

INDEX

A

- Aging workforce, 104–107

B

- Benefits, elements of, 11–12
- Best Buy Canada, example of rewards project plan, 38–42
- Building buy-in for change, 94–95

C

- Case Study, Best Buy, 38–42
- Communication on total rewards
 - • addressing potential employee resistance, 93–95
 - • • tips to build buy-in for change, 94–95
 - • developing the communication strategy, 89–93
 - • • identify all potential stakeholders, 92–93
 - • • identify potential employee questions, 92
 - • • identify technology implications, 93
 - • graphic identity, 95–97
 - • importance of transparency, 98
 - • leveraging total rewards to build employer brand, 98–99
 - • • Cathy Ledden discussion, 99–102
- Compensation, elements of, 10

E

- Employee resistance, 93–95
- Employee surveys, 50–51, 61–69
 - • Sanchez and Smith insights on, 61–69
- Evaluation of current rewards offering
 - • areas of evaluation, 44–46
 - • conducting employee surveys, 50–51, 61–69
 - • cost and affordability of rewards offering, 55–56
 - • data gathering and diagnostics, 47–48
 - • competitive evaluation and market practice, 47, 52–55
 - • • data sources, 52–54

HR Manager's Guide to Total Rewards

- • employees perspectives, 46
- • findings from, 60–61
- • leadership perspectives, 46
- • message alignment and communications, 57–58, *see also* Communication on total rewards
- • • data sources, 57
- • needs of employees, 50
- • • data sources, 50
- • needs of the business, 48–49
- • • data sources, 49
- • risk management, 59–60
- • • data sources, 59

I

- Inventory of employee-related programs and policies, 9–10
- • duplication of programs and policies, 10

L

- Leadership and culture
- • elements of, 13–14
- • Gore, Nancy, discussion, 80–87
- • norms and culture, 14
- • supervisors and managers, 13
- • values alignments, personal and organizational, 13–14
- Learning and career development opportunities, 12–13
- Ledden, Cathy, discussion on branding and total rewards, 99–102

M

- Monetary elements of total rewards, 3
- Multi-generational workforce, 103–104

R

- Recruitment process and total rewards, 3–4
- • anticipate questions about, 4
- • differentiating attributes, 4
- • range of attractive features in organization, 4
- Refining the total rewards offering

Index

- • communicating change, 79
- • defining priorities for change, 71–73
- • • quick wins, 72–73
- • examples of rewards elements and common types of change, 73–79
- • leadership and work environment, Nancy Gore discussion, 80–87
- Retention and engagement
- • factors considered by employees, 4–5
- Rewards offering, *see* Total rewards offering
- Risk management, areas of and contributing factors, 60

S

- Succession planning, 107–109

T

- Total rewards offering, *see also* Benefits; Compensation; Communication on total rewards; Evaluation of current rewards offering; Refining the total rewards offering
- • aging workforce, 104–107
- • benefits of, 2–3
- • branding, 98–102
- • defined, 1
- • • employee receipts, 1, 9
- • • work experience, 1, 9
- • elements of, 10
- • flexibility and multi-generational workforce, 103–104
- • foundational elements, 5–7
- • next level elements, 5–7
- • purpose and advantages of, 1
- • review, *see* Evaluation of current rewards offering
- • strategy development
- • • considerations, 18, 21–22
- • • illustrative example of, 18–21
- • succession planning, 107–109
- Total rewards project plan
- • analyzing current rewards vs desired rewards offering, 35–36
- • defining total rewards, 34

HR Manager's Guide to Total Rewards

- • defining total rewards strategy, 35
- • develop inventory of current rewards, 34–35
- • identifying key shareholders, 33–34
- • illustrative example of rewards project plan (Best Buy), 38–42
- • implementation and communication of changes, 38
- • recommendations for change, 37
- Total rewards strategy
 - • defining of, 31–32
 - • key factors to balance, 22
 - • • competitive market practice, 25–26
 - • • cost and affordability, 27–28
 - • • message alignment, 28–31
 - • • needs of the business, 22–23
 - • • needs of employees, 23–25
 - • • risk management, 31
- Transparency, importance of, 98

U

- Utilization levels, 56

W

- Work environment and the work
 - • clarity of roles and accountabilities, 14
 - • elements of, 3–4, 14–15
 - • job performance and satisfaction factors, 14–15