

Census of the Total Rewards Profession

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About WorldatWork



WorldatWork (www.worldatwork.org)

is the association for human resources professionals focused on attracting, motivating and retaining employees. Founded in 1955, WorldatWork provides practitioners with knowledge leadership to effectively implement total rewards—compensation, benefits, work-life, performance and recognition, development and career opportunities—by connecting employee engagement to business performance. WorldatWork supports its 30,000 members and customers in 30 countries with thought leadership, education, publications, research and certification.

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Executive Summary

In 1955, a group of individuals from a variety of companies and industries gathered in the Midwestern United States to form a professional association around the work responsibilities they shared. They worked in a burgeoning field that was bringing complexity and new ideas to base pay management – the field that would later become known as compensation.

Fifty-two years later, the association founded as the American Compensation Association is today a global community of professionals known as WorldatWork. And the notions of base pay and compensation management have evolved into the more holistic concept of total rewards, which involves the use of both tangible (monetary) and intangible rewards to attract, motivate and retain employees.

WorldatWork takes great pride in presenting this first-ever Census of the Total Rewards Profession. The association is uniquely positioned to publish this report because its membership includes the largest collection of professionals working in the fields of compensation, benefits, work-life, performance & recognition, and development & career opportunities – the fields that collectively form the total rewards profession.

In late 2006, WorldatWork invited its entire membership, and a large group of individuals outside of its membership, to participate in a web-based survey, with the goal of exploring and documenting the work experience of the total rewards professional, including career history and career path. The project seeks to understand who total rewards professionals are, where they work, and how they work, and then share the results back with the total rewards community. We believe this survey data provides valuable information for today's practitioner and the total rewards practitioner of tomorrow.

Methodology

In November and December of 2006, WorldatWork invited more than 38,000 professionals to participate in a web-based survey via an electronic mail solicitation. A link to the survey was also placed on both the member and non-member WorldatWork websites so that all members of the profession – whether members of WorldatWork or not – could readily access the survey instrument and participate.

During the month that survey data was collected, 3,863 responses were received. Approximately 81 percent of the survey's participants are WorldatWork members; the rest are former members (4 percent) or never members of the association (16 percent). The majority of respondents are from the United States (86.2 percent, n=3,329). The largest number of participants from outside of the U.S. are from Canada (8 percent, n=310). All other countries combined accounted for a small percentage of respondents (5.8 percent, n=224). The data reported here combines Canadian and non-North American participants with the larger US group.

Who Is the Total Rewards Professional?

In aggregate (all respondents), the data paint a picture of the total rewards professional in 2007:

Highly educated: An impressive 93 percent of survey participants report educational attainment of a bachelor's degree or higher. Forty percent (40 percent) of those with master's level degrees possess master's of business administration (MBA) degrees, and of those who have undergraduate degrees, the most frequent degree is in business, business management, or business administration. Degree level data is presented in detail across the three major job functional areas: compensation, human resources and compensation & benefits.

Highly experienced: In aggregate, total rewards practitioners possess an average of 21 years in the workforce, and an average of 13.2 years in any of the total rewards professions – they are quite experienced. Almost half (46 percent) are people managers, meaning they have at least one direct report. Over 60 percent report having at least one professional designation, such as the CCP (Certified Compensation Professional) certification.

Woman in her 40s: Total rewards professionals are predominantly women (69 percent). The average age is 43 years, although the range is considerable; from 21 through 69 years old. A large majority of respondents self-identified as Caucasian (86 percent).

Compensation practitioner: It is perhaps not surprising, given the origins of the total rewards field, that the single largest proportion of professionals in the total rewards field work exclusively in compensation (44 percent). The second largest group of total rewards practitioners identify themselves as human resources professionals (note: in the survey, the human resources group is distinct from the combined compensation & benefits group).

Mid- or senior-level: A combined three out of four professionals in the Census placed themselves in either a mid-level (44 percent) or a senior-level (33 percent) position in their organization.

In a publicly-traded company: One-half of all practitioners (49.6 percent) who participated in the survey report employment in publicly-traded companies. Most frequently, companies in the following industries are represented: manufacturing, finance and insurance, health care, and consulting/professional/scientific and technical services.

In an organization with more than 1,000 employees: The largest proportion of practitioners (14 percent) come from organizations in the 1,000 - 2,499 employee range, though organization size varies widely. Previous unpublished WorldatWork research indicates compensation professionals in organizations roughly fit into a ratio of 1:1,200; meaning, for every 1,200 employees an organization has, there is usually one compensation professional.

Although the data above is for all respondents in the survey, most of the data reported in this study is broken down by both functional area and job level in order to provide additional detail and insight into patterns that may be missed if looking only at aggregate responses.

What Does the Career Track of a Total Rewards Professional Look Like?

The WorldatWork Census presents detailed data about previous, current, and future desired careers for three primary categories of respondents: compensation practitioners, HR professionals, and compensation & benefits practitioners. It also presents information about who these professionals currently report to, the functional areas they have ever worked, tenure in their current job and organization, and promotions.

Many professionals have experience in Finance, Operations and Customer Service: When presented with a list of 14 common business functions, the most common functions indicated as previous areas of work by senior-level compensation practitioners were: other HR function (65.2 percent), finance (21.1 percent), and operations (18.3 percent). Mid-level compensation professionals followed a similar pattern, with the exception of 'operations' (16.4 percent) slipping below 'customer service' (19 percent). Nearly 27 percent of emerging-level compensation professionals indicated a history of customer service work.

Most have been promoted once or twice by their current employer: Census results showed a wide range in the average number of promotions received, with some participants reporting as many as 14 promotions in their current company, but on average, most respondents reported between one and two promotions, across job level and function.

Unsure about another promotion in the current organization: Almost one-third of survey participants are unsure if they will be promoted in their current organization, though emerging-level compensation respondents are most optimistic about being promoted at their current organizations (42 percent responding affirmatively).

Systematically moving up the career ladder: Despite having uncertainty about receiving a promotion in their current organization, survey respondents reported a desire to move up the career ladder in a systematic fashion. Most respondents want to move into the logical next level of job title/responsibility relative to their current jobs. For instance, 75% of emerging-level compensation practitioners believe their next job will be a senior analyst position in one of the total rewards disciplines. Very few survey participants report wanting to leave the broad total rewards fields altogether.

Previous job titles follow logical patterns: As might be expected, the previous job title held by participants depended largely on their current job level (mid- or senior-level), and followed mostly linear patterns. For example, mid-level compensation & benefits respondents most often reported being in analyst level positions previously; and senior-level respondents reported having held previous titles such as manager and director.

Tenure in current job seems to follow job level. Also following intuitive patterns, the average number of years participants reported in their current positions also varies depending on reported job level. For instance, 'emerging-level compensation' practitioners reported 2.5 years, on average in their current position, while 'executive or top-level compensation' practitioners reported a larger mean of 7.0 years. The same general trend held for questions regarding tenure in the practitioner's current organization – the higher the job level, the longer Census participants had generally been employed at their current employer.

What are the Knowledge, Skills, and Abilities Required for Success in Total Rewards?

Job responsibilities are related to functional area and job level: The average amount of time spent by practitioners on specific work responsibilities relates to their functional area. For example, compensation respondents spend a large proportion of their time, 67 percent on average, administering pay programs. Job level also contributes to the mix of time spent; for example executive/top-level respondents spend less time on pay programs and more managing and supervising direct reports.

Analytic skills are critically important: Survey respondents rated the importance of various skill sets and while verbal and written communication are important, analytic skills emerged as critical. Possessing business acumen and business partnering skills, and being a strategic thinker are also important.

What About Work-Life Balance and Pay for Total Rewards Professionals?

Not Your Typical 40-Hour Per Week Job. Total rewards professionals do not report having a “typical” 40-hour workweek. Emerging-level practitioners report working an average of about 42 hours per week, while their senior-level and executive counterparts reported routinely working 48 to as many as 54 hours per week, on average. The number of hours worked increases with increase in job level.

Flexible Work Schedule is the Most Common Work-Life Benefit. Having access to a flexible work schedule was the most frequently-reported work-life effectiveness option available to total rewards professionals; in contrast, job-sharing was the least frequently reported work-life effectiveness option, with only about 5 percent reporting having it. Nearly a quarter of compensation respondents (23.3 percent) indicated that workplace flexibility options were not available to them.

Salary Data

As an added bonus to this report, compensation information for selected total rewards job titles are provided, courtesy of Mercer Human Resource Consulting (see Appendix).

Conclusions

The participants in this study represent the vanguard of the total rewards professions. Based on the demographic and career data provided by this project, it is clear that most total rewards professionals occupy important mid- and senior-level positions in their organization, and are mid-career professionals who are working to create value and competitive advantage for their organization through the levers of employee attraction, motivation and retention.

In aggregate, the data suggest that the career path of the total rewards professional is fairly linear, both in terms of job responsibility and job title, whether it be through compensation, human resources or compensation & benefits. The data also suggest that if you want to lead in the total rewards professions, a career that includes compensation experience can be a fine start and perhaps even an ideal foundation. At the very least, a rotation in compensation can be an asset to your career path if you aspire to leadership in the total rewards professions.

