

Total Rewards Global Needs Assessment Tool

Company X is working with WorldatWork, the leading global not-for-profit professional association dedicated to knowledge leadership in compensation, benefits and total rewards, to better understand the professional development needs and desires of our HR employees. WorldatWork will tabulate and analyze the surveys, so please be honest and candid in your responses. Your individual data will remain completely confidential.

The survey should take about 15 minutes to complete. Please complete it by end of day (*deadline*).

Instructions:

For each of the knowledge areas below, please use the 1-7 scale provided (1= very low, 7 = very high) and indicate:

- a) The importance of the stated skill or knowledge to the success of your job
 - b) Your level of competency with regard to that skill or knowledge
 - c) Your desire to gain more knowledge or competency in that skill or knowledge
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Total Rewards Knowledge Areas

1. The tools required to develop a total rewards management strategy:
 - a) Importance to your job 1 - 2 - 3 - 4 - 5 - 6 - 7
 - b) Your level of knowledge 1 - 2 - 3 - 4 - 5 - 6 - 7
 - c) Your desire to learn more 1 - 2 - 3 - 4 - 5 - 6 - 7
2. An introduction to the total rewards model and its five elements: compensation, benefits, work-life, performance recognition, and development and career opportunities:
 - a) Importance to your job 1 - 2 - 3 - 4 - 5 - 6 - 7
 - b) Your level of knowledge 1 - 2 - 3 - 4 - 5 - 6 - 7
 - c) Your desire to learn more 1 - 2 - 3 - 4 - 5 - 6 - 7
3. General quantitative concepts, basic knowledge of statistical tools and the mathematics of total compensation and benefits design:
 - a) Importance to your job 1 - 2 - 3 - 4 - 5 - 6 - 7
 - b) Your level of knowledge 1 - 2 - 3 - 4 - 5 - 6 - 7
 - c) Your desire to learn more 1 - 2 - 3 - 4 - 5 - 6 - 7
4. Mathematical modeling and regression analysis:
 - a) Importance to your job 1 - 2 - 3 - 4 - 5 - 6 - 7
 - b) Your level of knowledge 1 - 2 - 3 - 4 - 5 - 6 - 7
 - c) Your desire to learn more 1 - 2 - 3 - 4 - 5 - 6 - 7
5. Use of data sources and their relationship to total rewards problem solving and decision making:
 - a) Importance to your job 1 - 2 - 3 - 4 - 5 - 6 - 7
 - b) Your level of knowledge 1 - 2 - 3 - 4 - 5 - 6 - 7
 - c) Your desire to learn more 1 - 2 - 3 - 4 - 5 - 6 - 7
6. Statistical methods, such as mean, median, compa-ratio, percentiles and regression analysis:
 - a) Importance to your job 1 - 2 - 3 - 4 - 5 - 6 - 7
 - b) Your level of knowledge 1 - 2 - 3 - 4 - 5 - 6 - 7
 - c) Your desire to learn more 1 - 2 - 3 - 4 - 5 - 6 - 7
7. Effective design strategies for communicating compensation, benefits and total rewards programs:

