




The evolution of Total Rewards

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CPBI Ontario Regional Conference
October 2014

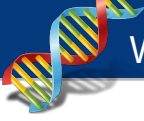
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Companies spend millions every year
providing benefits that employees
don't value, don't understand,
or don't even know exist.


Why does this happen?

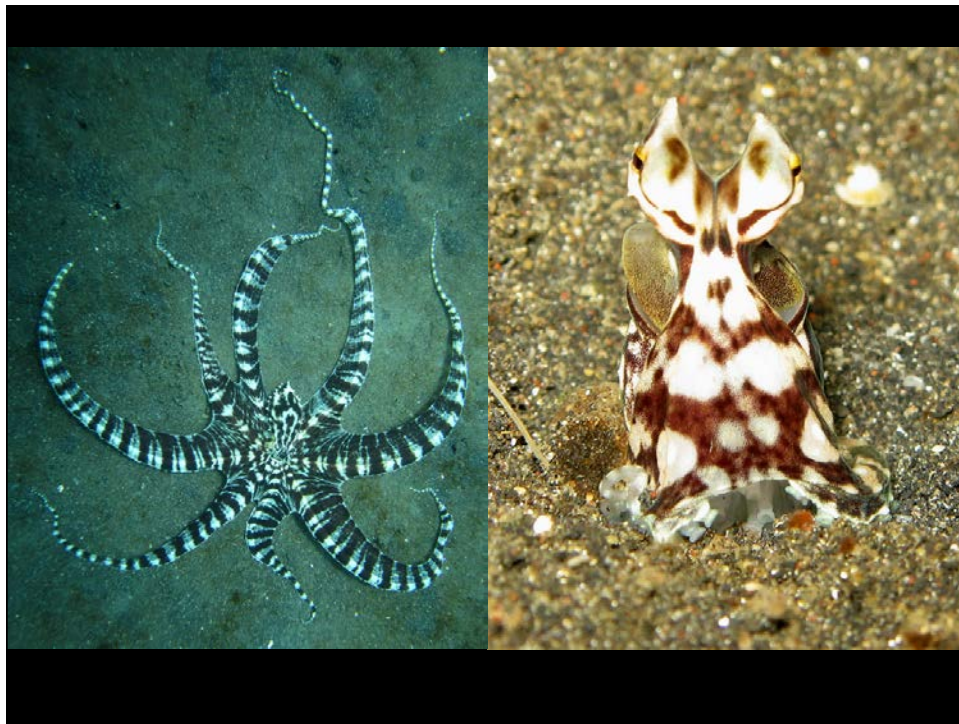
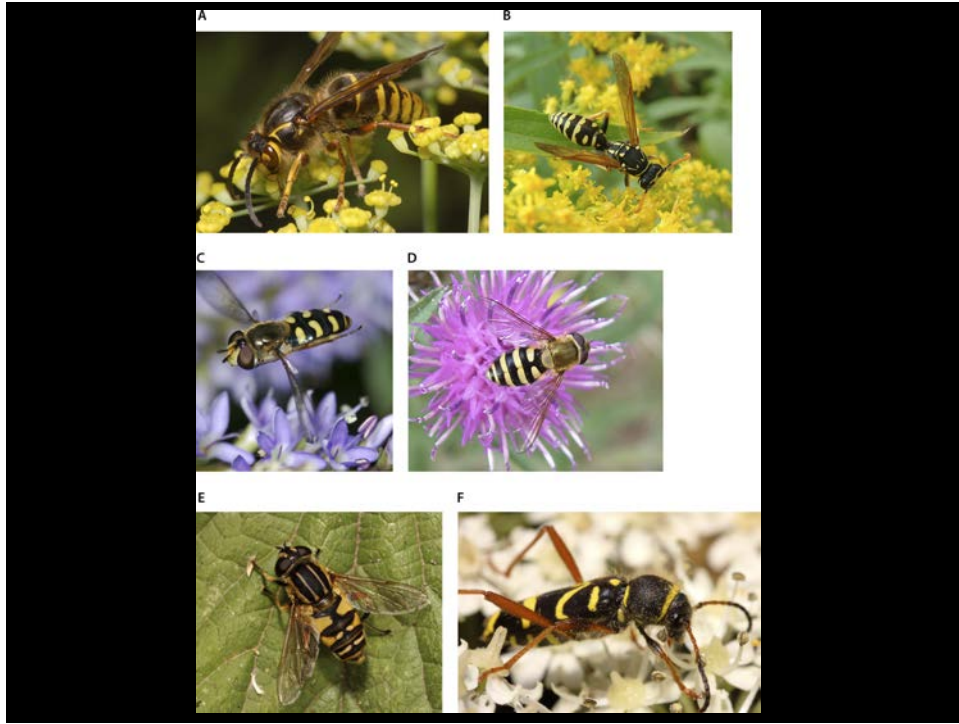
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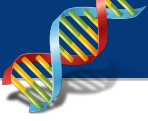
Where we're going today