Finally, the Census of the Total Rewards Profession data suggests that total rewards professionals may not be successful without data analysis and problem solving abilities, astute business acumen and strategic business partnership skills. Today's professional is being called upon to do more, be more strategic, and think holistically about the concepts that embody a total rewards philosophy.

Demographic Data

DEMOGRAPHIC DATA

Survey Participants by Functional Area

Survey respondents were asked to self-classify into a pre-determined set of job titles that most closely fit their current job title. If a job title did not fit, an “other” response was obtained. These data were then recoded into the broad functional areas shown in the table below. Not surprisingly, the largest functional area is compensation, which accounted for 44 percent of survey respondents, followed by those in human resources (not compensation or compensation & benefits) at 25 percent of the sample, and those with compensation & benefits jobs (15 percent). These three groups’ data will be presented individually throughout the remainder of the study, as there are both similarities and differences in responses to survey questions that help explain the heterogeneous nature of total rewards professionals.

Respondents in executive compensation are grouped with compensation respondents for subsequent analyses. The number of respondents in the benefits, consulting, and academic functional areas is too small to analyze in a meaningful way and is excluded from subsequent analyses.

Functional Area	N	Percent
Compensation	1,652	44.4%
Human Resources	917	24.6%
Compensation & Benefits	552	14.8%
Consultant	301	8.1%
Benefits	209	5.6%
Executive Compensation	78	2.1%
Academic	12	0.3%
Total	3,721	100%

Survey Participants by Job Level

One of the goals of this study was to identify total rewards professionals not only by functional area but also by job level in order to examine patterns of responses that might not otherwise be discovered. We asked survey respondents to self-classify according to the following job level definitions:

Executive/Officer/Top-level: Along with other senior management, establishes organizational philosophy, vision and overall strategic business objectives. Job titles in this category can include executive or senior vice president.

Senior-level: Maintains overall responsibility for plan design, development and negotiation; expected to execute strategies determined by the executive/top level. Job titles in this category could include senior director, director, assistant director, or senior manager.

Midlevel: Analyzes, implements, administers and audits tactical programs in alignment with established strategic plans. Job titles could include manager, senior analyst, specialist, or internal consultant.

Emerging-level: Assists in analyzing, coordinating, administering and maintaining tactical programs. Job titles can include analyst, representative, coordinator, or administrator.

Close to half (44 percent) of participants self-classified into the midlevel category, followed by 33 percent in the senior-level category. Much smaller was the proportion of respondents self-classifying into both emerging-level (8 percent) and executive/officer/op-level categories (8 percent) though these proportions vary throughout the study results.

Job Level	N	Percent
Midlevel	1,691	44.1%
Senior-level	1,258	32.8%
Emerging-level	311	8.1%
Executive/Officer/Top-level	307	8.0%
Consultant	254	6.6%
Educator / Academician	14	0.4%
Total	3,835	100%

Total Rewards Demographics: Gender

Overall, survey participants are predominantly women (69 percent). The tables below show gender by job level crosstabs and gender by functional area crosstabs. When examining the data by job level, the highest proportion of women are seen in the emerging-level category (79 percent). Excluding the educator/academician job level category for which there is a very small sample, the gap in proportion between men and women narrows as job level increases; at the executive level, men represent 42 percent of the sample.

When examining data by functional area, the human resources function has the highest proportion of women (73 percent) versus men (27 percent).

Gender by Job Level	Executive/ Officer/Top-level	Senior-level	Midlevel	Emerging-level	Consultant	Educator / Academician	All
Male	129	485	396	67	112	11	1,200
	42.4%	38.6%	23.5%	21.5%	44.3%	78.6%	31.4%
Female	175	770	1,286	244	141	3	2,619
	57.6%	61.4%	76.5%	78.5%	55.7%	21.4%	68.6%

Gender by Functional Area	Compensation	Exec Comp	Comp & Ben	Human Resources	Benefits
Male	484	27	213	246	45
	29.4%	35.5%	38.7%	26.9%	21.6%
Female	1,163	49	337	668	163
	70.6%	64.5%	61.3%	73.1%	78.4%

Total Rewards Demographics: Age

The average age of survey respondents is 43 years, with a range of 21 to 69 years. Those who work in the compensation functional area are slightly younger, with an average age of 41. Respondents who work in the human resources functional area report having an average age of 44 years. The tables below indicate the spread in age across the various functional areas with the expected pattern—average ages for those in emerging-level jobs is lower than that of participants in more senior positions. Compensation jobs had the lowest average age for emerging level participants, with a mean of 33 years.

Average Age, Compensation	N	Mean	SD*	Median	Min	Max
Executive/Officer/Top-level	19	47.0	6.9	47	36	55
Senior-level	463	44.4	8.5	44	26	64
Midlevel	980	40.4	9.5	38	24	69
Emerging-level	200	33.1	8.1	31	21	60
Total	1,662	40.7	9.7	39	21	69

Average Age, Human Resources	N	Mean	SD*	Median	Min	Max
Executive/Officer/Top-level	190	48.8	7.4	50	29	65
Senior-level	315	45.3	7.9	46	28	63
Midlevel	320	41.3	9.1	40	24	64
Emerging-level	58	36.6	10.4	33	23	57
Total	883	44.1	9.1	44	23	65

Average Age, Comp&Ben	N	Mean	SD*	Median	Min	Max
Executive/Officer/Top-level	27	44.5	6.3	46	28	57
Senior-level	305	46.0	8.5	46	26	65
Midlevel	185	39.8	9.3	38	25	63
Emerging-level	21	35.3	7.5	35	24	53
Total	538	43.3	9.3	43	24	65

Total Rewards Demographics: Ethnicity

Eighty-six percent (86 percent) of survey participants self-identified as Caucasian in our survey. This proportion remained relatively stable even when the data was examined by functional area, as the tables below demonstrate.

Compensation	N	Percent
Caucasian/White	1,488	86.0%
Asian or Pacific Islander	98	5.7%
African American/Black	55	3.2%
Hispanic/Latino(a)	54	3.1%
Other	19	1.1%
American Indian/Alaskan Native	5	0.3%
Total Compensation	1,719	99.4%

Human Resources	N	Percent
Caucasian/White	773	84.95%
Asian or Pacific Islander	49	5.38%
African American/Black	43	4.73%
Hispanic/Latino(a)	24	2.64%
Other	13	1.43%
American Indian/Alaskan Native	8	0.88%
Total Human Resources	910	100%

Compensation & Benefits	N	Percent
Caucasian/White	461	84.3%
Asian or Pacific Islander	29	5.3%
Hispanic/Latino(a)	24	4.4%
African American/Black	16	2.9%
Other	16	2.9%
American Indian/Alaskan Native	1	0.2%
Total Compensation & Benefits	547	100%

Total Rewards Demographics: Education Level

Out of all survey participants, 93 percent report having a bachelor's degree or higher, and 40 percent have master's degrees. The proportion of those with master's degrees remains stable across functional area—approx 39 to 40 percent report masters degrees across the compensation, human resources and compensation & benefits functional areas (see tables that follow). While we did not code the data for every type of master's degree reported in the raw data, we were able to flag the data for MBAs. Of the 1,500 respondents that report having a master's degree, 607, or 40.4 percent, report having an MBA. Those in the HR function had fewer MBAs (34 percent) than those in compensation (40 percent) or compensation & benefits (47percent).

Academic majors reported by survey respondents were quite varied, but business/business administration/business management, management, human resources management, psychology, finance, economics and accounting were among the most frequently represented academic majors.

Highest Educational Attainment	N	Percent
High school or equivalent	38	1.0%
Some undergraduate/no degree	238	6.3%
Bachelor's degree	1,455	38.8%
Some graduate work	466	12.4%
Master's degree	1,500	40%
Doctoral degree	56	1.5%
Total	3,753	100%

Education Level: *Compensation*

When examining the responses of those who identify working in the compensation functional area, 43 percent have attained at least a four-year degree, and half (50 percent) have either engaged in some graduate work or possess master's degrees. Of the 665 compensation respondents who have master's degrees, 268 (or 40 percent) indicated they have an MBA.

Highest educational attainment	N	Percent
High school or equivalent	16	0.9%
Some undergraduate/no degree	96	5.7%
Bachelor's degree	725	42.9%
Some graduate work	173	10.2%
Master's degree	665	39.4%
Doctoral degree	14	0.8%
Total, Compensation	1,689	100%

Education Level: *Human Resources*

Thirty-seven percent of survey participants in the human resources functional area have attained at least a four-year degree, and over half (53 percent) have either engaged in some graduate work or have master's degrees. Of the 348 human resources respondents who indicate attaining a master's degree, 117 (or 34 percent) indicate that they have an MBA.

Highest educational attainment	N	Percent
High school or equivalent	7	0.8%
Some undergraduate/no degree	73	8.2%
Bachelor's degree	329	37.1%
Some graduate work	120	13.5%
Master's degree	348	39.3%
Doctoral degree	9	1.0%
Total, Human Resources	886	100%

Education Level Continued: *Compensation and Benefits*

When examining the responses of those who primarily identify in the compensation & benefits functional area, approximately 37 percent report having attained at least a four-year degree, and more than half (55 percent) have either engaged in some graduate work or possess master's degrees. Of the 214 compensation & benefits respondents who indicated attaining a master's degree, 101 (or 47 percent) indicated that they have an MBA.