- a) Importance to your job 1 – 2 – 3 – 4 – 5 – 6 – 7
 - b) Your level of knowledge 1 – 2 – 3 – 4 – 5 – 6 – 7
 - c) Your desire to learn more 1 – 2 – 3 – 4 – 5 – 6 – 7
8. Characteristics and selection criteria for various communication media:
- a) Importance to your job 1 – 2 – 3 – 4 – 5 – 6 – 7
 - b) Your level of knowledge 1 – 2 – 3 – 4 – 5 – 6 – 7
 - c) Your desire to learn more 1 – 2 – 3 – 4 – 5 – 6 – 7
9. Overview of the impact of globalization on the design of total remuneration programs:
- a) Importance to your job 1 – 2 – 3 – 4 – 5 – 6 – 7
 - b) Your level of knowledge 1 – 2 – 3 – 4 – 5 – 6 – 7
 - c) Your desire to learn more 1 – 2 – 3 – 4 – 5 – 6 – 7
10. Impact on the regional influences of the design and delivery of global rewards:
- a) Importance to your job 1 – 2 – 3 – 4 – 5 – 6 – 7
 - b) Your level of knowledge 1 – 2 – 3 – 4 – 5 – 6 – 7
 - c) Your desire to learn more 1 – 2 – 3 – 4 – 5 – 6 – 7
11. Varying influence of culture on remuneration practices worldwide:
- a) Importance to your job 1 – 2 – 3 – 4 – 5 – 6 – 7
 - b) Your level of knowledge 1 – 2 – 3 – 4 – 5 – 6 – 7
 - c) Your desire to learn more 1 – 2 – 3 – 4 – 5 – 6 – 7
12. Overview of local national practices on each component of total rewards and its effect on the attraction, motivation, and retention of employees:
- a) Importance to your job 1 – 2 – 3 – 4 – 5 – 6 – 7
 - b) Your level of knowledge 1 – 2 – 3 – 4 – 5 – 6 – 7
 - c) Your desire to learn more 1 – 2 – 3 – 4 – 5 – 6 – 7
13. Overview on approaches to managing international assignments:
- a) Importance to your job 1 – 2 – 3 – 4 – 5 – 6 – 7
 - b) Your level of knowledge 1 – 2 – 3 – 4 – 5 – 6 – 7
 - c) Your desire to learn more 1 – 2 – 3 – 4 – 5 – 6 – 7
14. Effective use of metrics to assess and improve business results.
- a) Importance to your job 1 – 2 – 3 – 4 – 5 – 6 – 7
 - b) Your level of knowledge 1 – 2 – 3 – 4 – 5 – 6 – 7
 - c) Your desire to learn more 1 – 2 – 3 – 4 – 5 – 6 – 7
15. Effective use of metrics to ensure alignment with business strategy.
- a) Importance to your job 1 – 2 – 3 – 4 – 5 – 6 – 7
 - b) Your level of knowledge 1 – 2 – 3 – 4 – 5 – 6 – 7
 - c) Your desire to learn more 1 – 2 – 3 – 4 – 5 – 6 – 7

Compensation Knowledge Areas

1. Principles of job analysis and documentation:
- a. Importance to your job 1 – 2 – 3 – 4 – 5 – 6 – 7
 - b. Your level of knowledge 1 – 2 – 3 – 4 – 5 – 6 – 7
 - c. Your desire to learn more 1 – 2 – 3 – 4 – 5 – 6 – 7

2. Methods of job analysis, including quantitative and market-based approaches:
 - a. Importance to your job 1 – 2 – 3 – 4 – 5 – 6 – 7
 - b. Your level of knowledge 1 – 2 – 3 – 4 – 5 – 6 – 7
 - c. Your desire to learn more 1 – 2 – 3 – 4 – 5 – 6 – 7

3. Principles of base pay management:
 - a. Importance to your job 1 – 2 – 3 – 4 – 5 – 6 – 7
 - b. Your level of knowledge 1 – 2 – 3 – 4 – 5 – 6 – 7
 - c. Your desire to learn more 1 – 2 – 3 – 4 – 5 – 6 – 7

4. Design, administration and evaluation of base pay management:
 - a. Importance to your job 1 – 2 – 3 – 4 – 5 – 6 – 7
 - b. Your level of knowledge 1 – 2 – 3 – 4 – 5 – 6 – 7
 - c. Your desire to learn more 1 – 2 – 3 – 4 – 5 – 6 – 7

5. Principles of internal worth, market data and competitiveness:
 - a. Importance to your job 1 – 2 – 3 – 4 – 5 – 6 – 7
 - b. Your level of knowledge 1 – 2 – 3 – 4 – 5 – 6 – 7
 - c. Your desire to learn more 1 – 2 – 3 – 4 – 5 – 6 – 7

