Transforming the Total Rewards Function

Andre Rooks
Principal, Senior Consultant, Rewards
Mercer
Chicago, Illinois

Brian Buck
Principal, Senior Consultant, HR Transformation
Mercer
Chicago, Illinois
A CHANGING BUSINESS WORLD

HUMAN-LED TECHNOLOGY-ENABLED

FUTURE OF WORK

DIGITAL TRANSFORMATION

EMPLOYEE EXPERIENCE

HEALTH WEALTH CAREER
A CHANGING BUSINESS WORLD

FUTURE OF WORK
DIGITAL TRANSFORMATION
EMPLOYEE EXPERIENCE

HUMAN AGE

HEALTH WEALTH CAREER
But are they focusing on the right things to prepare their workforce for the future – in terms of size, shape and skillset?

73% of business executives expect significant disruption in the next three years.

99% of HR leaders are already taking action to prepare for the future of work.

How should business, technology and HR leaders collaborate to meet employees’ expectations for a consumer-grade digital workplace?

Only 13% of organizations offer a fully digital experience for employees;

and 1 in 3 employees say their company does not provide them with the tools they need to do their job efficiently.

How should organizations develop personalized reward programs and craft the types of work experiences that people crave?

Thriving employees are 4x more likely to work for a company that has a strong sense of purpose, offers them opportunities to develop their skills, and ensures equity in pay and promotion decisions.
HEALTH WEALTH CAREER

FUTURE OF WORK
DO YOU REMEMBER YOUR FIRST TIME?
“Our goal is to establish language that is gender-neutral, ethnic-neutral, and age-neutral, while celebrating our spirit of diversity.”
ITS MEANS WE NEED TO PROVIDE A FIRST CLASS EXPERIENCE
Thriving employees work in an inclusive, flexible environment that offers a strong sense of purpose and valuable learning opportunities.

They work for a company that . . .

- **AFFINITY PRIDE PURPOSE**
  - x 3.6 Has a strong **sense of purpose** that resonates with their personal values
  - x 2.4 Makes a **positive societal impact**

- **CAREER & WELL-BEING**
  - x 3.5 Offers them opportunities to develop their skills
  - x 2.7 Focuses on their **health & well-being**

- **WORKPLACE / LIFESTYLE**
  - x 2.2 Makes efforts to be intentionally diverse
  - x 2.1 Offers **flexible work options**

- **COMPENSATION & BENEFITS**
  - x 4.9 Helps them achieve their financial goals
  - x 4.3 Ensures **equity in pay and promotion decisions**
Top 6 reasons for joining

Employee view | HR view
---|---
Job security | 11% | #2
Career opportunities | 10% | #1
Competitive pay | 10% | #5
Development opportunities | 7% |
Meaningful work | 7% |
More interesting work | 6% |

Top 6 reasons for staying

Employee view | HR view
---|---
Job security | 26% | #1
Medical benefits | 20% | #4
Development opportunities | 20% | #10
Flexibility in hours | 20% | #2
Competitive pay | 19% |
Career opportunities | 18% |

Top 6 reasons for leaving

Employee view | HR view
---|---
Competitive pay | 11% | #6
My manager | 9% | #10
Job security | 7% |
More interesting work | 7% |
Career opportunities | 7% |
Development opportunities | 6% |
**How Can We Embrace Digital HR and Use Analytics to Validate Employee Resonance**

**Areas of concern:**

- Which populations are failing to progress within the organization? 29%
- What is the impact of different pay strategies on performance and retention? 18%

**In 2019, we saw significant increase in the use of analytics to determine:**

- Why people are choosing to join the company: 15% (2018) to 25% (2019)
- How total rewards programs are being utilized: 9% (2018) to 23% (2019)

16C-11
THE PATH FORWARD
HOW SHOULD WE CONTINUALLY ATTRACT TALENT?

LEADING TRENDS

A leading organization must understand the need to create personalized, agile, and holistic rewards systems. This is essential to attracting, motivating, and developing talent.

