



Recently Detelina Trendafilova, Vice President-Strategic Alliances at WorldatWork, has visited Spain invited by his strategic partner in our country PeopleMatters. We have the opportunity of speaking with her and with Susana Marcos, partner at the Spanish consultancy firm, about the new skills of the compensation professionals profile in a moment in which they are acquiring an holistic position in the corporate organization chart. Actually the Global Remuneration Professional Certification® that both offer is the only global standard for any professional compensation professional.



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Detelina Trendafilova

Vice President-Strategic Alliances at **WORLDDATWORK**

ORH) How has the compensation strategy changed in recent years, knowing that the employee value proposition no longer contains only monetary counterparts and that now we are talking about Total Rewards?
The biggest change in total rewards is that today is more holistic. Compensation (base and variable pay) and benefits, still remain as the core but we have added the wellbeing, which nowadays it's not necessary related to physical health but mostly related to a global concept meaning financial, mental and emotional wellness. Also, another enhancement of total rewards is overall creating the employee experience. It is a main company organizational differentiator.

ORH) How this concept of financial health is working in different countries?
This concept is different by countries and economies because there are a lot of external factors that play. But I think

what it is equally applicable across borders is the concept of financial wellbeing for all employees, because it doesn't matter whatever you live you need to be paid satisfactory and equally. And it's important not only during your worklife in a company but also for the retiring period. I think that is an aspiration all over the world.

ORH) Experts says that now is not so important to be compared to a reference in the market base on the content of a job but to the value that each one adds to a company. What do you think about it?
Yes, that's right from a reward perspective, the trend is to measure in terms of individual contribution. Job evaluation, job description and determining pay levels really should be focused on determining the contribution and the value a person adds because jobs are running more a more on a project basis and we have to deal with

some intangibles like the energy and the momentum of a project. So it's a different view on contribution and how we measure it. We need to work not on the job value but under the role value a worker can develop. And we must also talk about the contribution in terms of my future potential. We will measure the current contribution, the potential in the future and we will move away from the historical.

ORH) In this context it becomes more a more important to communicate the compensation program, isn't it?
The communication, the understanding and the receptiveness of a rewards program by the workforce are very critical. We have a special course in our GRP Certification® that is specifically designed to teach strategic communications of rewards, and the most important part is because all these rewards models are designed to fit and to be aligned with the organiza-

tional strategy. So part of setting up an organisation for success in executing strategy is how the rewards strategy is being communicated to the entire workforce. If you look into the United States 67% of organisations actively communicate about their pay practices in order to ensure pay transparency and equal pay, and probably around 45% of organizations have like remediation strategies which also need to be properly communicated.

ORH) How is the profile of the total compensation professional? What is the value of a certification changing?
A lot of our students come from various parts of HR and what we see usually is that people and even the jobs of the HR professional are so dynamic and they often call themselves multi headers because they have to wear multiple hats at work while being in HR. Historically, compensation has being a kind of a career path and today is also an episodic involvement. It's still a career path but now we see more people with interest to compensation have a better and deeper understanding of total rewards because in their career path they can find themselves for a short period of time dealing with it. So definitely the rewards pool is becoming more complex and diverse.

ORH) The compensation and benefits specialist acquires a crucial position in organizations because it gathers together roles like employer branding, corporate wellbeing, financial health, etc. It is a very open profile.
It is very open. In fact we say that it might easily be a Head of Human Resources because should be capable of dealing with all the facets. Everything that a company offers to an employee is part of his/her reward, which has to do with the management style, the workplace, the schedule, colleagues, learning, employability... In addition, this professional has to demonstrate having business insight because he or she must translate the strategy in terms of HR management, something that reinforces it. It is a very comprehensive, flexible and open-minded profile.

ORH) How does digital transformation and big data affect the design of a total rewards model?



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Entrevista a:
Detelina Trendafilova

They bring benefits like create more transparency and give good access to better data, so sounder decisions are enabled. There are some theories and fears that the digital transformation could potentially lead to the disappearance of the profession because a part of it could vanish due to the use of machine learning and algorithms. But I remain very optimistic.

Digital transformation will only help the profession and I would like to mention the statistics of the World Economic Forum that states that, in general, digital transformation is supposed to open 58 million new positions, not in comp&ben but definitely I'm sure that this will add additional jobs to the rewards field area. I'm sure robots will not replace humans but we

will have to learn new skills to work with technology.

ORH) How can a compensation professional deal with the gender and age gaps?
Now we are in the world of transparency and people are really concerned about equity. We have to find a way of giving the right answer, that is doing the right designs and the right implementation not to open the gaps that we already have. We not only work for the business and for the employees. We work for this society as well and we have to make sure that we cannot solve all the gaps in salary because of gender or age or whatever, but definitely we can bridge them, narrow them, and make it better for the future. The challenge for the compensation professional and for the HR professional is really how to deal with inclusion and diversity.

ORH) Employees of the Gig Economy are "free" workers like contractors and freelancers that need a very different value proposition. How can we do that?
Definitely, there is a different value proposition for the Gig Economy. For example, when you design personalised programmes to differentiate permanent employees and gig employees it does not dilute the value of your permanent employees. It's a question of how we recruit talent and how we retain talents. It is also a matter of business strategy of what needed to be kept as a protected core with its own value versus how much can it be done via projects.

The big challenge for the future is the equity thing: how would you put together someone that is receiving a certain rewards package and another that is supposed to do the same job with something really different. Again I think this is a question of being transparent and doing a good communication of what really matters. That way people would understand that all are working for the same thing. Some people welcome job security and some others don't. People have different needs and certain elements could be more or less competitive or attractive depending on the person's needs and expectations.]