Highest educational attainment	N	Percent
High school or equivalent	7	1.3%
Some undergraduate/no degree	35	6.5%
Bachelor's degree	196	36.6%
Some graduate work	79	14.7%
Master's degree	214	40%
Doctoral degree	5	0.9%
Total, Compensation & Benefits	536	100%

Total Rewards Demographics: Tenure in Workforce

Survey participants were asked about length of total time spent in the workforce. Overall, participants report having an average of 21 years in the workforce. Human resources respondents show the most average years spent in the workforce, with an average of 22.5 years while compensation respondents report the fewest, with an average of 18.8 years.

Years of Work Experience	N	Mean	SD*	Median
Executive/Officer/Top-level	23	24.3	8.6	25
Senior-level	460	22.2	9.0	22
Mid-level	984	18.5	9.9	16
Emerging-level	196	12.1	8.9	10
Compensation Total	1,663	18.8	10.0	18

Years of Work Experience	N	Mean	SD*	Median
Executive/Officer/Top-level	189	27.2	7.5	27
Senior-level	323	23.7	8.1	25
Mid-level	323	19.8	9.3	18
Emerging-level	57	15.8	10.9	12
Human Resources Total	897	22.5	9.2	23

Years of Work Experience	N	Mean	SD*	Median
Executive/Officer/Top-level	27	22.6	6.2	24
Senior-level	307	23.6	8.6	24
Mid-level	182	17.8	10.0	16
Emerging-level	22	13.2	8.4	14
Compensation & Benefits Total	538	21.1	9.6	20

* Standard Deviation

Total Rewards Demographics: Tenure in Total Rewards

Survey participants were asked how many years of career experience were spent in Total Rewards jobs. Overall, participants report having spent an average of 13.2 years in the Total Rewards professions. Functional area data cuts (see tables below) show that compensation professionals report having fewer years in total rewards, with an average of 11.3 years, while those in compensation & benefits job titles report an average of 14.6 years in total rewards.

Years of Career Experience in Total Rewards	N	Mean	SD*	Median
Executive/Officer/Top-level	23	19.7	7.3	20
Senior-level	464	14.9	8.0	14
Midlevel	975	10.4	6.7	9
Emerging-level	162	5.3	4.2	4
Compensation Total	1,624	11.3	7.5	10

Years of Career Experience in Total Rewards	N	Mean	SD*	Median
Executive/Officer/Top-level	190	19.0	8.3	20
Senior-level	321	14.6	8.1	15
Midlevel	308	10.9	7.1	10
Emerging-level	49	5.4	5.1	4
Human Resources Total	872	13.7	8.5	12

Years of Career Experience in Total Rewards	N	Mean	SD*	Median
Executive/Officer/Top-level	28	18.7	6.2	18.5
Senior-level	308	17.0	7.9	17
Midlevel	176	10.7	7.9	8
Emerging-level	17	6.1	4.5	5
Compensation & Benefits Total	529	14.6	8.4	14

* Standard Deviation

Total Rewards Demographics: Manager Status

Overall, most survey respondents classify themselves as people managers (46 percent of total sample). However, proportionally more compensation & benefits respondents report being people managers (71.3 percent), while more compensation respondents report being individual contributors (45 percent).

When examining the data by job level, it becomes clear that as one progresses from emerging-level up through senior-level that the proportion of respondents who are people managers increases (see tables below). Often in organizations, in order to move up the career path, managing others is an explicit requirement for promotion. Notable is that for those respondents who are solely in compensation, quite a large majority remain individual contributors through midlevel (senior analyst, manager, specialist, etc). It is not until arriving at the senior level (which as stated previously includes those jobs at the director level) that the proportion changes, with 67 percent of senior-level compensation respondents reporting that they are people managers with one or more direct reports.

Managerial Scope, Compensation	Top-level n=23	Senior-level n=472	Midlevel n=996	Emerging-level n=203	All Comp n=1,718
People manager with one or more direct reports	95.7%	66.9%	19.6%	1.5%	31.4%
Program/Project manager	0.0%	21.8%	27.6%	3.4%	22.5%
Individual contributor	4.3%	10.6%	51.7%	94.6%	45.1%
Other	0.0%	0.6%	1.1%	0.5%	1.0%

Managerial Scope, Human Resources	Top-level n=194	Senior-level n=325	Midlevel n=325	Emerging-level n=60	All HR n=904
People manager with one or more direct reports	93.8%	82.5%	40.0%	6.7%	64.3%
Program/Project manager	2.6%	11.4%	26.2%	10.0%	14.9%
Individual contributor	2.1%	4.9%	32.9%	83.3%	19.7%
Other	1.5%	1.2%	0.9%	0.0%	1.1%

Managerial Scope, Comp & Ben	Top-level n=28	Senior-level n=313	Midlevel n=186	Emerging-level n=22	All C&B n=549
People manager with one or more direct reports	100.0%	86.9%	48.9%	9.1%	71.3%
Program/Project manager	0.0%	8.6%	24.7%	9.1%	13.8%
Individual contributor	0.0%	3.2%	25.3%	81.8%	13.8%
Other	0.0%	1.3%	1.1%	0.0%	1.1%

Total Rewards Demographics: Types of Certifications Held

We asked survey respondents to report professional designations held, and they were allowed to check all that applied from a list of possible options. Over 60 percent (n=2,371) of our survey respondents report having at least one professional designation. Most often, the Certified Compensation Professional (CCP) designation given by WorldatWork was cited, out of 3,400 total responses. The next most prevalent designation is the Senior Professional in Human Resources (SPHR) offered by the Society for Human Resource Management (SHRM). The complete breakdown of certifications is shown in the table below.

A small proportion of respondents reported “other” human resources and non-human resources related designations. Examples of “other” HR designations included the IPMA-CP (International Public Management Association for Human Resources Certified Professional), and other non-HR designations included the CPA (Certified Public Accountant) designation.

Type of Certifications Held	N of Responses	Percent
CCP (Certified Compensation Professional)	1,380	40.6%
SPHR (Senior Professional in Human Resources)	570	16.8%
PHR (Professional in Human Resources)	493	14.5%
CBP (Certified Benefits Professional)	212	6.2%
Other HR designations	189	5.6%
Other non-HR designations	187	5.5%
GRP (Global Remuneration Professional)	147	4.3%
CEBS (Certified Employee Benefits Prof)	113	3.3%
CHRP (Certified Human Resources Professional)	109	3.2%
Total, All responses	3,400	100%

Total Rewards Demographics: Organization Size

The range of organization size reported by survey participants was varied, as shown in the table below. The majority of respondents come from organizations having between 1,000 to 50,000 employees. Most respondents reported being from organizations in the 1,000 to 2,499 range.

Organization Size, All Respondents	N	Percent
Less than 100 employees	243	6.6%
100-499	380	10.3%
500-999	270	7.3%
1,000-2,499	519	14.0%
2,500-4,999	479	12.9%
5,000-9,999	500	13.5%
10,000-19,999	395	10.7%
20,000-49,999	444	12.0%
50,000-74,999	179	4.8%
75,000-99,999	52	1.4%
100,000-499,999	224	6.0%
500,000 or more	22	0.6%
Total	3,707	100%

Total Rewards Demographics: Organization Status

Overall, half (49.6 percent) of survey participants reported being from public companies, and just under one-third (31 percent) reported being from privately-held companies. When the data is examined by functional area, the proportion of human resources participants from privately-held companies (40 percent) is higher than for compensation (21 percent) or compensation & benefits (33 percent) respondents.

Org Status: Compensation	N	Percent
Public	1,000	59.6%
Private	350	20.9%
Not-for-profit	328	19.5%
Total	1,678	100%

Org Status: Human Resources	N	Percent
Public	334	37.7%
Private	353	39.8%
Not-for-profit	199	22.5%
Total	886	100%

Org Status: Compensation & Benefits	N	Percent
Public	256	49.1%
Private	173	33.2%
Not-for-profit	92	17.7%
Total	521	100%

Total Rewards Demographics: Industry Classification

Shown below is the range of industries represented by survey respondents, according to North American Industry Classification System (NAICS) codes. This distribution is also representative of the WorldatWork membership.

Industry Classification	N	Percent
Other	561	15.3%
Manufacturing	532	14.5%
Finance and Insurance	512	14.0%
Consulting, Professional, Scientific and Technical Services	456	12.4%
Health Care and Social Assistance	366	10.0%
Other Services	216	5.9%
Utilities, Oil and Gas	181	4.9%
Retail Trade	161	4.4%
Public Administration	144	3.9%
Educational Services	136	3.7%
Information	106	2.9%
Transportation and Warehousing	78	2.1%
Accommodations and Food Services	47	1.3%
Arts, Entertainment and Recreation	37	1.0%
Wholesale Trade	32	0.9%
Real Estate and Rental and Leasing	28	0.8%
Construction	26	0.7%
Agriculture, Forestry, Fishing and Hunting	21	0.6%
Mining	19	0.5%
Management of Companies and Enterprises	3	0.1%
Administrative and Support, Waste Management and Remediation Services	2	0.1%
Total	3,664	100%

Career Progression Data

CAREER PROGRESSION

Previous Role, Reporting Relationships, Tenure in Current Role and Promotions

One of the numerous goals of this study was to identify, using a cross-sectional study design, patterns of career progression among the survey participants. Without having a longitudinal study design, obtaining true career-path data is challenging. As a starting point, this study asked respondents to identify their previous job title, current manager's job title and functional areas ever worked, as well as time spent in current and previous roles and patterns of promotion. To get an idea of how respondents see themselves progressing through their careers, we asked into what position did they see themselves going next and if they thought that their next promotion would be at their current organization.