6. Options in sales compensation (e.g., base salary, straight commission, combination plans):
 - a. Importance to your job 1 – 2 – 3 – 4 – 5 – 6 – 7
 - b. Your level of knowledge 1 – 2 – 3 – 4 – 5 – 6 – 7
 - c. Your desire to learn more 1 – 2 – 3 – 4 – 5 – 6 – 7

7. How to select and design the appropriate incentive formula:
 - a. Importance to your job 1 – 2 – 3 – 4 – 5 – 6 – 7
 - b. Your level of knowledge 1 – 2 – 3 – 4 – 5 – 6 – 7
 - c. Your desire to learn more 1 – 2 – 3 – 4 – 5 – 6 – 7

8. Foundation for process design, implementation and administration of sales compensation plans:
 - a. Importance to your job 1 – 2 – 3 – 4 – 5 – 6 – 7
 - b. Your level of knowledge 1 – 2 – 3 – 4 – 5 – 6 – 7
 - c. Your desire to learn more 1 – 2 – 3 – 4 – 5 – 6 – 7

9. Key concepts of measuring and rewarding performance at the organizational, group and individual levels:
 - a. Importance to your job 1 – 2 – 3 – 4 – 5 – 6 – 7
 - b. Your level of knowledge 1 – 2 – 3 – 4 – 5 – 6 – 7
 - c. Your desire to learn more 1 – 2 – 3 – 4 – 5 – 6 – 7

10. Foundation for linking performance management to organization strategy:
 - a. Importance to your job 1 – 2 – 3 – 4 – 5 – 6 – 7
 - b. Your level of knowledge 1 – 2 – 3 – 4 – 5 – 6 – 7
 - c. Your desire to learn more 1 – 2 – 3 – 4 – 5 – 6 – 7

11. Principles of linking pay plans to performance:
 - a. Importance to your job 1 – 2 – 3 – 4 – 5 – 6 – 7
 - b. Your level of knowledge 1 – 2 – 3 – 4 – 5 – 6 – 7
 - c. Your desire to learn more 1 – 2 – 3 – 4 – 5 – 6 – 7

12. Design, implementation and administration of variable pay systems:
 - a. Importance to your job 1 – 2 – 3 – 4 – 5 – 6 – 7
 - b. Your level of knowledge 1 – 2 – 3 – 4 – 5 – 6 – 7

- c. Your desire to learn more 1 – 2 – 3 – 4 – 5 – 6 – 7
13. Key components for developing and managing compensation strategy in a global business environment:
- a. Importance to your job 1 – 2 – 3 – 4 – 5 – 6 – 7
 - b. Your level of knowledge 1 – 2 – 3 – 4 – 5 – 6 – 7
 - c. Your desire to learn more 1 – 2 – 3 – 4 – 5 – 6 – 7
14. Key concepts of market pricing, survey analysis, and survey statistics:
- a. Importance to your job 1 – 2 – 3 – 4 – 5 – 6 – 7
 - b. Your level of knowledge 1 – 2 – 3 – 4 – 5 – 6 – 7
 - c. Your desire to learn more 1 – 2 – 3 – 4 – 5 – 6 – 7
15. Utilization of salary surveys to conduct competitive pay analyses:
- a. Importance to your job 1 – 2 – 3 – 4 – 5 – 6 – 7
 - b. Your level of knowledge 1 – 2 – 3 – 4 – 5 – 6 – 7
 - c. Your desire to learn more 1 – 2 – 3 – 4 – 5 – 6 – 7