- 1. The power of Total Rewards**
- 2. The double helix:**
 - Considering both company and employee perspectives on Total Rewards
- 3. Developing your framework**
- 4. Putting together the pieces – Making it real**
 - Philosophy, guiding principles and model
 - Branding
 - Communication, marketing and content strategies
- 5. It's worth the effort**
- 6. Key takeaways**










What if...?

What if you could **optimize** your Total Rewards investment?

What if you could really make Total Rewards part of your organization's cultural DNA? What would that look like?

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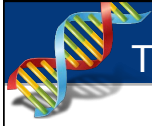


The power of Total Rewards

Based on past research by the Corporate Leadership Council...a strong EVP and Total Rewards model, once communicated and delivered effectively:

- Reduces compensation premium needed to hire by 50%
- Reaches 50% deeper into the labour market to attract passive candidates
- Increases the commitment of new hires by 29%
- Increases the commitment of employees by up to 37%

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The power of Total Rewards

Effectively communicating Total Rewards is important to your organization.

- **Improves your company's ability to attract and retain** the talent required to support the business strategy
- Defines and (over time) culturally embeds the concept of Total Rewards **so that employees have a view that goes far beyond just pay and benefits**


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The power of Total Rewards

Total Rewards is a **framework** for defining, managing and communicating the **total employee experience**.

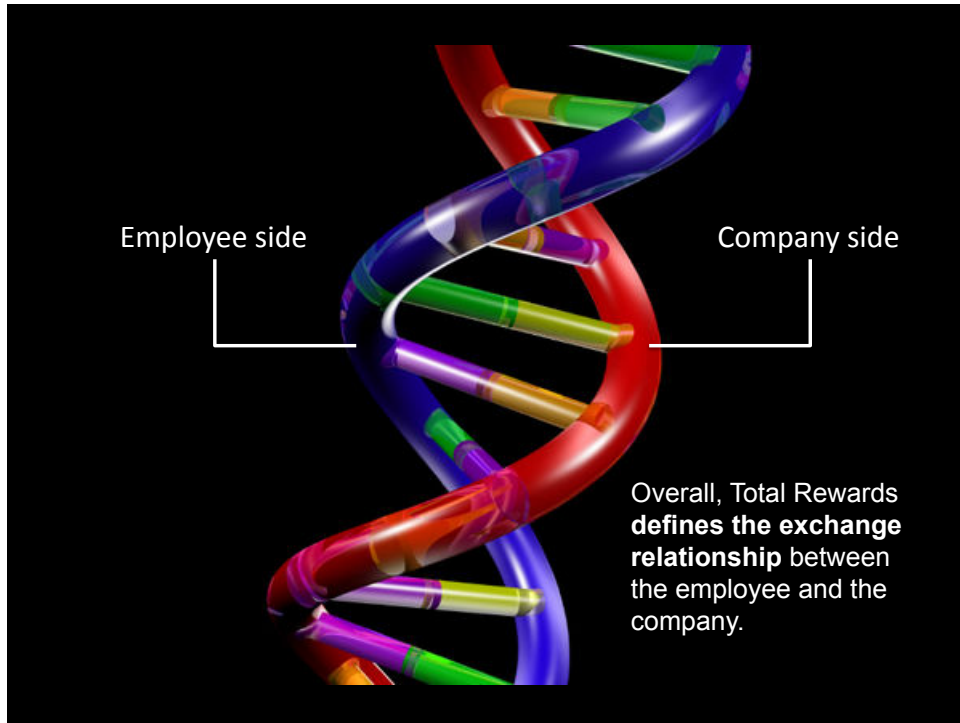


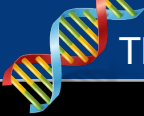
The power of Total Rewards

A Total Rewards Framework includes:

- An employee value proposition (EVP)
- Guiding principles
- A holistic Total Rewards model
- Brand, communication and marketing strategies
- A cultural embedding content strategy (ongoing)

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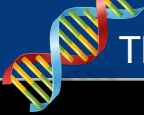
 The double helix: Considering both sides

From the Company's perspective:

"Total Rewards is the *total investment* we make (both tangible and intangible) in our employees.

