Your Guide to Compensation Survey Management Success

Optimizing your time and spend on compensation survey data

May, 2017
Willis Towers Watson HR Software

Talent Assessment Software
- On demand pulse surveys
- Annual census surveys
- Pre-populated action plans
- Automated free-text analysis
- Automatic issue prioritization by group
- Immediate export to PPT or Excel
- Advanced support for multilingual reporting

Talent Analytics Software
- Workforce dashboards
- Workforce analytics
- Custom dashboard design and delivery
- Workforce planning and scenario modeling
- Predictive analytics
- Labor market research (U.S.)

Compensation Software
- Personality questionnaires
- Aptitude assessments
- Pre-hire behavioral screening questionnaires
- Career guidance
- Situational judgment tests
- Leadership assessments
- Client self-managed assessment platforms
- Individual and group/team overview reporting
- Job leveling (Global Grading System methodology)
- Interactive access to Willis Towers Watson compensation data
- Survey library for global, cross-vendor data management
- Market analysis
- Compensation program design
- Analytics and modeling
- Compensation planning and management
- Total Rewards Portal Software
- Compensation, HR policies and benefits design practice survey reports for 120 countries
- Global publications and research reports
- Custom surveys and analysis
- Online, interactive reports and analysis
- Advice on market competitiveness and compensation design

Data Services
- Personalized, media-rich experience
- Manager and HR community information
- Personalized employee dashboards
- Client-managed content
- HR case management
- Total Rewards Portal Software

Employee Engagement Software
- Workforce dashboards
- Workforce analytics
- Custom dashboard design and delivery
- Workforce planning and scenario modeling
- Predictive analytics
- Labor market research (U.S.)

HR Portal Software
- Workforce dashboards
- Workforce analytics
- Custom dashboard design and delivery
- Workforce planning and scenario modeling
- Predictive analytics
- Labor market research (U.S.)

That's the Willis Towers Watson difference

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Optimizing your time and spend on compensation survey data

Today’s agenda

• Selecting data and vendors that best align with your organizational goals
• Sourcing and collecting the right information to submit
• Avoiding common pitfalls in survey submission
• Willis Towers Watson Compensation Software – bring your data to life
Selecting data and vendors that best align with your organizational goals
Setting the stage
Understanding data needs

**Business Context**

Understand business context to ensure credibility in data used and recommendations that are developed

**Context may include:**

- Company information: industry, strategy, market positioning, workforce, culture, financials, customers/suppliers
- Current business issues – attraction, retention, cost control, growth, politics, unions/works councils
- Business and talent competitors/comparators
- Compensation/rewards philosophy and strategy
Setting the stage
Understanding data needs

Benchmark Jobs

Benchmark jobs should serve as anchor points representing the depth and breadth of the organization

Typically benchmark jobs

- Span all job families/functions and job levels, when possible
- Can be found in surveys
- Have multiple incumbents
- Are critical/pivotal jobs
- Are stable in content
Talent markets can vary depending on many factors. Below are some examples:

- Companies similar in industry and size
- Jobs similar in skills and customer relationships
- Geographic areas with similar pay practices or rates
- Note: Industry and geographic scopes may vary by job family and job level resulting in a talent market matrix
Selecting data and vendors
Key criteria

QUALITY
Data robustness/sample size
Accuracy and reliability
Granularity (job architecture)
Output level of detail
Timeliness/survey age

SOFTWARE
Deep functionality
Integration with other software modules
Clear, interactive design

COVERAGE
Pay elements (Cash, long-term, policy data, scope information)
Talent markets (industry, geography, competitors)
Job descriptions/survey methodology
Job coverage

VALUE
Total spend vs. value
Data + Willis Towers Watson Compensation Software

SERVICE
Job matching and survey submission support
Data interpretation advice
Selecting data and vendors
Considerations – QUALITY

Reliability
- Is the survey professionally tended by a reputable third party?
- Is data submitted by compensation/HR professionals? (i.e. not self-reported data)

Sample Size
- Are there enough of the “right” companies in the survey?
- Are there enough companies/incumbents data reported to be relevant?

