employee Performance and Dealing with Non-Compliance

# PEOPLE MANAGEMENT SKILL FOR PEOPLE MANAGER

**Target:** First-time manager overseeing staff unfamiliar with management and employee development seeks to enhance managerial skills and foster employee growth.



## AGENDA – DAY 2



### MORNING

1. Rewarding Employee Achievements
  - a. Overview of Rewards Policy and Pay for 3P
  - b. Linking Rewards Policy with Work Performance
2. Employee Development
  - a. Career Guidance & Development
  - b. Identifying and assessing key talent

### AFTERNOON


1. Optimizing Resources
  - a. Key Factors Contributing to Resource Optimization
  - b. Change Management
2. Employee Engagement
3. Employee Retention
  - a. Understanding Essential Needs of Employees
  - b. Collaboratively Building Company Culture



**UNLOCK EQ** 

**Unlock EQ,  
unlock **success**,  
**happiness**, and  
profound  
understanding in  
your **professional  
journey**.**

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**01.** Understanding and Mastering Personal Emotions

**02.** Fostering the development of **Emotional Intelligence**

**03.** Becoming a **Better Version**

**04.** Achieving inner **peace** and **happiness** through authenticity, embodying the best version of oneself.

**Target:** This course caters to professionals, leaders, and individuals across industries, providing the essential tools of emotional intelligence for workplace success, happiness, and effective collaboration.



## AGENDA

### MORNING

1. Emotional Intelligence - What Is EQ?
2. The Formation Process Of Emotions
3. A Fresh Perspective On EQ

### AFTERNOON

4. Mastering Emotions: The Think - Feel - Act Model
5. Internal Motivation Vs. External Factors
6. Summary - Sharing

**Training methodology:** 30% theory, 30% practical, 30% experience sharing, 10% self-reflection, immediate transformation within the classroom.



**OTHER TALENTNET CERTIFICATE**

## DEVELOPING FUNCTIONAL MATRIX & JOB DESCRIPTION

This workshop provides knowledge on how to develop **Functional Matrix** and design **Job Description**


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- 01. Purpose** and **benefits** of Functional Matrix and Job Description
- 02. Methodologies** and **techniques** for developing Functional matrix for departments and Job description for positions
- 03. Hand-on practical skills** on how to define department's areas of responsibilities and allocate key responsibilities to positions differently
- 04. Hand-on practical skills** on how to update job description based on the department's new functional matrix

# DEVELOPING FUNCTIONAL MATRIX & JOB DESCRIPTION

**Target:** Managers and HR professionals who are interested in standardizing organizational structure, role analysis and updating job descriptions.



## AGENDA

### MORNING

1. Benefits of Functional Matrix and Job Description
2. Steps to develop Functional Matrix (FM)
  - a. The Main Items of a FM
  - b. How to develop a FM
3. Steps to design Job Description (JD)
  - a. The Main Items of a JD
  - b. How to design a JD

### AFTERNOON

4. Practice Session





# ABOUT THE FACILTATOR

## ROLE

Ms. Hoa Nguyen is the Senior Principal in HR Consulting Business Unit at Talentnet Corporation. She has been the project director or project advisor for hundreds of HR consulting projects for big clients in various industries.

## EXPERIENCE

Ms. Hoa Nguyen has more than 18 years experience working in HR Consulting field. Before working for Talentnet-Mercer, she has worked for various multi-national companies. Her background and experience has been highly focused on HR consulting in Vietnam, and financial management in Canada.



**HOA NGUYEN**

Ms. Hoa Nguyen has extensive experience working with leading local and multinational companies across industries such as Banking, Financial Services, Real Estate, Consumer Goods, High Tech, Manufacturing, Oil and Mining, Pharmaceutical, Chemical, Education, ... in the areas of reward and non-reward HR consulting. She has consulted clients for projects related to job description design, salary structure design, bonus program design, benefits scheme design, performance management system design, HR audit, M&A, ....

In addition to HR consulting, Ms. Hoa Nguyen has also conducted HR related public workshops and speaking at numerous local events of Talentnet, Amcham, Eurocham, ... and regional and global events of Mercer to share with audience the most updated trends and practices of Vietnam labour market.

## EDUCATION



Ms. Hoa Nguyen graduated with a Bachelor of Commerce from the Economics University of HCM city, Vietnam. She then continued her study in Canada, obtained a Diploma in Finance (with distinction) and final level of the Certified General Accountant (CGA) professional program. Since working in HR consulting field, she has taken numerous HR professional training workshops provided by leading local and international HR training providers, and joined prestigious seminars both in Vietnam and overseas to be updated with the latest HR trends in the world ...