We examined the data by job level to get an idea of patterns that would not be otherwise identified by examining only aggregate data.

Career Progression: Previous Job Title Compensation

As expected, compensation professionals' previous job titles varied as a function of their current job level. Forty percent (40 percent) of emerging-level respondents report having an "other" job title prior to their current title ("other" meaning a job title not listed among the possible responses in the survey instrument). Aside from this finding, emerging-level respondents report having some type of compensation analyst (associate and/or intermediate analyst, 29 percent) or HR generalist jobs (13 percent) prior to their current compensation role. Midlevel professionals report having had the role of senior compensation analyst most often (27 percent) followed by intermediate compensation analyst (23 percent). Thirty-one percent (31 percent) of senior-level respondents report having compensation manager job titles prior to their current role (see table below).

Previous Job Title Held, Compensation	Top-level n=22	Senior-level n=453	Mid-level n=955	Emerging-level n=187	All Comp n=1,617
Compensation Analyst, Senior	4.5%	18.3%	27.3%	3.2%	21.5%
Other	27.3%	12.8%	14.9%	39.6%	17.7%
Compensation Analyst, Intermediate	0%	3.8%	23.1%	8.6%	15.6%
Compensation Manager	18.2%	30.9%	8.8%	1.1%	14.2%
Human Resource Generalist	0%	1.8%	5.8%	13.4%	5.4%
Compensation Analyst, Associate	0%	0.9%	4.6%	19.3%	5.3%
Compensation Director	18.2%	11.7%	1.3%	0%	4.2%
Human Resource Manager	4.5%	3.5%	3.5%	1.6%	3.2%
Human Resource Specialist	0%	0.9%	2.1%	7.0%	2.3%
Compensation and Benefits Manager	0%	3.5%	1.8%	0.5%	2.1%
Compensation and Benefits Director	13.6%	4.0%	0.7%	0%	1.8%
Human Resource Director	4.5%	4.4%	0.6%	0.5%	1.7%
Compensation and Benefits Analyst	0%	0.2%	1.7%	1.1%	1.2%
Executive Compensation Analyst	0%	0.9%	1.4%	0%	1.0%
Executive Compensation Manager	9.1%	2.0%	0.4%	0%	0.9%
Benefits Analyst, Intermediate	0%	0%	0.7%	2.1%	0.7%
Benefits Manager	0%	0.4%	0.6%	0.5%	0.5%
Benefits Analyst, Senior	0%	0%	0.5%	1.1%	0.4%
Benefits Analyst, Associate	0%	0%	0.2%	0.5%	0.2%

Career Progression: Previous Job Title
Human Resources

Respondents from the human resources functional area also show variation in previous job title held depending on current job level. The largest proportion of executive/top-level respondents previously held the HR director (38 percent) or HR manager (21percent) title. Senior-level respondents (who are currently at the director or higher level) report having had prior HR manager positions most frequently (31percent). Not surprisingly, many emerging-level respondents in HR report having a previous title in the “other” category, reflecting the fact that entry-level HR jobs tend to attract a wide variety of individuals from outside the area of human resources.

Previous Job Title Held, Human Resources	Top-level n=183	Senior-level n=312	Midlevel n=313	Emerging-level n=57	All HR n=865
Human Resource Manager	21.3%	30.8%	13.7%	5.3%	20.9%
Other	24%	13.8%	20.4%	43.9%	20.4%
Human Resource Generalist	6.6%	12.5%	28.8%	14%	17.3%
Human Resource Director	37.7%	15.4%	3.8%	3.5%	15.2%
Human Resource Specialist	0.5%	2.6%	7.3%	17.5%	4.8%
Compensation Analyst, Senior	0.5%	4.2%	5.8%	0%	3.7%
Compensation and Benefits Director	4.4%	5.1%	1%	0%	3.1%
Compensation Analyst, Intermediate	0%	1%	5.8%	7%	2.9%
Compensation Manager	0.5%	3.5%	2.2%	0%	2.2%
Compensation Director	1.6%	4.2%	0.3%	0%	2%
Compensation and Benefits Manager	1.1%	2.6%	2.2%	0%	2%
Compensation and Benefits Analyst	0.5%	0.6%	2.2%	1.8%	1.3%
Benefits Analyst, Associate	0.0%	0.6%	1%	3.5%	0.8%
Benefits Analyst, Intermediate	0.0%	0%	1.3%	3.5%	0.7%
Benefits Analyst, Senior	0.0%	0%	1.9%	0%	0.7%
Benefits Manager	0.5%	1%	0.6%	0%	0.7%
Benefits Director	0.5%	1.3%	0%	0%	0.6%
Compensation Analyst, Associate	0%	0%	1%	0%	0.3%
Executive Compensation Manager	0%	0.6%	0.3%	0%	0.3%
Executive Compensation Analyst	0%	0.3%	0.3%	0%	0.2%

Career Progression: Previous Job Title Compensation & Benefits

Similar to the other two functional groups' results, compensation & benefits respondents' previous job title varied depending on current job levels and followed in a relatively logical fashion. Midlevel compensation & benefits respondents report having either senior compensation analyst (19 percent) or compensation & benefits analyst (17 percent) positions most often (see table below), and senior-level respondents reported having a range of previous job titles, ranging from compensation & benefits manager (15 percent) to "other" (14 percent) and director (14 percent) titles.

Previous Job Title Held, Compensation & Benefits	Top-level n=26	Senior-level n=294	Mid-level n=173	Emerging-level n=20	All C&B n=513
Other	15.4%	14.3%	11.6%	35%	14.6%
Compensation and Benefits Manager	19.2%	15.3%	8.7%	0%	12.6%
Compensation and Benefits Director	46.2%	13.6%	0%	0%	10.1%
Compensation Analyst, Senior	0%	4.1%	19.1%	0%	8.7%
Compensation and Benefits Analyst	0%	4.4%	16.8%	0%	8.2%
Compensation Manager	0%	8.8%	4.6%	0%	6.6%
Compensation Director	7.7%	10.2%	0%	0%	6.2%
Human Resource Generalist	0%	2.7%	9.8%	15%	5.4%
Human Resource Director	3.8%	7.8%	1.7%	5%	5.4%
Benefits Manager	0%	6.5%	3.5%	0%	4.9%
Human Resource Manager	0%	4.8%	3.5%	0%	3.9%
Benefits Analyst, Senior	0%	2.4%	4%	20%	3.5%
Human Resource Specialist	0%	0.7%	6.9%	10%	3.1%
Compensation Analyst, Intermediate	0%	0%	5.2%	0%	1.7%
Executive Compensation Manager	7.7%	1.4%	1.2%	0%	1.6%
Benefits Director	0%	2.4%	0%	0%	1.4%
Compensation Analyst, Associate	0%	0.3%	1.2%	10%	1%
Benefits Analyst, Associate	0%	0%	1.2%	5%	0.6%
Executive Compensation Analyst	0%	0.3%	0.6%	0%	0.4%
Benefits Analyst, Intermediate	0%	0%	0.6%	0%	0.2%

Career Progression: Tenure in Current Position

Survey respondents were asked the number of years spent in their current position, and averages by job level are shown in the tables below. As with other results reported, the average number of years spent in the current position varied across the different job-level categories in a logical fashion—those with more senior levels tended to report longer average time spent in their current positions. While there was a range in current tenure, most respondents report five or fewer years in their current position, with compensation and compensation and benefits participants reporting one year less, on average, than human resources respondents.

Years in Current Position	N	Mean	SD*	Median	Min	Max
Executive/Officer/Top-level	20	7.0	7.8	4	1	25
Senior-level	371	4.1	3.0	3	0	17
Mid-level	743	3.7	3.2	3	0	26
Emerging-level	127	2.5	1.8	2	0	8
Compensation Total	1,261	3.8	3.2	3	0	26

Years in Current Position	N	Mean	SD*	Median	Min	Max
Executive/Officer/Top-level	167	5.8	4.3	5	1	21
Senior-level	270	5.4	6.0	4	1	66
Mid-level	254	4.4	3.9	3	1	35
Emerging-level	47	3.3	3.3	2	1	16
Human Resources Total	738	5.0	4.9	4	1	66

Years in Current Position	N	Mean	SD*	Median	Min	Max
Executive/Officer/Top-level	22	4.7	4.4	3	1	18
Senior-level	255	4.0	3.2	3	0	24
Mid-level	141	3.9	4.5	2	0	28
Emerging-level	12	3.5	2.5	2	1	8
Comp&Ben Total	430	4.0	3.7	3	0	28

* Standard Deviation

Career Progression: Tenure in Current Organization

The tables below show the average tenure of survey participants in their respective organizations. Averages ranged dramatically within each functional area, though when median years of tenure are examined, the functional areas are very comparable, with compensation and compensation and benefits respondents reporting a average of seven years at their organization, and HR respondents just one year longer, with an of eight years.