Work-Life Knowledge Areas

1. An introduction to the seven categories of work-life effectiveness (caring for dependents, health and wellness, workplace flexibility, financial support programs, paid and unpaid time off, community involvement programs, and culture change initiatives) and its significance within the total rewards model.
 - a) Importance to your job 1 – 2 – 3 – 4 – 5 – 6 – 7
 - b) Your level of knowledge 1 – 2 – 3 – 4 – 5 – 6 – 7
 - c) Your desire to learn more 1 – 2 – 3 – 4 – 5 – 6 – 7
2. The business impact and business case of each of the seven categories including prevalence of programs within current organizations.
 - a) Importance to your job 1 – 2 – 3 – 4 – 5 – 6 – 7
 - b) Your level of knowledge 1 – 2 – 3 – 4 – 5 – 6 – 7
 - c) Your desire to learn more 1 – 2 – 3 – 4 – 5 – 6 – 7
3. An introduction to workplace flexibility and the role it plays within the total rewards model.
 - a) Importance to your job 1 – 2 – 3 – 4 – 5 – 6 – 7
 - b) Your level of knowledge 1 – 2 – 3 – 4 – 5 – 6 – 7
 - c) Your desire to learn more 1 – 2 – 3 – 4 – 5 – 6 – 7
4. Identifying workplace flexibility issues and needs
 - a) Importance to your job 1 – 2 – 3 – 4 – 5 – 6 – 7
 - b) Your level of knowledge 1 – 2 – 3 – 4 – 5 – 6 – 7
 - c) Your desire to learn more 1 – 2 – 3 – 4 – 5 – 6 – 7
5. Developing, Implementing, and Evaluating workplace flexibility solutions
 - a) Importance to your job 1 – 2 – 3 – 4 – 5 – 6 – 7
 - b) Your level of knowledge 1 – 2 – 3 – 4 – 5 – 6 – 7
 - c) Your desire to learn more 1 – 2 – 3 – 4 – 5 – 6 – 7
6. An introduction to supporting health and wellness in an organization and how it integrates with other elements of the total rewards model.
 - a) Importance to your job 1 – 2 – 3 – 4 – 5 – 6 – 7
 - b) Your level of knowledge 1 – 2 – 3 – 4 – 5 – 6 – 7
 - c) Your desire to learn more 1 – 2 – 3 – 4 – 5 – 6 – 7

7. Identifying Health and Wellness issues
 - a) Importance to your job 1 - 2 - 3 - 4 - 5 - 6 - 7
 - b) Your level of knowledge 1 - 2 - 3 - 4 - 5 - 6 - 7
 - c) Your desire to learn more 1 - 2 - 3 - 4 - 5 - 6 - 7

8. Developing, Implementing, and Evaluating solutions to support health and wellness
 - a) Importance to your job 1 - 2 - 3 - 4 - 5 - 6 - 7
 - b) Your level of knowledge 1 - 2 - 3 - 4 - 5 - 6 - 7
 - c) Your desire to learn more 1 - 2 - 3 - 4 - 5 - 6 - 7

9. Understanding organizational culture:
 - a) Importance to your job 1 - 2 - 3 - 4 - 5 - 6 - 7
 - b) Your level of knowledge 1 - 2 - 3 - 4 - 5 - 6 - 7
 - c) Your desire to learn more 1 - 2 - 3 - 4 - 5 - 6 - 7

10. Conducting a cultural analysis:
 - a) Importance to your job 1 - 2 - 3 - 4 - 5 - 6 - 7
 - b) Your level of knowledge 1 - 2 - 3 - 4 - 5 - 6 - 7
 - c) Your desire to learn more 1 - 2 - 3 - 4 - 5 - 6 - 7

11. Assessing organizational readiness for change:
 - a) Importance to your job 1 - 2 - 3 - 4 - 5 - 6 - 7
 - b) Your level of knowledge 1 - 2 - 3 - 4 - 5 - 6 - 7
 - c) Your desire to learn more 1 - 2 - 3 - 4 - 5 - 6 - 7

12. Becoming a change agent:
 - a) Importance to your job 1 - 2 - 3 - 4 - 5 - 6 - 7
 - b) Your level of knowledge 1 - 2 - 3 - 4 - 5 - 6 - 7
 - c) Your desire to learn more 1 - 2 - 3 - 4 - 5 - 6 - 7