## ROLE

Thuan Le is a Principal of Talentnet. He has extensive knowledge and experience in Human Resources Management with strong focus on developing people, organizational change and total rewards. Thuan Le brings with him a total of more than 35 years of experience from working in various industries including Oil & Gas, FMCG, Manufacturing, Hospitality, Financial Services and Human Resources Management Consulting in Vietnam and Asia Pacific and Australasia Region.



**THUAN LE**

## EXPERIENCE

After graduation from the National Economics University, Ha Noi, Vietnam, Mr. Thuan Le attended several training programs on Recruitment and Selection Skills, Organizational Change Management, Organizational Development Initiatives, Train the Trainers, and Leadership Development Program organized by world leading companies such as Schlumberger, Nestle, Transocean, BlueScope Steel... He also joined training courses of Mercer and HAY on total rewards management.

Over the last decade he has trained over thousand individuals all over Vietnam and conducted training programs on human resources management for corporates, universities, communities and public. He is the key trainer of Talentnet to conduct public courses on total rewards management in association with Mercer for Vietnam market and Talentnet Academy on human resources management.

He also has been the Project Leader and key project member for Human Resources Consulting Projects related to Job Description and Functional Matrix, Job Evaluation, Salary Structure, Performance Management System, Competency Framework Development & Assessment, Outplacement Services, Human Resources Due Diligence... Some of the key clients that he has worked with including MSB, BIDV, Vietbank, HD Bank, Sacombank, Techcombank, Viet A Bank, PVCombank, VP Bank, Prudential, SABECO, P&G, SUNGROUP, SUNHOUSE, FPT Software, Simson Strong – Tie, TECKCOM, CC1, CityLand, Ecopark, Phat Dat Corporation, VSIP, Amata, IDECO, Gemadept, Vascara, SEEDCOM, Highlands Coffee, Nutifood, Merap Lion, Fashion Garment...

Before joining Talentnet, Mr. Le Duc Thuan was the Vice President / Director of Human Resources in Vietnam / Northeast Asia for well-known corporations such as Nestlé, Transocean, Schlumberger, KS Drilling, BlueScope Steel, Pavo Capital, Ho Tram Project Company and Empire Hospitality. He also was the Total Rewards Manager for Transocean, Asia Pacific and Australasia Region



## ROLE

Ms. Phuong Nguyen is currently the Director of HR Consulting and used to be Director of Executive Search at Talentnet Corporation, which originated from the HR service unit of PriceWaterhouse Coopers, Vietnam.

With more than 15 years' experience in the Executive Search and Recruitment fields, she is also deeply experienced as a Human Resource Advisor. Under her leadership, her teams reliably support clients in the Consumer Goods, Pharmaceuticals, Manufacturing, Trading, Sourcing, Oil & Gas, Mining, Maritime, Logistics, Hi-Tech, Construction, Property, Banking & Financial Services industries. She is proud of her team's consultative knowledge and abilities to explore for the most appropriate candidates for key positions within even the most matrixed organizations.



**PHUONG NGUYEN**

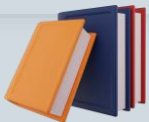
Until now she has conducted many training programs and facilitated HR Professionals on human resources management and total rewards management such as Effective Leaders, Competency Based Interview, Leadership, Coaching Skills, Questioning Skill, Assessment Center, Inside Customer Service, and Fundamental Compensation & Benefits, etc. Moreover, she is a keynote speaker in the Education Open House Seminar hosted by the US Consulate and Australian Trade Commission (Austrade) and also an advisor for the American Chamber of Commerce (AmCham) Scholarship Program for 5 years.

As an integral member of the HR Advisory team for different consulting projects such as Outplacements – Workforce Reduction (Credit Agricole, Philip Morris, Diageo, Nokia Siemen, Ikea); Competency Assessments (Unilever, Thai Tuan, Diageo, Vietinbank); CBI Training (VP Bank, Lien A, Yusen Logistics, Vinafco); Performance Management Systems (PPOC); Competency Framework Development (Vinamilk); Salary Structures (Thai Tuan, Digiworld, Phu My Fertilizer, Huda-Carlsberg Beer, PV Oil, BIDV, MCredit, SeABank); Sales Incentive Scheme (BIDV, SeABank); Salary Benchmarking (Generali, Prudential, Yusen Logistics, VinCommerce); Organizational Restructuring (Vinamilk); and Functional Matrix & Job Descriptions (Yeah1, Nhat Tin Logistics, Masan), etc.