Years at Current Organization	N	Mean	SD*	Median	Min	Max
Executive/Officer/Top-level	21	9.6	8.5	6	1	31
Senior-level	395	8.6	8.0	6	0	39
Midlevel	793	7.4	7.0	5	1	35
Emerging-level	151	5.0	4.7	4	0	30
Total Compensation	1,360	7.5	7.2	5	0	39

Years at Current Organization	N	Mean	SD*	Median	Min	Max
Executive/Officer/Top-level	172	7.9	6.6	7	1	52
Senior-level	289	8.8	7.4	6	1	38
Midlevel	283	8.2	7.2	6	1	33
Emerging-level	52	6.3	5.9	4.5	1	26
Total Human Resources	796	8.2	7.1	6	1	52

Years at Current Organization	N	Mean	SD*	Median	Min	Max
Executive/Officer/Top-level	23	8.0	8.6	5	1	34
Senior-level	271	7.5	6.8	6	1	36
Midlevel	151	7.8	7.6	5	1	34
Emerging-level	19	6.9	6.2	6	1	23
Total Comp&Ben	464	7.6	7.1	5	1	36

* Standard Deviation

Career Progression: Current Manager/Supervisor’s Title

Survey respondents were asked to identify their current manager/supervisor’s job title from a list provided in order to identify patterns in reporting relationships. The data are summarized in the table below for compensation respondents, and for human resources and compensation & benefits respondents on subsequent pages.

As would be expected, current manager/supervisor titles varied depending on respondents’ job level, and appear to follow a logical progression. Most emerging- and midlevel respondents report to either compensation managers or directors. Forty-one percent of senior-level respondents and thirty-six percent of executive/top-level respondents most often report to the vice-president level or higher.

Current Supervisor’s Job Title, Compensation	Executive/Officer/Top-level n=22	Senior-level n=462	Mid-level n=993	Emerging-level n=204	All Comp n=1,681
Compensation Director	9.1%	13.6%	26.9%	20.1%	22.1%
Compensation Manager	0%	4.5%	23.5%	36.3%	19.4%
Human Resource Vice President/Executive Vice President/Senior Vice President	36.4%	40.5%	9.6%	3.4%	17.5%
Other	40.9%	15.6%	10.9%	6.9%	12.5%
Compensation and Benefits Director	4.5%	13.6%	11.6%	12.3%	12.0%
Human Resource Director	4.5%	8.4%	8.5%	4.4%	7.9%
Compensation and Benefits Manager	0%	0.6%	4.5%	5.9%	3.5%
Human Resource Manager	0%	0.9%	2.3%	2.5%	1.9%
Executive Compensation Manager	4.5%	0.6%	1.5%	4.4%	1.8%
Compensation Analyst	0%	1.1%	0.7%	3.4%	1.1%
Executive Compensation Analyst	0%	0.2%	0%	0%	0.1%
Benefits Manager	0%	0%	0%	0.5%	0.1%
Benefits Director	0%	0.2%	0%	0%	0.1%
Human Resource Specialist	0%	0%	0.1%	0%	0.1%

Career Progression: Current Manager/Supervisor’s Title *Human Resources*

Data on reporting relationships for human resources respondents are reported below (see table). Current manager/supervisor job title varies as job level varies and are similar to compensation respondents’ results. Most emerging-level HR respondents report to an HR manager or director. Most midlevel HR respondents report to an HR director or HR vice-president. Because there is a large proportion of executive/top-level Human Resources respondents in this survey sample, the proportion of “other” titles is quite large. This finding reflects that most of these senior level individuals are reporting to the CEO, President and/or other C-suite personnel.

Current Supervisor’s Job Title, Human Resources	Top-level n=187	Senior-level n=320	Mid-level n=322	Emerging-level n=58	All HR n=887
Other	81.8%	43.4%	17.1%	5.2%	39.6%
Human Resource Vice President/Executive Vice President/Senior Vice President	9.6%	34.7%	20.2%	12.1%	22.6%
Human Resource Director	4.8%	15.6%	36.3%	22.4%	21.2%
Human Resource Manager	1.6%	4.1%	17.7%	41.4%	11.0%
Compensation and Benefits Manager	0%	0.6%	2.2%	3.4%	1.2%
Human Resource Generalist	1.6%	0.3%	1.6%	3.4%	1.2%
Compensation Manager	0%	0.3%	2.2%	1.7%	1.0%
Compensation and Benefits Director	0%	0.6%	1.6%	3.4%	1.0%
Compensation Director	0%	0%	0.6%	1.7%	0.3%
Benefits Manager	0.5%	0%	0%	1.7%	0.2%
Benefits Director	0%	0%	0.3%	1.7%	0.2%
Human Resource Specialist	0%	0%	0.3%	1.7%	0.2%
Compensation and Benefits Analyst	0%	0.3%	0%	0%	0.1%

Career Progression: Current Manager/Supervisor’s Title Compensation and Benefits

Data on reporting relationships for compensation & benefits respondents is reported below (see table). As with the other functional areas, current manager/supervisor job title varies with job level, but again it is in a logical fashion. Most emerging-level compensation & benefits respondents (46 percent) report to a compensation & benefits manager. Most midlevel compensation & benefits respondents report into an HR director (31 percent) or HR vice-president (21 percent). The majority of senior-level compensation & benefits respondents (68 percent) report to HR or other vice-president titles.

Current Supervisor’s Job Title Comp&Ben	Top-level n=28	Senior- level n=309	Midlevel n=185	Emerging- level n=22	C&B All n=544
Human Resource Vice President/Executive Vice President/Senior Vice President	85.7%	68.3%	20.5%	4.5%	50.2%
Human Resource Director	3.6%	13.9%	31.4%	18.2%	19.4%
Compensation and Benefits Director	3.6%	7.1%	15.7%	13.6%	10.1%
Compensation and Benefits Manager	0%	1.6%	16.8%	45.5%	8.4%
Other	3.6%	7.4%	5.4%	0%	6.6%
Human Resource Manager	0%	0.3%	4.9%	9.1%	2.2%
Compensation Director	0%	0.3%	3.8%	0%	1.5%
Compensation Manager	3.6%	0.3%	0%	9.1%	0.7%
Compensation and Benefits Analyst	0%	0.3%	1.1%	0%	0.5%
Benefits Manager	0%	0.3%	0%	0%	0.2%
Benefits Director	0%	0%	0.5%	0%	0.2%

Career Progression: Organizational Functions Ever Worked Compensation

To obtain an understanding of the career experiences of total rewards professionals of all backgrounds, survey participants were asked to select from a list all the organizational functional areas in which they have worked. The data for compensation respondents are shown by job level below (see table).

As would be expected, 93 percent of compensation respondents have worked in compensation or compensation & benefits within a human resources department, and 64 percent have worked in “other” (not compensation & benefits) HR functions. Outside of HR, many compensation respondents have worked in finance (19%), customer service (18%), operations (17%) and even sales (11%) roles.

Org Functions Ever Worked, Compensation	Executive /Officer/ Top-level n=23	Senior-level n=460	Mid-level n=960	Emerging-level n=190	ALL Comp n=1,633
Compensation and/or Benefits within Human Resources	87.0%	94.1%	94.4%	85.8%	93.2%
Other Human Resources function	56.5%	65.2%	65.7%	56.8%	64.4%
Finance	21.7%	21.1%	18.1%	21.1%	19.4%
Customer service	13.0%	12.8%	19.0%	26.8%	18.1%
Operations	26.1%	18.3%	16.4%	12.1%	16.5%
Other not specified above	17.4%	13.9%	13.6%	17.9%	14.3%
Sales	17.4%	11.1%	10.2%	17.4%	11.4%
Marketing	17.4%	6.5%	6.6%	7.9%	6.9%
Strategy or strategic planning	26.1%	9.8%	5.0%	5.3%	6.7%
Business development	17.4%	7.0%	4.4%	5.8%	5.5%
Communications	13.0%	5.4%	3.3%	6.8%	4.5%
Public or community relations	13.0%	3.0%	3.1%	4.7%	3.4%
Government relations	13.0%	1.3%	1.9%	3.2%	2.0%

Career Progression: Organizational Functions Ever Worked *Human Resources*

As expected, human resources participants selected “other HR function” most often to describe organization functions ever worked (83 percent of responses). Interestingly, human resources respondents also report having worked in compensation and/or compensation & benefits in high proportion (81 percent of responses). The reason for this phenomenon may be that, despite currently having what would be classified as a human resources role by the criteria used in this study, many HR respondents have had some experience in compensation or compensation & benefits in the past. The HR group is proportionally more senior than the other functional groups in the study, so it is quite possible that HR respondents had compensation and/or compensation & benefits experience prior to their current roles but are now currently HR generalists at a senior level (director and/or vice-president level).

The next most frequent organization functions ever worked are operations (29 percent) and customer service (28 percent). See the full results in the table below.

