

MEET THE NEW VP

Michael Rose

Michael Rose, director of reward and HR policy at Aon, has been appointed CIPD vice-president, reward.

As head of the reward function for Aon's 5,500 UK staff, Rose's achievements have included developing a single role-level pay structure for the organisation, a model that was later exported to the firm's US operation. He also led the way in harmonising benefits and employment conditions following Aon's amalgamation and acquisitions.

"I think it's tremendously important that I do as much as I can to promote understanding of reward as aligned with the commercial aims of the organisation, and to get people to see the depth of the connection between reward and other HR issues," he says.

"If you ring-fence reward and treat it as a quirky, numerate discipline, then you risk missing its true value."

Rose began his career in the training department of Abbey Life in Bournemouth, before going on to roles as European HR manager at NZI, HR consultant for KPMG, director of reward at TSB Bank and HR consultant for Arthur Andersen.

As the author of the CIPD book *Recognising Performance*, published in 2001, Rose also believes that other factors are just as important as salaries in motivating and retaining the workforce, such as recognition from the organisation and providing opportunities for work-life balance. "If all you use is money, then that's all people will demand," he says. "I strongly believe that if you give people challenging work, good development opportunities and the right benefits, it can give you the edge in a competitive salary market."

In his spare time, Rose is a keen bridge player and enjoys going to the theatre.