Ms. Phuong Nguyen graduated with a Bachelor degree in Business Administration from Education University, Hue, Vietnam. Throughout her exciting career in the HR field, Ms. Phuong Nguyen continues to extend her professional knowledge in Human Resources Management, Leadership Development Program by local and international HR provider.

## EXPERIENCE

## EDUCATION



## ROLE

Huong is the Deputy CEO at Talentnet Corporation and Head of Payroll & HR Outsourcing Service and Human Capital Solutions. She was a key player in setting up Talentnet's Payroll and HR Outsourcing Department and currently being a very prestigious leader in her field in Vietnam market. With extensive experience gained from designing, executing and monitoring payroll internal control processes and procedures for internal projects and external clients, Huong is considered as a pioneer of innovative and technology-based payroll & HR outsourcing services in Vietnam.



**THANH HUONG**

## EXPERIENCE

Huong has over 10 years experience in Accounting, Finance and Operations with PwC Vietnam before becoming a Department Head with Talentnet Corporation in 2007, and more than 10 years experience in payroll and HR Outsourcing Services.

With over 20 years of experience in human resources consulting, personal development, and business management. A practitioner of Emotional Intelligence (EQ), Zen, and Coaching, with a profound understanding of happiness. Currently serving as the CEO and co-founder of Happy Leaders and the Deputy General Director of Talentnet Company. A member of the International Coaching Federation (ICF), Chair of the Conscious Entrepreneur Club, and a member of the Hanoi Association of Women Entrepreneurs (HAWEE).

## EDUCATION



Huong got a BA Degree in English and a member of ACCA Program (British Association of Chartered Certified Accountants), **EQ Practitioner**, **EQ advanced facilitator**, **EQ assessor certified by 6 Seconds**. She also finished a number of HR professional courses such as 3P Compensation Management, HR Strategy- Becoming an Effective HR Business Partner, Leadership Assessment and Development...

## ROLE

Trang Vu is a seasoned business development and consulting leader driven by a passion for psychology and neuroscience, instrumental in shaping transformative strategies that drive exponential growth. At Talentnet, Trang is currently working as Head of Client Development for Human Capital Solutions, responsible for advising clients for market data insights, best fit customized solutions and new products development. She has 20 years of working experience not only “the execution team – the doer” to “the outsider team – the advisor, possesses different angles from operational excellence to investors’ point of views about business management. Before joining Talentnet, Trang was working as Head of Client for Willis Towers Watson and used to be Country Leader for Vietnam Data Services Business for 5 years. Prior to joining HR Consultant Industry, she had worked in financial services industry with different roles (Business Development/Investors Relations). Her early years of career was her own trading start-up and various sales roles. Her experience is very diversified in working with clients from different industries and nations.



**TRANG VU**

## HUMAN CAPITAL CAPABILITIES

- HR transformation
- HR strategy design
- Rewards philosophy
- Workforce analytics
- Strategic workforce planning
- Grade and salary structure design
- Short-term incentive plan design
- Job architecture and job leveling
- Compensation and benefits (C&B) benchmarking

## KEY PROJECT EXPERIENCE

- Led Vietnam Total Compensation Survey 2011, 2012, 2013, 2014.
- Led multiple projects of job architecture, job leveling and C&B benchmarking.
- Assist in multiple projects of market entry, rewards philosophy.

## EDUCATION

Trang Vu holds MBA Executive degree from RMIT Vietnam.

## ROLE

Ms. Huong Nguyen is currently the Country Human Resources Director, AkzoNobel Vietnam and Executive Board Member, Vietnam Human Resources Association (VNHR).

Her knowledge and experience span many different areas from operations to strategy of HR and leadership. She has more than 20 years working in human resources in different industries and different working cultures, including Electronics and Fast Moving Consumer Goods in Japanese, British and Dutch companies.

Ms. Huong Nguyen is a Member of Management Board, responsible for Training & Development for Vietnam Human Resources (VNHR) Association – a not-for-profit professional organization of 1.200 members nationwide. (<https://vnhr.vn/ban-dieu-hanh/>)

Besides her knowledge, expertise and experience, Ms. Huong Nguyen has also developed a local and international network of contacts, which provides her with opportunities to share knowledge and business issues from different perspectives.

Ms. Huong Nguyen is passionate about enabling people to grow and enjoys seeing people grow. Her success is measured by the success of the people who have been developed by her.

Graduated MBA from University of Queensland – Australia.



**HUONG NGUYEN**

## EXPERIENCE

## EDUCATION

## ROLE

Passionate in developing people, Ms. Duyen Dao has decided to shift her career from Area Head of HR of BAT to focusing on mentoring, coaching & strategic / personal leadership agenda development starting early of 2020.