Org Functions Ever Worked, Human Resources	Executive/ Officer/Top-level n=182	Senior-level n=306	Midlevel n=313	Emerging -level n=59	All HR n=860
Other Human Resources function	87.4%	80.7%	84.3%	69.5%	82.7%
Compensation and/or Benefits within Human Resources	84.6%	82.0%	80.8%	59.3%	80.6%
Operations	32.4%	31.7%	24.9%	18.6%	28.5%
Customer service	22.5%	25.5%	29.4%	50.8%	28.0%
Strategy or strategic planning	30.2%	20.6%	12.8%	8.5%	19.0%
Other, not specified	19.2%	19.0%	15.7%	10.2%	17.2%
Finance	12.1%	17.6%	17.9%	16.9%	16.5%
Sales	15.9%	12.4%	14.7%	32.2%	15.3%
Communications	14.8%	12.7%	10.9%	15.3%	12.7%
Business development	13.7%	10.8%	8.9%	13.6%	10.9%
Public or community relations	15.9%	10.1%	7.7%	15.3%	10.8%
Marketing	13.2%	10.5%	8.6%	15.3%	10.7%
Government relations	8.8%	7.2%	4.5%	11.9%	6.9%

Career Progression: Organizational Functions Ever Worked *Compensation & Benefits*

The data for compensation & benefits respondents are shown by job level below (see table). Not unlike the patterns shown for compensation respondents, 97 percent of compensation & benefits respondents have worked in compensation or compensation & benefits within a human resources department, and 70 percent have worked in other (not compensation & benefits) HR functions. Outside of human resources departments, many compensation & benefits respondents have worked in finance (18.4 percent), operations (16 percent) and customer service (16 percent) roles.

Org Functions Ever Worked, Comp&Ben	Top-level n=26	Senior-level n=297	Mid-level n=174	Emerging-level n=20	All Comp& Ben n=517
Compensation and/or Benefits within Human Resources	100.0%	97.3%	96.0%	95.0%	96.9%
Other Human Resources function	65.4%	71.7%	69.0%	60.0%	70.0%
Finance	23.1%	14.8%	21.8%	35.0%	18.4%
Operations	19.2%	15.2%	17.2%	5.0%	15.7%
Customer service	3.8%	12.8%	19.0%	40.0%	15.5%
Other not specified above	3.8%	14.5%	13.8%	15.0%	13.7%
Sales	11.5%	8.1%	13.8%	15.0%	10.4%
Strategy or strategic planning	7.7%	8.8%	6.9%	0.0%	7.7%
Marketing	0.0%	6.4%	6.3%	10.0%	6.2%
Business development	7.7%	5.7%	6.3%	5.0%	6.0%
Communications	7.7%	6.4%	4.6%	5.0%	5.8%
Public or community relations	0.0%	3.4%	5.2%	10.0%	4.1%
Government relations	3.8%	3.0%	4.0%	0.0%	3.3%

Promotion Data

PROMOTIONS

Average Number of Promotions in Current Organization

To obtain an idea of the rate at which total rewards professionals are moving through their careers, we asked several questions about promotions. Results show a wide range in the average number of promotions received, with some participants reporting up to a maximum of 14 promotions at their current company, but on the average, most respondents reported 1.5 promotions across the board (see tables below and on following page). The data show that as job level increases, the number of promotions increases slightly, which is logical because in order to move up in an organization, an individual would likely have to receive at least one promotion.

Average number of promotions, Current	N	Mean	SD *	Median	Min	Max
Executive/Officer/Top-level	22	1.8	2.5	1	0	10
Senior-level	454	1.9	2.5	1	0	14
Midlevel	974	1.5	1.9	1	0	10
Emerging-level	201	1.1	1.6	0	0	7
Compensation Total	1651	1.6	2.1	1	0	14

Average Number of Promotions, Current	N	Mean	SD *	Median	Min	Max
Executive/Officer/Top-level	191	1.1	1.7	1	0	8
Senior-level	317	1.8	2.1	1	0	12
Midlevel	318	1.7	2.1	1	0	12
Emerging-level	60	1.2	1.4	1	0	6
Human Resources Total	886	1.5	2.0	1	0	12

Average number of promotions, Current	N	Mean	SD *	Median	Min	Max
Executive/Officer/Top-level	25	1.9	2.1	1	0	7
Senior-level	303	1.5	2.1	1	0	12
Midlevel	181	1.7	1.9	1	0	9
Emerging-level	21	1.6	1.6	1	0	5
Compensation & Benefits Total	530	1.6	2.0	1	0	12

Average Number of Promotions in Previous Organization

Average Number of Promotions, Previous Job	N	Mean	SD*	Median	Min	Max
Executive/Officer/Top-level	16	1.7	2.6	0.5	0	10
Senior-level	377	1.6	1.9	1	0	10
Midlevel	783	1.3	1.6	1	0	12
Emerging-level	158	1.1	1.2	1	0	6
Compensation Total	1,334	1.4	1.7	1	0	12

Average Number of Promotions, Previous Job	N	Mean	SD*	Median	Min	Max
Executive/Officer/Top-level	163	1.5	1.8	1	0	8
Senior-level	256	1.6	1.8	1	0	11
Midlevel	255	1.2	1.4	1	0	7
Emerging-level	49	1.1	1.2	1	0	4
Human Resources Total	723	1.4	1.6	1	0	11

Average Number of Promotions, Previous Job	N	Mean	SD*	Median	Min	Max
Executive/Officer/Top-level	23	2.1	2.8	1	0	11
Senior-level	253	1.3	1.6	1	0	8
Midlevel	136	1.4	1.4	1	0	6
Emerging-level	17	1.4	1.8	0	0	5
Compensation & Benefits Total	429	1.4	1.7	1	0	11

* Standard Deviation

Career progression: Next Promotion Level

Participants were asked about their next desired role if they were to be promoted (see tables below and on pages 41-42). When the data is examined by job level, most respondents report wanting to move into the logical next level of job title/responsibility relative to their current jobs, i.e. those in emerging-level positions aspired to progress to senior analyst positions, those in midlevel positions desired to progress to manager or senior manager positions and so on.

Respondents in the human resources function (see next page) who are also in top-level/executive jobs reported a greater proportion of “no opportunities for promotion” (30 percent) than other participants, which may reflect the general phenomenon that upon reaching a certain point in one’s career progression, where jobs are scarcer by design, it may be more difficult to progress further without having to switch to another company.

Overall results showed that very few respondents reported desiring a position outside of human resources (2.4 percent; see detail for each job function in tables below). A small proportion of respondents (6.3 percent) responded they desire positions in HR but outside of compensation, compensation & benefits and/or total rewards. For the most part, the desire to leave the field is not demonstrated by this group of survey respondents.

Compensation	Top-level N=22	Senior-level N=461	Midlevel N=973	Emerging-level N=195	All Comp N=1,651
C-suite	4.5%	0.2%	0.0%	0.0%	0.2%
Vice President, Senior Vice President, Executive Vice President of Human Resources/ Compensation/Benefits/Total Rewards	72.7%	31.7%	1.0%	0.0%	10.3%
Senior Director or Director of Human Resources/Compensation/Benefits/Total Rewards	0.0%	44.9%	14.5%	0.0%	20.9%
Senior Manager or Manager of Human Resources/ Compensation/Benefits/Total Rewards	4.5%	8.0%	17.8%	0.5%	12.7%
Manager, Compensation/Benefits/Total Rewards	0.0%	6.5%	42.5%	13.8%	28.4%
Senior Analyst, Compensation/Benefits/Total Rewards	0.0%	0.7%	10.3%	75.4%	15.2%
A position in Human Resources but outside of Compensation/Benefits/Total Rewards	4.5%	2.0%	5.0%	5.1%	4.1%
A position outside of Human Resources	0.0%	0.2%	1.0%	0.5%	0.9%
I don't see any opportunities for promotion in my current organization	13.6%	5.9%	7.8%	4.6%	7.2%

Next Promotion Level: *Human Resources*

Human Resources	Top-level n=183	Senior-level n=311	Midlevel n=316	Emerging -level n=59	All HR n=869
C-suite	31.1%	2.9%	0.3%	0%	7.7%
Vice President, Senior Vice President, Executive Vice President of Human Resources Compensation/Benefits/Total Rewards	26.8%	38.6%	4.1%	0%	20.8%
Senior Director or Director of Human Resources, Compensation/Benefits/Total Rewards	4.4%	28.3%	19.0%	1.7%	18.0%
Senior Manager or Manager of Human Resources, Compensation/Benefits/Total Rewards	0%	1.9%	26.6%	6.8%	10.8%
Manager, Compensation/Benefits/Total Rewards	0%	0.6%	10.8%	15.3%	5.1%
Senior Analyst, Compensation/Benefits/Total Rewards	0%	0%	5.4%	30.5%	4.0%
A position in Human Resources but outside of Compensation/Benefits/Total Rewards	3.3%	7.7%	21.2%	23.7%	12.8%
A position outside of Human Resources	4.9%	3.2%	0.9%	3.4%	2.7%
I don't see any opportunities for promotion in my current organization	29.5%	16.7%	11.7%	18.6%	18.1%

Next Promotion Level: *Compensation & Benefits*

Compensation & Benefits	Top-level n=27	Senior-level n=297	Midlevel n=175	Emerging-level n=18	ALL C&B n=517
C-suite	11.1%	0.7%	0%	0%	1.0%
Vice President, Senior Vice President, Executive Vice President of Human Resources/ Compensation/Benefits/Total Rewards	70.4%	54.9%	4.0%	0%	36.4%
Senior Director or Director of Human Resources/ Compensation/Benefits/Total Rewards	7.4%	31.6%	28.6%	0%	28.1%
Senior Manager or Manager of Human Resources/ Compensation/Benefits/Total Rewards	0%	2.7%	29.1%	11.1%	11.8%
Manager, Compensation/Benefits/Total Rewards	0%	1.3%	22.9%	22.2%	9.2%
Senior Analyst, Compensation/Benefits/Total Rewards	0%	0%	4.0%	61.1%	3.5%
A position in Human Resources but outside of Compensation/Benefits/Total Rewards	7.4%	2.0%	3.4%	0%	2.7%
A position outside of Human Resources	3.7%	0%	0%	0%	0.4%
I don't see any opportunities for promotion in my current organization	0%	6.7%	8.0%	5.6%	6.9%

Career Progression: Promotion Location

Survey respondents were asked if they believed their next promotion would be at their current organization; responses are provided below. Between 28 to 31 percent of survey respondents across the functional areas report being “unsure” about being promoted in their current organization. Compensation respondents (especially those who are in the emerging-level category) are the most optimistic with 42 percent responding “yes” to the question.