Survey Age
- When was the survey data collected and published? (Surveys more than two years old may not be meaningful.)
Selecting data and vendors
Considerations – **COVERAGE**

**Pay Elements**
- Does the survey include the data elements you need? (Base pay, total cash, LTI, TDC, etc.)

**Talent Market(s)**
- Does it cover your relevant talent market(s)? (Industries, geographies, competitors, etc.)

**Depth & Breadth of Scope Data**
- Are the available scopes relevant and robust?

**Job Descriptions**
- Is there enough information for you to match your jobs?

**Job Coverage**
- Are your benchmarks included?
Willis Towers Watson Data Services

- Extensive global network of local and regional survey experts and local consulting offices – covering 120+ countries globally
- Best-in-class market data and interpretation reflecting unique local governance and cultural practices

Compensation Surveys
Local, regional and global Web-based compensation market data, analytics and reports

Customized Surveys
Customized surveys and reports tailored to your organization’s specific compensation data questions or needs

Research & Publications
Studies on benefits, employment terms and conditions, global publications written by a dedicated research team

Data & Consulting
Practical and actionable advice on market competitiveness, ranging from single benchmark to company-wide pay practice review

In addition, present results from Talent Management and Rewards and Global Workforce Studies

Global Workforce Study (GWS): More than 32,000 responses across 26 markets

Global Talent Management and Rewards Study (TM&R): A total of 1,637 organizations across 31 markets
Willis Towers Watson Data Services
Industry, geography and position coverage

More than **120** countries across six continents covering over **40** industries

Over **45,000** Jobs representing all functions, disciplines, career levels and global grade possibilities

**50** Functions/job families

**68%**
**70%**

*FORTUNE 500*
*FORTUNE 1000*

Clients from small local organizations with revenues less than **$75 million** to large multinationals with revenues greater than **$20 billion**

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Sourcing and collecting the right information to submit
Data gathering

1. Vendor Survey
   Input Materials
   Data submission materials
   Prior year data (if available)
   Job matching methodology

3. Financial Information
   Financial data to complete submission (Revenues, Assets, LTI Accounting Values and other information)

4. Policy and Practice Data
   HR policies, benefits design practices, LTI practices, and company car benefits (where appropriate)

2. Your Data
   Compile incumbent compensation data, match your jobs to survey jobs and input information into data submission materials

Complete Survey Submission
A couple of simple guidelines

*Quality of job matching and data submission is paramount for ensuring high quality results.*

**Do report**
- Individual lines of data
- All possible jobs
- Internal job grades and titles
- All required fields/elements

**Do NOT report**
- Personal data, Personal ID numbers, Employee names or initials
- Average data
- Contract and temporary staff not paid on the same terms as permanent, full-time staff

**Apply the 80% rule**
If you determine that 80% or more of the job content is similar, the match may be considered a quality match.

**Keep the following guidelines in mind throughout the job-matching and data submission process**

1. Review all definitions and descriptions (and changes) before matching your jobs
2. Submit data for all incumbents who can be matched to the survey
3. Review survey methodology to ensure consistent alignment of jobs.
4. Complete ALL required fields. More data we receive, the more robust the results.
5. Review your data before submitting to ensure overall compliance with general submission guidelines.
# Most common issues and how to avoid them

Quality of job matching and data submission is paramount for ensuring high quality results.

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<table>
<thead>
<tr>
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<tbody>
<tr>
<td>1</td>
<td>Blank fields, incomplete submission</td>
</tr>
<tr>
<td>2</td>
<td>Limited number of jobs or less data than the year before</td>
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<tr>
<td>3</td>
<td>Incomplete revenue, geographic data or other scope data</td>
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<tr>
<td>4</td>
<td>Inaccurate LTI submission: last grant data, target performance plans</td>
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<tr>
<td>5</td>
<td>Inconsistent matching or leveling to survey methodology</td>
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<tr>
<td>6</td>
<td>More than one job code reported for a single incumbent</td>
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<tr>
<td>7</td>
<td>No industry-specific jobs matched to industry surveys</td>
</tr>
<tr>
<td>8</td>
<td>Changes for the year not included in the survey submission</td>
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Willis Towers Watson Compensation Software – bring your data to life
Willis Towers Watson Compensation Software
Bring data to life

Enables Consistency
- Integrated Global Job Framework
- Consistency in Benchmarking
- Common Analytics and Reporting
- Design and management of global, regional and/or local compensation programs

Manages Complexity
- Centralize your global survey library
- Simplify management of local pay elements
- Support workforce segmentation when one size does not fit all

Globalizes Compensation
- Multi-country
- Multi-currency
- Multi-language

Improve Efficiency
- Improve efficiency and accuracy by over 50% on analytics and design work
- Realize a 75% reduction in time required for survey submission file generation

Enables Focus
- Minimize time doing administrative and tactical work
- Focus on strategic, value-add activities
Willis Towers Watson Compensation Software
Integrate your survey experience
1. Selecting data vendors
   Scale, quality, software, service, discounts

2. Sourcing the right information
   Willis Towers Watson Data Services portal, HRI Software, Finance (LTI), Local offices (car policy) vs. corporate (LTI policy)

3. How to avoid common pitfalls
   Scope data, annual amounts, last LTI grant

4. Willis Towers Watson Compensation Software
   Integration, global consistency, cost-effective
Thank you!

Don’t forget to stop by our booth at SHRM in New Orleans, June 18-21.

For More information…

Global Data Services

Willis Towers Watson Compensation Software