Brought with her 25+ years in-depth experience in Human Resources Management in both local and above market at Top Team roles she has an advantages of gaining different perspective and balance view in shaping leadership & talent strategy to meet with both critical business & talent needs.



**DUYEN DAO**

## AREAS OF EXPERTISE

- Strategic HR Management.
- Strategic Leadership Development.
- Change Management.
- Total Rewards.
- Career Transition.
- Coaching & Mentoring.

- ❑ Associate Certified Coach, ICF.
- ❑ LHH Executive Coach.

- Managers at all levels
- Business Owners

Post Graduated Degree - Tourism, The University of Nottingham, UK.

## ASSESSMENTS/ CERTIFICATIONS

## LEVELS COACHED / FACILITATED

## EDUCATION

## ROLE

She started her career with more than 5 years working for finance and audit institutes as PricewaterhouseCoopers and Grant Thornton. She shifted her career to Human Resources management with more than 19 year-experience at top multinational companies as Unilever, Johnson & Johnson, Novartis Vietnam & Sanofi Vietnam. Currently, she works as Leadership & Talent Development Director at Masan Group.



**ANH LE**

## EXPERIENCE

Over 19 years working as HR professional helps Hong Anh building her people skills that are really the big assets to bring the success in her talent management work and personal life. She successfully plans and implements many big projects in building, developing and retaining talents in Vietnam and Asia countries. Those works help bringing her companies become best companies to work for not only in Vietnam but also in Asia / Global.

## EDUCATION

Ms Hong Anh holds Bachelor specialized on Finance and Commercial Law in 1999.

## ROLE

Thu Huong is a professional facilitator, Trainer, Coach. She has more than 38 years experience working for leading multinational companies as Fujitsu, Bosch, Schaeffler, AkzoNobel, she was 30 years in management level. Her experiences in various industries with over 20 years in HR management, 10 years in PR and 5 years in HR consulting & investment consulting.

## EXPERIENCE

In Human Resources Management, Huong starts from HR operation to set up HR professional system from hire to retire (PPP- Processes, Procedures, Policies) then responsible for organization design, workforces strategic planning, talent management & development, including grooming young talents, designing and facilitating various training and coaching programs, provide consulting project to clients.

Huong has joined in the consulting projects: Organization restructure, develop performance management system, Refine Remuneration system, HR audit, develop corporate culture, employee career path, Team leader development, High Performance Culture, Competencies framework....

Beside the role as internal trainer & coach for leadership team, Huong has been delivered training & coaching to clients e.g Cau Tre, Asian Trail, Hyundai, IBM, Intel, P&G, Coach, Vinasoy, Yamaha, Binh Minh Plastic, Prudential, ...), provided training in CEO coaching program for start-up as trainer & coach. Beside HR professional career, Huong is also providing career & life coaching to management & employees. Her training is always delivery with strong inspiring to the participants for changing and higher energetic motivation, more practical by integrated methods comprised of training, mentoring, coaching, consulting.

## EDUCATION

Huong has graduated from EMBA of International Consulting Management. She holds certificate of Insights Discovery train the trainer (International Certificate) & ASPIRE Leadership training from Global company.



**HUONG PHAN**



## ROLE

Ms. Ngan Ngo is a seasoned HR leader with established career track record of driving business and operational efficiency, on national and international levels, through strategic talent acquisition and performance management. She possess hands-on experience in leading international HR teams in diverse countries and brings with her more than 15+ years of experience in various industries including FMCG, Sportswear, Financial services, Chemical, Oil & Gas, Fashion and Human Resources Management Consulting for Vietnam and Asia Pacific region.



**NGAN NGO**

## EXPERIENCE

Over the past few years, she has conducted various training programs (both public and in-house) on Human resources management, HR Business partnering, Talent acquisition, Learning and development, Employment relations, Career counselling, etc for international and local organizations including Finstar, Under Armour, Brooks, EVN, Gro 247, RMIT University, Foreign Trade University, VNHR, etc.

She has been gaining professional experience through various positions for multinational corporations such as Head of HR for Gro247, Head of HR for Finstar Financial Group, Asia Regional HR Manager for Brooks Sports Inc, etc with demonstrated success in developing effective HR strategies focused on partnership building and staff engagement/retention. With regards to academic qualification, she holds a Master degree in Business Administration, Bachelor of Foreign Trade Economics and SHRM SCP (Senior Certified Professional of Human Resources Management).



# CONTACT US



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