

From the Publisher's Desk



Compensation management is more than just the means to attract and retain talented employees. In today's competitive labor market, organizations need to fully leverage their human capital to sustain a competitive position. This issue focuses on strategies and specific steps to help you succeed with your compensation management and planning.

"The Re-emergence of Total Rewards Portals and their Importance in a Recessive Economy" by Neil McAdorey of Towers Perrin projects that by the end of this decade it is conceivable that well over 70 percent of large and medium-size employers will offer a form of online application of Total Compensation or Total Rewards information to their employees. Total Rewards portals serve as an invaluable method for employers to communicate the value of the employment "deal" directly with their employees.

In our next article, "Creating a Winning Sales Compensation Plan" by Don Helt and Rick Olivieri, Sales Compensation Consultants, the authors write that most organizations with successful sales compensation plans and successful sales results review sales compensation plans in detail every year. They have to because the organization and its business plan are constantly changing as is the market environment in which they compete. The changes may be internal or external, but the sales compensation plan must change accordingly to ensure success.

"The Impact of Performance on Equity Utilization," by David Knopping and Matthew Lopez of Radford Surveys + Consulting reports on a study of large high technology companies with positive stock price growth that show a clear pattern of significantly lower equity utilization rates than is the case with their negative growth counterparts. Radford has found that many companies are clearly taking advantage of their stock price growth to deliver an equivalent amount of value to the employees, while minimizing dilution to shareholders.

Wendy Combs and Salvatore Falleta of Leadersphere bring us our next article "Ready or Not? Why Change Readiness Assessment is Crucial." The authors contend that a change readiness assessment (CRA) may reveal that project communications are timely and frequent but employees feel they are hearing mixed messages from senior management. Line management may feel they are not getting the information they need and may not understand if, or how, their groups will be impacted by the change. Perhaps leadership has not been as forthright and open as stakeholders would expect and employees are questioning their commitment. Administering the CRA multiple times, at key milestones in the transition, provides this critical stakeholder data.

Our next article, "Protecting Company Data with Employee Departures" by Brett Tarr, eMag Solutions, points out that having a formal program in place to address potential concerns around departing employees is simply smart business practice. Besides providing a solid defense against lawsuits from former employees, it is an excellent way for companies to proactively protect their information assets from accidental or intentional loss of confidential data and intellectual property. An organization's ability to understand what data has flowed, from whom to whom, and when, will enable that organization to better capture and limit the escape of strategic plans, confidential information, trade secrets, and other forms of intellectual property.

Next we have the fourth in a series of articles by Karen V. Beaman of

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Jeitosa Group International. This one is titled “The New Multi-Dimensional Talent Force: Multi-Contractual Differences.” The first three articles described the multi-generational, multi-cultural, and multi-local characteristics pervasive in today’s work force. This article addresses yet another aspect of the multi-dimensional talent force in the modern digital age – multi-contract – the plurality and changing nature of modern employment conditions and contracts. The multi-contractual nature of today’s work force is an important dimension of the modern, global organization that HR professionals must learn to embrace and leverage.

“Nine Ways to Extend the “Comp” in Compensation,” by David Zinger, M.Ed. of The Employee Engagement Network is our next article. The author tells us that appropriate compensation is essential for employment and recruiting. You need to “show them the money,” but once an appropriate level of compensation is reached, it seems to rapidly diminish playing a vital role in sustaining robust levels of employee engagement. This article outlines nine other methods of “comping” employees to help them achieve fuller levels of engagement.

Our last article by IHRIM *Journal* Managing Editor Wesley Wu is titled “Compensation – No Longer the Center of the HR Universe.” The author writes that perhaps there was a time when compensation was the center of the HR universe. After all, when HR (or Personnel) practitioners were not thinking about administrivia, they were thinking about the “job” – an HR concept quite clearly within the bounds of the Compensation department. Today we no longer talk about the “job” but about competencies that are required of that job. But the job is still the starting point through which we define competencies and talent. Without the job, talent management does not exist.

We hope you enjoy this issue.