As one progresses in job level, the proportion of “no” answers increases, which may reflect that fewer positions are available as one moves up the career ladder (less “room at the top”), and may also be related to one having to consider options outside of the current organization in order to advance one’s career.

Compensation	Top-level	Senior-level	Mid-level	Emerging-level	All Comp
Yes	27.3%	39.4%	39.5%	58.6%	41.6%
No	40.9%	32.5%	28.0%	13.1%	27.9%
Unsure	31.8%	28.1%	32.4%	28.3%	30.5%

Human Resources	Top-level	Senior-level	Mid-level	Emerging-level	All HR
Yes	20.7%	29.4%	37.4%	37.3%	31%
No	57.6%	42.4%	31.1%	30.5%	40.8%
Unsure	21.7%	28.2%	31.4%	32.2%	28.2%

Compensation & Benefits	Top-level	Senior-level	Mid-level	Emerging-level	All C&B
Yes	22.2%	27.4%	39.4%	36.8%	31.6%
No	48.1%	41.8%	29.7%	21.1%	37.4%
Unsure	29.6%	30.8%	30.9%	42.1%	31%

Work-life Effectiveness & Hours Worked

HOURS AND WORK-LIFE

Average Hours Worked

The total rewards professionals who participated in this study do not report working the “typical” 40-hour workweek. Average weekly work hours range from an average of 46 to 48 hours and increase by job level; as an individual moves up the ladder in career responsibility, the average hours worked increases, with some participants working an average of 85 hours per week. Please note that this data is not objectively measured, and may be subject to self-report bias in which respondents may have increased (or decreased) the hours reported.

Average Hours/Week	N	Mean	SD*	Median	Min	Max
Executive/Officer/Top-level	23	53.8	7.0	55	40	65
Senior-level	468	48.3	6.1	50	17	80
Midlevel	987	44.7	6.5	45	9	85
Emerging-level	203	42.4	5.9	40	8	80
Compensation Total	1,681	45.5	6.8	45	8	85

Average Hours/Week	N	Mean	SD*	Median	Min	Max
Executive/Officer/Top-level	191	50.7	6.4	50	39	75
Senior-level	325	48.5	7.8	50	8	80
Midlevel	324	44.9	6.0	45	17	65
Emerging-level	58	42.5	5.1	40	29	60
Human Resources Total	898	47.2	7.3	45	8	80

Average Hours/Week	N	Mean	SD*	Median	Min	Max
Executive/Officer/Top-level	27	53.6	6.9	55	40	65
Senior-level	308	50.2	6.7	50	30	70
Midlevel	182	45.1	5.8	45	20	65
Emerging-level	22	42.2	3.7	40	35	50
Compensation & Benefits Total	539	48.3	6.9	50	20	70

* Standard Deviation

Work-Life Effectiveness Options

Flexible work schedules are the most-often reported work-life effectiveness option available to total rewards professionals regardless of functional area. Between 60 to 64 percent of compensation, human resources and compensation & benefits respondents report access to this option (see table below and on the next page). Note that, for participants categorized in the senior- and executive/officer/top-level categories, the proportion of those who have access to flexible schedules decreases; this is likely because of the increased responsibility and demands that these positions require.

The next most frequent work-life effectiveness option available is telecommuting/telework, which a little over one-third (36 percent) of respondents report having available to them. Human resources professionals are somewhat less likely to report the option to telecommute (30 percent) than compensation (37 percent) and compensation & benefits (32 percent) respondents. Emerging-level professionals report less access to telecommuting/telework across the functional areas, which may indicate that telecommuting/telework is an option reserved for those with more experience.

Job-sharing, in which two people share the duties and responsibilities of a position normally covered by one full-time employee, was proportionally the least prevalent work-life effectiveness option in this study, with about 5 percent reporting this option overall. Part-time schedules and phased return from leave are also not widely available to those who participated in this study. Over a quarter of human resources (28 percent) and almost a third of compensation & benefits (30 percent) respondents report having no workplace flexibility options available to them.

Work-Life Effectiveness Options: Compensation	Executive/ Officer/Top- level n=18	Senior- level n=428	Midlevel n=921	Emerging- level n=183	All Comp n=1,550
Flexible Work Schedule	44.4%	62.4%	67.0%	57.4%	64.3%
Telecommuting/Telework	33.3%	39.0%	38.8%	24.6%	37.1%
Workplace flexibility options are not available to me	33.3%	25.7%	20.0%	33.3%	23.3%
Compressed Workweek	11.1%	10.0%	17.6%	17.5%	15.4%
Part-time Schedule	5.6%	9.1%	14.9%	13.1%	13.0%
Phased Return From Leave	5.6%	6.3%	10.2%	8.2%	8.8%
Job Sharing	0.0%	3.3%	6.2%	3.8%	5.0%
Other, not specified	16.7%	4.0%	2.6%	1.6%	3.0%

Work-Life Effectiveness Options: *Human Resources and Compensation and Benefits*

Work-Life Effectiveness Options: Human Resources	Executive/ Officer/ Top-level n=177	Senior- level n=299	Mid-level n=308	Emerging- level n=53	All HR n=837
Flexible Schedule	65.0%	58.9%	66.9%	62.3%	63.3%
Telecommuting/Telework	29.9%	35.5%	25.3%	22.6%	29.7%
Workplace flexibility options are not available to me	27.7%	30.4%	26.3%	28.3%	28.2%
Compressed Workweek	11.3%	15.1%	15.6%	20.8%	14.8%
Part-time Schedule	6.2%	11.0%	11.0%	17.0%	10.4%
Phased Return From Leave	10.2%	9.0%	9.4%	9.4%	9.4%
Other Options Not Specified	5.1%	2.7%	2.3%	1.9%	3.0%
Job Sharing	2.8%	2.0%	3.6%	3.8%	2.9%

Work-Life Effectiveness Options: Compensation & Benefits	Executive/ Officer/Top- level n=27	Senior- level n=288	Mid- level n=173	Emerging -level n=22	All Comp&Ben n=510
Flexible Work Schedule	40.7%	56.6%	65.9%	54.5%	58.8%
Telecommuting/Telework	33.3%	31.3%	35.8%	9.1%	32.0%
Workplace flexibility options are not available to me	25.9%	33.3%	25.4%	36.4%	30.4%
Compressed Workweek	3.7%	8.7%	16.2%	9.1%	11.0%
Phased Return From Leave	7.4%	7.3%	13.9%	4.5%	9.4%
Part-time Schedule	3.7%	4.9%	15.0%	13.6%	8.6%
Job Sharing	3.7%	3.5%	6.4%	9.1%	4.7%
Other not specified	11.1%	3.5%	1.7%	9.1%	3.5%

Scope of Work and Knowledge, Skills & Abilities

WORK SCOPE AND KNOWLEDGE, SKILLS, ABILITIES

Work Scope

When referring to work scope in this study we are referring to the breadth of duties and functions that an individual is involved in while conducting a job. Work scope results are presented by functional area below. Across all of the total rewards professions less than 6 percent of respondent time is spent on employee recognition programs that give special attention to employee actions, efforts, behavior or performance. Details regarding work scope are discussed below and on the next two pages.

Compensation professionals report spending an average of 67 percent of their time on designing, implementing and/or administering pay programs. This primary activity dominates the majority of their time up to senior-level, and drops off to an average of 43 percent of time spent for the small proportion of respondents who identified as being in the executive/officer/top-level category. This might indicate that the compensation function is among the more specialized of the various human resources functions, and that individuals who identify themselves as primarily in the compensation functional area do not, on average, venture beyond the compensation discipline except for some support of employee performance programs until they reach top-level executive positions.

For the “pure” compensation respondents who are emerging through senior-level, very little, if any, time is spent working in other human resources areas such as benefits, work-life effectiveness or employee development programs. As one progresses to the senior level, the average amount of time spent managing/supervising direct reports increases, but this still accounts for an average of only 13 percent of a senior-level compensation professional’s time.