It's how we reward employees for their contribution to our company's success."



A large 3D double helix diagram, similar to the one in the first image, showing the red and blue strands and the connecting rungs.





The double helix: Considering both sides

From the employee perspective:

“Total Rewards is my base pay plus ALL the other programs, services, opportunities and work life experience that I can benefit from by working here.”




Developing your framework



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graph LR; A[Research] --> B[Employee Value Proposition]; B --> C[Total Rewards Strategy]; C --> D[Align Total Rewards Programs]; D --> E[Integrate and Communicate]
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Developing your framework

Research

- Business strategy and vision
- External business context
- Impact on the type of talent/skills required
- Desired company culture

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Developing your framework

Employee Value Proposition

- What differentiates you from your competitors?
- What are your corporate values?
- Why do people join, and stay?
- What do your employees say it's like to work there – what do you want them to say?
- What is your “promise” to employees?

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Developing your framework

Total Rewards Strategy

- Define guiding principles to provide the foundation for all Total Rewards program designs
- Ensure principles support business strategy, desired culture and EVP
- Define the Total Rewards model

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Developing your framework

Align Total Rewards Programs

- Review programs/processes to reinforce EVP
- Obtain employee input (e.g. surveys, focus groups, conjoint analysis)
- Ensure programs reflect what employees need and value
- Align with Total Rewards guiding principles


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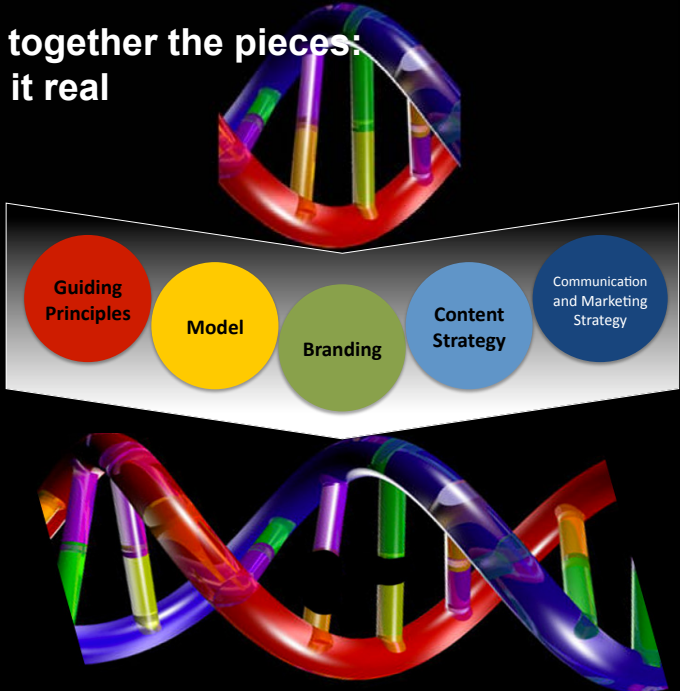
Developing your framework

Integrate and Communicate


- Create the Total Rewards brand, with clear model taxonomy – and ensure alignment with corporate brand
- Develop a comprehensive communication strategy
- Leverage technology, and make communication interactive and engaging
- Make information easily available
- Remember the 3C's: clear, consistent, compelling



Putting together the pieces: making it real



- Guiding Principles
- Model
- Branding
- Content Strategy
- Communication and Marketing Strategy



Putting together the pieces: making it real


Guiding Principles

Sample:

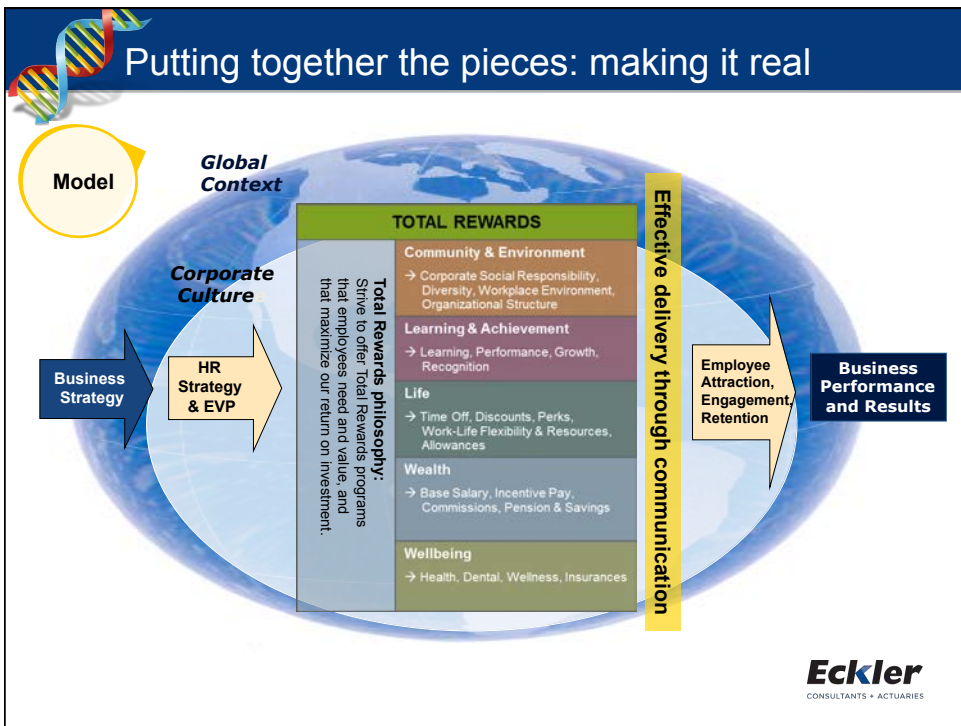
Philosophy
 <Our company> strives to offer Total Rewards programs that employees need and value, and that maximize our ROI.


Guiding Principles

- Strategic Alignment
- Competitiveness
- Shared Accountability
- Sustainability
- Flexibility and Choice



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Putting together the pieces: making it real

Branding

- Brand needs to reflect the EVP and guiding principles
- It should be distinct, but reflect the corporate brand
- All Total Rewards information for employees must have **consistent** categorization, look and feel, and navigation – across all platforms
- It needs to visually connect the dots



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Putting together the pieces: making it real

Content Strategy


Consider all your employee touch points



- Total Rewards statements (print or online)
- Total Rewards email
- Intranet news and banner ads
- Social media
- Intranet reference info
- Items/information related to Total Rewards programs
- All other communication vehicles/tools
- Workplace environment
- Email auto-signatures for internal marketing
- Vendor websites and materials
- People systems
- Performance conversations
- Align and integrate from outside HR



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Putting together the pieces: making it real

Communication & Marketing Strategy

Some outcomes of an effective communication strategy

- **Positively impact organizational performance**, with clear engagement-related factors
- **Provide a foundation** for assessing the perceived value of programs

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Putting together the pieces: making it real

Communication & Marketing Strategy

When building your communication strategy:

1. **Introduce your Total Rewards framework** to the organization
2. **Create a comprehensive ongoing strategy**– and evolve it as needed

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Day-to-day employee experience

TOTAL REWARDS

Community & Environment
→ Corporate Social Responsibility, Diversity, Workplace Environment, Organizational Structure

Learning & Achievement
→ Learning, Performance, Growth, Recognition

Life
→ Time Off, Discounts, Perks, Work-Life Flexibility & Resources, Allowances

Wealth
→ Base Salary, Incentive Pay, Commissions, Pension & Savings

Wellbeing
→ Health, Dental, Wellness, Insurances

TOTAL REWARDS EMAIL TEMPLATES

COMMUNITY & ENVIRONMENT | LEARNING & ACHIEVEMENT | LIFE | WEALTH | WELLBEING

Day-to-day employee experience

COMPANY LOGO
total rewards
WELLBEING

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Subtitle goes here in Arial 12 pt bold black, lowercase, max 2 lines long

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Related Resources

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another link can go here>>


Quotes

"An example here of something great someone said about the topic at hand"
Employee X

Action Items

COMMUNITY & ENVIRONMENT | LEARNING & ACHIEVEMENT | LIFE | WEALTH | WELLBEING

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Day-to-day employee experience

COMPANY LOGO

New Short-Term Incentive Plan (STIP)
Updated plan more closely aligns performance with rewards, and provides a more discretionary approach

The Short-Term Incentive Plan (STIP) has been redesigned to better support our goal of delivering more performance-based returns. This is one change that is part of a continuous review of our Human Resources programs, ensuring that employees are offered programs that are needed and valued, and that fully support CSC's business vision.