Other Specialized Areas

1. Overview of FLSA exemption regulations, including the tests, definitions, and application:
 - a) Importance to your job 1 - 2 - 3 - 4 - 5 - 6 - 7
 - b) Your level of knowledge 1 - 2 - 3 - 4 - 5 - 6 - 7
 - c) Your desire to learn more 1 - 2 - 3 - 4 - 5 - 6 - 7

2. Principles of writing job descriptions effectively and efficiently:
 - a) Importance to your job 1 - 2 - 3 - 4 - 5 - 6 - 7
 - b) Your level of knowledge 1 - 2 - 3 - 4 - 5 - 6 - 7
 - c) Your desire to learn more 1 - 2 - 3 - 4 - 5 - 6 - 7

3. Understanding of key concepts in sales compensation:
 - a) Importance to your job 1 - 2 - 3 - 4 - 5 - 6 - 7
 - b) Your level of knowledge 1 - 2 - 3 - 4 - 5 - 6 - 7
 - c) Your desire to learn more 1 - 2 - 3 - 4 - 5 - 6 - 7

4. Understand and Implement a process for redesigning sales compensation programs:
 - a) Importance to your job 1 - 2 - 3 - 4 - 5 - 6 - 7
 - b) Your level of knowledge 1 - 2 - 3 - 4 - 5 - 6 - 7
 - c) Your desire to learn more 1 - 2 - 3 - 4 - 5 - 6 - 7

5. Identify and apply sales compensation design and implementation factors to improve selling effectiveness:
 - a) Importance to your job 1 – 2 – 3 – 4 – 5 – 6 – 7
 - b) Your level of knowledge 1 – 2 – 3 – 4 – 5 – 6 – 7
 - c) Your desire to learn more 1 – 2 – 3 – 4 – 5 – 6 – 7

6. Describe how to evaluate the ROI of sales compensation plans:
 - a) Importance to your job 1 – 2 – 3 – 4 – 5 – 6 – 7
 - b) Your level of knowledge 1 – 2 – 3 – 4 – 5 – 6 – 7
 - c) Your desire to learn more 1 – 2 – 3 – 4 – 5 – 6 – 7

7. Describe how strategic market pricing can be used to attract and retain key talent:
 - a) Importance to your job 1 – 2 – 3 – 4 – 5 – 6 – 7
 - b) Your level of knowledge 1 – 2 – 3 – 4 – 5 – 6 – 7
 - c) Your desire to learn more 1 – 2 – 3 – 4 – 5 – 6 – 7

8. Price critical skills positions
 - a) Importance to your job 1 – 2 – 3 – 4 – 5 – 6 – 7
 - b) Your level of knowledge 1 – 2 – 3 – 4 – 5 – 6 – 7
 - c) Your desire to learn more 1 – 2 – 3 – 4 – 5 – 6 – 7

Other Comments

Are there any other skills or knowledge areas that are not listed above for which you feel you need additional training?

Demographics

1. Please choose the term that best describes your current level of responsibility:
 - Executive/Officer/Top Level:** Along with other senior management, establishes organizational philosophy, vision and overall strategic business objectives (e.g., executive/senior vice president)
 - Senior Level:** Maintains overall responsibility for plan design, development and negotiation; expected to execute strategies determined by the executive/top level (e.g., senior director/director, assistant director, senior manager)
 - Mid Level:** Analyzes, implements, administers and audits tactical programs in alignment with established strategic plans (e.g., manager, senior analyst, specialist, internal consultant)
 - Emerging Level:** Assists in analyzing, coordinating, administrating and maintaining tactical programs (e.g., analyst, representative, coordinator, administrator)
 - Consultant:** Works for an external consulting firm or as an independent consultant
 - Educator/Academician:** A university professor or researcher employed by a research organization or university

2. Which of the following **best** represents your area of responsibility?
 - All Human Resources Functions
 - Compensation Only
 - Executive Compensation Only
 - Benefits Only
 - Compensation & Benefits

Work-Life

Total Rewards (Broad responsibility within: Compensation, Benefits, Work-Life, Performance & Recognition, and Development & Career Opportunities)

Non-HR functions (Please specify) _____

- HR Specialty (other than Compensation, Benefits or Work-Life) (Please specify)_____

3. At which location of your company do you work? (*Custom locations per client needs*)

- Chicago, Ill.
 Phoenix, Ariz.
 Seattle, Wash.

