**THE BIGGEST CHANGE IN TOTAL REWARDS IS THAT TODAY IS MORE HOLISTIC, OPEN AND FOCUSED ON BUSINESS**

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 competition but definitely. I'm sure that this will add additional jobs to the rewards field area. I'm sure that 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 personalized 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 paid in a perspective of each employee based on his 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.

**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 been 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** How is compensation and benefits specialist adapts a crucial position in organizations because it gathers together roles like employer branding, corporate communication, 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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Recently Detelina Trendafilova, Vice President-Strategic Alliances at WorldatWork, has visited Spain by her 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 (GRP Certification) that both offer is the only global standard for any professional compensation professional.