Human Resources engaged Towers Watson to review our STIP, and they recommended a strategic plan:

- Support CSC's business strategy and vision.
- Strengthen the link between performance and rewards and
- Reflects special market practices in STIP design.

The new STIP is effective for the 2012 performance year. Incentive awards in December/January will be reflective of your year and performance review, based on the new plan.

Summary of changes

Generally, the new plan should feel familiar for two reasons:

- Your target incentive opportunity will remain the same, and
- Your incentive award will continue to be based on a combination of CSC's Relative Corporate Performance and your individual performance.

The key differences are in the following areas:

Your Health and Dental Benefits awards

Emergency Travel Assistance

Your Disability Coverage

Short-Term Disability (STD)

Long-Term Disability (LTD)

Your Incentives

Life Insurance

Life Insurance Cost Recovery

COMPANY LOGO

total rewards
LEARNING & ACHIEVEMENT

Skills for Your Success Workshops

What do you want to learn next?


Choose from six great new workshops


1. Speaking to Influence Others
2. Leading Meetings: Facilitating for Results
3. Getting the Information You Need
4. Speaking with Confidence
5. Defusing Emotionally Charged Situations
6. Helping Your Team Work

Starting in early August

Register now for one or more!

Get more info in HR P&P Learning Opportunities




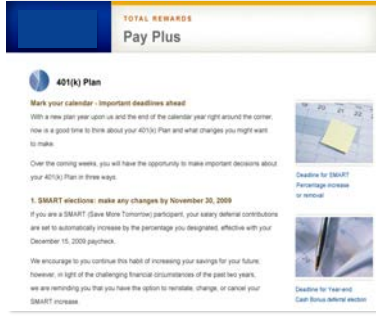



Day-to-day employee experience

TOTAL REWARDS | Career

Looking to develop your project management skills? Here are some ways to do it.

[Learn More](#)

TOTAL REWARDS

CAREER | HEALTH | LIFE | PAY PLUS



It's worth the effort!

If you get it right, you'll enhance your culture, and build the trust and engagement of your employees.

They'll have the context to better understand and adapt to change when it inevitably happens.

Over time, it also enables you to:

- ask what people truly value, and
- make decisions about Total Rewards programs and investment for the future based on their responses

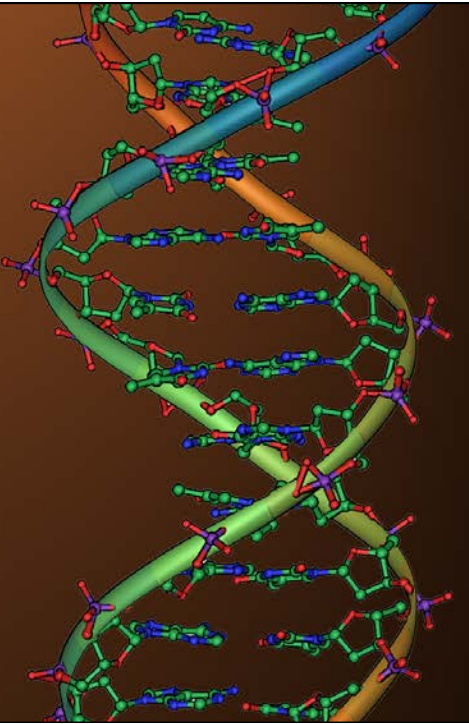
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Key takeaways

- Total Rewards is the definition and understanding of **the exchange relationship** between the employee and the company
- Total Rewards is **framework** for defining, managing and communicating the total employee experience
 - Includes guiding principles, model and communication strategy that truly reflect your company and its EVP
- When well communicated, a Total Rewards strategy builds trust, engagement, and provides a foundation for assessing the perceived value of programs
- Truly embedding the concept into the day-day-employee experience means integrating consistently through ALL touch points
- Small adaptations can make the difference between good and great
- Worth every minute of the effort and investment!

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“ It has long been an axiom of mine that the little things are infinitely the most important.

- Sir Arthur Conan Doyle

“ I try to do the right thing at the right time. They may just be little things, but usually they make the difference between winning and losing.

- Kareem Abdul-Jabbar



Thank you!

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