

JANUARY 2013

## Talent Recruitment and Retention, Part 2

# Creative Compensation: Driving Retention & Performance

### Organizers

**Jim Handlon**, CEO, Bottomline Partners  
**Ralph Peluso**, President, THS Holding

### Presenters

**Tom Shea**, Managing Director, Thomas E. Shea & Associates  
**Kathy Albarado**, President & CEO, Helios HR

Small businesses today need to find ways to strengthen employee retention and to create a more connected and committed environment helping to achieve increased company performance.

Creative, incentive compensation is an effective strategy to achieve this. BUT, what plans & programs should be considered? And, perhaps, most importantly, how to design & implement these incentive pay plans? This CXO Forum will help you, as a CXO, to understand at a business operations level the alternatives & plan considerations.

Variable pay programs are a way of rewarding employees for achieving increased company performance and producing stronger retention, but using, managing and effectively communicating these programs, including the needed performance metrics, can be very challenging. What to consider, why use certain plans and not others & the trade-offs will be discussed from a business operations perspective (not legal).

Two highly regarded CEOs who possess many years of HR, compensation, and business operating experience share their "creative compensation" guidance with other CXO members during our January 2013 meeting. Key topics of discussion include:

1. Performance metrics as the baseline(s) for incentive pay
2. Innovative pay programs (reducing fixed cost to performance-based variable pay)
3. Multi-year LTIPs (longer-term incentive pay plans) to leverage retention of key employees
4. What makes performance-based incentives work & why they fail (in some & many cases)
5. Lessons learned & tips from "experts" about innovative, incentive compensation programs

### ABOUT OUR PRESENTERS

#### Tom Shea, Managing Director, Thomas E. Shea & Associates

Tom Shea has a 35+ year professional career in the areas of total pay strategy, creative incentive pay program design, HR effectiveness and pay & performance alignment, executive & board remuneration, equity & competitive benchmarking analyses, and organizational change management. Tom possesses a diverse industry sectors background spanning VC-backed technology start-ups through "Fortune 500" organizations. Tom has deep experience in working with member owned businesses, private firms, small size and large multinationals plus those undergoing dramatic transformations including IPO's, high growth, spins, mergers & acquisitions.

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CXO Forum 12-13 SERIES

JOIN US!

THURSDAY,  
JANUARY 10,  
2013

7:30am to 8:00am  
Networking and  
Continental Breakfast

8:00am to 9:00am  
CXO Forum  
Panelist(s) Presentation

9:00am to 9:15am  
Burning Issues

*Discuss your specific  
issues and challenges  
with colleagues and  
fellow CXO members*

#### Location

Cherry, Bekaert, &  
Holland  
1934 Old Gallows Road  
4th Floor  
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**Tom Shea, Managing Director, Thomas E. Shea & Associates, continued**

Prior to founding his company, Tom was Senior Managing Director of Pearl Meyer & Partners, headed their Boston office, and was part of the national management team.

Tom served for 13 years at Ernst & Young where he was a Human Capital Division Partner, and held the following leadership positions:

- National Compensation Practice Leader;
- Founder & National Leader of Human Resource Services for Emerging Companies (HRSEC); and
- Regional Practice Leader of Human Capital & Change Management (New England, NY Metro & Mid-Atlantic)

Previously, Tom was with Mercer and Watson Wyatt. He holds a MBA in Finance & Management from the U of Connecticut, and a BA from Middlebury College.

**Kathy Albarado, President & CEO, Helios HR**

As founder and CEO of Helios, Kathy is an award-winning human capital management consultant with 20 years of experience practicing in both large firms and small to mid-sized organizations. Her counsel has been credited with contributing significantly to firm valuation and long-term employee retention. Kathy is quoted regularly in various media sources including the Washington Post, Washington Business Journal, The New York Times, Human Capital Magazine, Compliance Magazine, Virginia Business and ExecutiveBiz on human capital & leadership challenges.



Kathy holds an M.A. in Human Resource Management; a B.S. in Psychology from George Mason University and is certified as a Senior Professional of Human Resources (SPHR). She currently sits on the Board for SECAF (the Small Emerging Government Contractors Advisory Forum), the Governing Board to Prevent and End Homelessness in Fairfax and Falls Church, the advisory board to SmartCEO Magazine and HR WebAdvisor. She is also an active member of ACG, the Economic Club; the Fairfax County Chamber; Vistage; and Women in Technology. Kathy considers herself fortunate for having been recognized by numerous awards that focus on her commitment to community, corporate social responsibility and ethics. Kathy is committed to building a team-based culture in her organization and making an impact in the community in which they work and live.



*Upcoming CXO Forum Presentations!*

- Department of Labor Issues and Compliance:  
 Contractors, Employees, Interns .....February 14, 2013  
 Building a Sales and Marketing Organization ..... March 14, 2013  
 The Art of Networking .....April 11, 2013  
 Tax Laws for Small Business..... May 9, 2013  
 Financing Growth: Sources and Types of  
 Capital to Build a Company: Debt vs. Equity ..... June 13, 2013

Bring a Guest!

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