4. If you hold any of the following certifications, please indicate which ones below:

- ____ Certified Benefits Professional (CBP)
____ Certified Compensation Professional (CCP)
____ Global Remuneration Professional (GRP)
____ Certified Employee Benefits Specialist (CEBS)
____ Professional in Human Resources (PHR)
____ Senior Professional in Human Resources (SPHR)
____ Other, please specify

5. Are you currently a WorldatWork member? Yes No

6. How would you prefer to receive training in the areas you indicated above?

- Instructor-led classroom
 Learning technology (e.g., Internet, multimedia, CD-ROM, etc.)
 Self-paced study

7. What time of year is best for you to attend a training class?

- | | |
|-----------------------------------|------------------------------------|
| <input type="checkbox"/> January | <input type="checkbox"/> July |
| <input type="checkbox"/> February | <input type="checkbox"/> August |
| <input type="checkbox"/> March | <input type="checkbox"/> September |
| <input type="checkbox"/> April | <input type="checkbox"/> October |
| <input type="checkbox"/> May | <input type="checkbox"/> November |
| <input type="checkbox"/> June | <input type="checkbox"/> December |

8. What type of certification are you interested in?

- I am interested in compensation certification.
 I am interested in benefits certification.
 I am interested in both compensation and benefits certification.
 I am interested in global remuneration certification.
 I am interested in work-life certification.
 None, I am not interested in certification.

9. Have you taken any WorldatWork courses in the past? Yes No

10. If so, which ones?

- T1: Total Rewards Management
T2: Accounting and Finance for the Human Resources Professional
T3: Quantitative Methods

T4: Strategic Communication in Total Rewards
T6: Mergers and Acquisitions — Benefits, Compensation and Other HR Issues
T9: International Total Remuneration — An Overview of Global Rewards
T11: Fundamentals of Equity-based Rewards
T12: Outsourcing and Managing HR Service Partners
C1: Regulatory Environments for Compensation Programs
C2: Job Analysis, Documentation and Evaluation
C4: Base Pay Management
C5: Elements of Sales Compensation
C6: Principles of Executive Rewards
C6A: Advanced Concepts in Executive Compensation
C9: Elements of Expatriate Compensation
C11: Performance Management — Strategy, Design and Implementation
C12: Variable Pay: Incentives, Recognition and Bonuses
C15: Global Compensation — Strategy in Practice
C17: Market Pricing — Conducting a Competitive Pay Analysis
B1: Fundamentals of Employee Benefits Programs
B2: Retirement Plans — Design and Management
B3: Health Care and Insurance Plans — Design and Management
B3A: Health Care and Insurance Plans — Financial Management
B4: Strategic Benefits Planning
B5: Managing Flexible Benefits
B9: International Benefits
GR1: Total Remuneration Management
GR2: Quantitative Methods
GR3: Job Analysis, Documentation and Evaluation
GR4: Base Pay Management
GR5: Performance Management — Strategy, Design and Implementation
GR6: Variable Pay — Incentives, Recognition and Bonuses
GR7: International Remuneration: An Overview of Global Rewards
GR8: International Benefits
GR9: Strategic Communication in Total Rewards
W1: Introduction to Work-Life Effectiveness -- Successful Work-Life Programs to Attract, Retain, and Motivate Employees
W2: The Flexible Workplace -- Strategies for Your Organization
W3: Health and Wellness Programs-- Creating a Positive Business Impact
W4: Organizational Culture Change – A Work-Life Perspective
JBD: Writing Effective Job Descriptions
SCD: Sales Compensation Design: Developing Next Year's Plan
ASC: Sales Compensation for Complex Selling Models
CF: Compensation Fundamentals
FLS: Exemption Tests in Practice