The days of designing rewards programs as a straightforward mix of compensation and traditional benefits are over.
### Brand Resonance

**How Should We Continually Attract Talent?**

<table>
<thead>
<tr>
<th>The New York Times</th>
<th><em>Inside Uber’s Aggressive, Unrestrained Workplace Culture</em></th>
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<tbody>
<tr>
<td>CNBC</td>
<td><em>Nike accused of fostering hostile workplace in new gender discrimination lawsuit</em></td>
</tr>
<tr>
<td>Salesforce</td>
<td><em>Salesforce puts its money where its mouth is with $1 million pledge for families separated at the U.S. border</em></td>
</tr>
<tr>
<td>Revealed</td>
<td><em>Google's 'two-tier' workforce training document</em></td>
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</tbody>
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In a **transparent world**, the consumer brand and employee brand are one and the same – authenticity is critical.

An employer’s **value proposition** should be **multi-faceted** – just like the talent that contributes to an organization’s success.

Attractiveness is a **two-way street**. A deal’s appeal can be diminished by negative perceptions of the brand or an inability to uphold brand values.
HOW SHOULD WE CONTINUALLY ATTRACT TALENT?
CURATE THE HR EXPERIENCE: PERSONALIZE THE EXPERIENCE
Chatbots for employee self-service

AI to identify employees at risk of leaving

AI to recommend job openings and/or career paths to employees

AI as part of the performance management process

AI to customize compensation or improve pay benchmarking

Executives’ number one workforce concern this year is meeting employees’ expectations for a consumer-grade digital experience

Top “AI in HR” investments for 2019

41%

40%

39%

38%

38%
**Digitization**

HR in digital organizations are **6X more likely** to be seen as a significant contributor.

**Process Orientation**

1 in 3 employees say it takes **1+ hour** to do straightforward HR tasks (e.g., time off).

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**HR Core**

2019 process redesign efforts focused on talent acquisition & career management.

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**HR Admin**

- **Automate**: 48% of companies plan to increase the number of functional staff per head as they grow the business.
- **Simplify**: the work experience is exec’s 2nd people priority.

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**Lean**

Executives say improving HR efficiency is the #1 area for business technology investments.

**Agile**

30% of executives describe their organization as change agile.

**Focused**

45% of executives strongly agree that HR is effective in aligning people strategy with strategic business priorities.
HOW SHOULD WE CONTINUALLY ATTRACT TALENT?
CURATE THE HR EXPERIENCE: USE ANALYTICS

IDENTIFYING PERSONAS

Library of all potential personas involved in HR journeys...

Team Leader Personas
- Team Leader – Office
- Team Leader – Field
- Director
- Exec/ Sr. Leader (VP+)

Employee Personas
- Employee – Office
- Employee – Field
- New Hire – Office
- New Hire – Field
- New Hire – Executive

Candidate Personas
- External Candidate
- External – College Grad
- External – Executive Intern Candidate

HR Personas
- HRBP – Office
- HRBP – Field
- COE
- Shared Services
- HR Generalist / Analyst

DETERMINING PRIMARY PERSONAS

Identifying all potential personas involved in the HR journeys, determining and developing the primary personas for each journey.

Identifying the impact of change relative to a set of primary personas who will engage with core HR journeys.

Mapping the future state experience for how employees and managers will leverage technologies and third-party services to streamline their HR workflows.

“I want to feel welcome, understand exactly what’s expected of me and have a single place to go for all of my onboarding activities and needs.”

Peer Resource identified, welcome pack sent prior to start
Virtual orientation and suggested learnings available to me
Mobile enabled Onboarding Platform integrated with HCM technology
BRING IT ALL TOGETHER

Crafting the employee experience through standardization, simplification, and automation of HR processes.

Identify key personas with distinct characteristics and design the user experience for each journey, eliminating pain points depicted in the Emotional Curve for each persona.

Identify opportunities for automation, either within the Workday environment or suggest additional tools/platforms such as AI, Bots or RPA to support the persona experience through each journey.

Guided by design thinking, transform HR processes to eliminate unnecessary complexity, improve adoption and re-align roles/responsibilities.

Identify impact on data governance and HR policies which support redesigned processes to ensure sustained effectiveness.
Questions?

Thank You