In what proportion of the following activities do you typically participate? Compensation	Executive/ Officer /Top-level		Senior-level		Midlevel		Emerging-level		All Comp	
	Mean	n	Mean	n	Mean	n	Mean	n	Mean	N
Pay programs	43.3%	23	61.6%	472	72.1%	1,003	63.3%	204	67.4%	1,726
Benefits programs	6.2%	23	1.7%	472	1.2%	1,003	2.6%	204	1.5%	1,726
Work-life effectiveness programs	11.7%	3	7.3%	50	9.0%	45	9.5%	10	8.3%	108*
Employee performance programs	8.0%	23	8.5%	472	6.7%	1,003	8.8%	204	7.5%	1,726
Employee recognition programs	3.3%	23	4.4%	472	3.2%	1,003	4.3%	204	3.6%	1,726
Employee development programs	30.0%	1	9.7%	44	10.3%	60	9.5%	10	10.2%	116*
Management and/or supervision of direct reports	18.4%	23	12.8%	472	3.9%	1,003	0.2%	204	6.0%	1,726
Other HR-related work	12.0%	23	7.1%	472	8.1%	1,003	14.0%	204	8.8%	1,726
Other non-HR-related work	1.7%	23	0.8%	472	0.7%	1,003	1.1%	204	1.0%	1,726

* **Note:** Respondents could either enter “zero” or leave blank, which resulted in missing data. This can be interpreted as the respondent endorsing no participation in these activities.

Scope of Work: *Human Resources*

Human resource professionals who participated in our survey, on average, report spending the majority of their time (25 percent) in what is classified as “other HR-related work” in this study. Activities in areas such as employee relations/labor relations, HRIS-related work, recruitment, staffing and payroll form the most frequent “other HR-activities.”

Notably, HR survey participants report spending 15 percent of their time on pay programs, which ranks as the second most frequent activity they engage in (see table below).

Human resources respondents report spreading their time proportionally across a wide range of activities although relatively few report spending any time on work-life effectiveness programs (please note that a smaller number of HR respondents, n=419, responded to the work-life item). The trend towards spending more time managing/supervising direct reports as one progresses through the job levels is evident in this group, also.

In what proportion of the following activities do you typically participate? Human Resources	Executive/ Officer/ Top-level		Senior-level		Midlevel		Emerging-level		All Human Resources	
	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N
Other HR-related work	18.7%	195	19.7%	326	29.8%	329	43.7%	60	24.8%	915
Pay programs	13.4%	195	15.5%	326	15.5%	329	15.8%	60	15.2%	915
Employee development programs	11.5%	144	12.4%	193	13.1%	157	25.5%	17	12.8%	512*
Management and/or supervision of direct reports	16.4%	195	16.1%	326	7.7%	329	0.8%	60	12.1%	915
Benefits programs	12.0%	195	12.9%	326	11.0%	329	10.1%	60	11.8%	915
Employee performance programs	11.9%	195	11.4%	326	10.8%	329	6.5%	60	11.0%	915
Work-life effectiveness programs	8.2%	118	10.1%	155	11.8%	138	11.9%	8	10.2%	419*
Employee recognition programs	5.6%	195	5.5%	326	6.0%	329	4.8%	60	5.6%	915
Other non-HR-related work	5.4%	195	3.1%	326	3.1%	329	4.3%	60	3.7%	915

* Note: Respondents could either enter “zero” or leave blank, which resulted in missing data. This can be interpreted as the respondent endorsing no participation in these activities.

Scope of Work: *Compensation & Benefits*

Not surprisingly, those who identify as having compensation & benefits job titles report spending the majority of their time involved with pay programs (an average of 31 percent of time spent) and benefits programs (an average of 28 percent of time spent). These proportions stay relatively constant across all job levels.

Again, like the other total rewards professionals, very few compensation & benefits respondents report time spent working on work-life effectiveness and employee development programs.

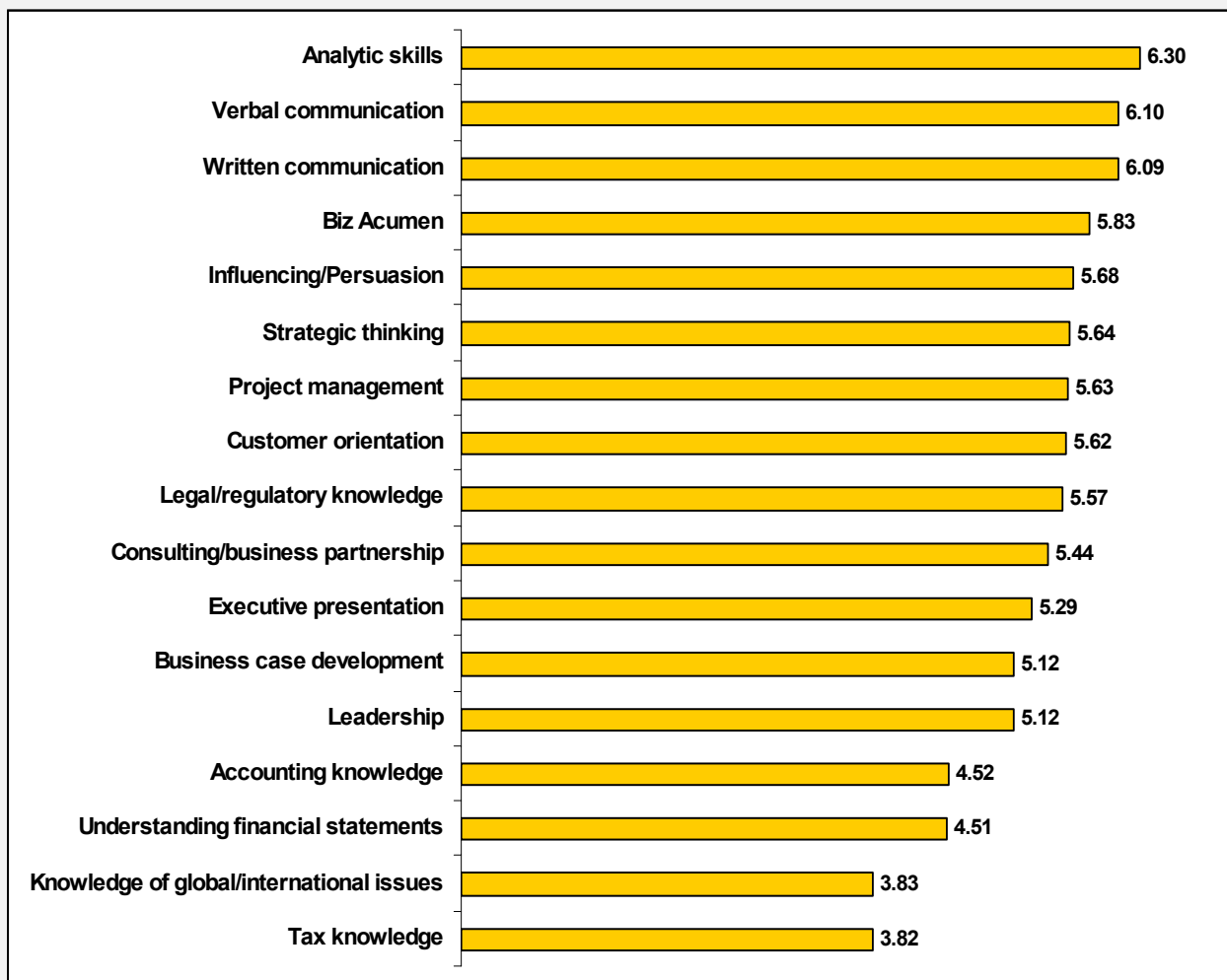
In what proportion of the following activities do you typically participate? Compensation & Benefits	Executive/ Officer/Top- level		Senior-level		Midlevel		Emerging-level		All C&B	
	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N
Pay programs	29.5%	28	29.9%	314	33.8%	186	38.4%	22	31.4%	552
Benefits programs	17.3%	28	28.3%	314	29.2%	186	21.1%	22	27.6%	552
Management and/or supervision of direct reports	23.9%	28	14.5%	314	8.8%	186	1.8%	22	12.5%	552
Work-life effectiveness programs	5.5%	11	9.2%	100	9.1%	45	11.7%	7	9.1%	163*
Other HR-related work	4.4%	28	8.1%	314	8.9%	186	15.3%	22	8.8%	552
Employee development programs	6.7%	9	8.3%	31	9.1%	21	7.5%	2	8.3%	63*
Employee performance programs	9.5%	28	7.6%	314	6.3%	186	4.3%	22	7.1%	552
Employee recognition programs	5.7%	28	4.0%	314	3.6%	186	4.6%	22	4.0%	552
Other non-HR-related work	1.9%	28	0.7%	314	1.3%	186	0.9%	22	0.9%	552

* **Note:** Respondents could either enter “zero” or leave blank, which resulted in missing data. This can be interpreted as the respondent endorsing no participation in these activities.

Rating the Importance of Knowledge/Skills/Abilities Compensation

We asked survey participants to rate the importance of a set of knowledge, skills and abilities (KSAs) related to total rewards roles in order to understand those skills that are considered of high value to participants. We used a seven-point rating scale in which high importance yielded a score of seven. The graph below for compensation respondents, and those on the next several pages show the average (mean) scores of importance from the three functional groups.

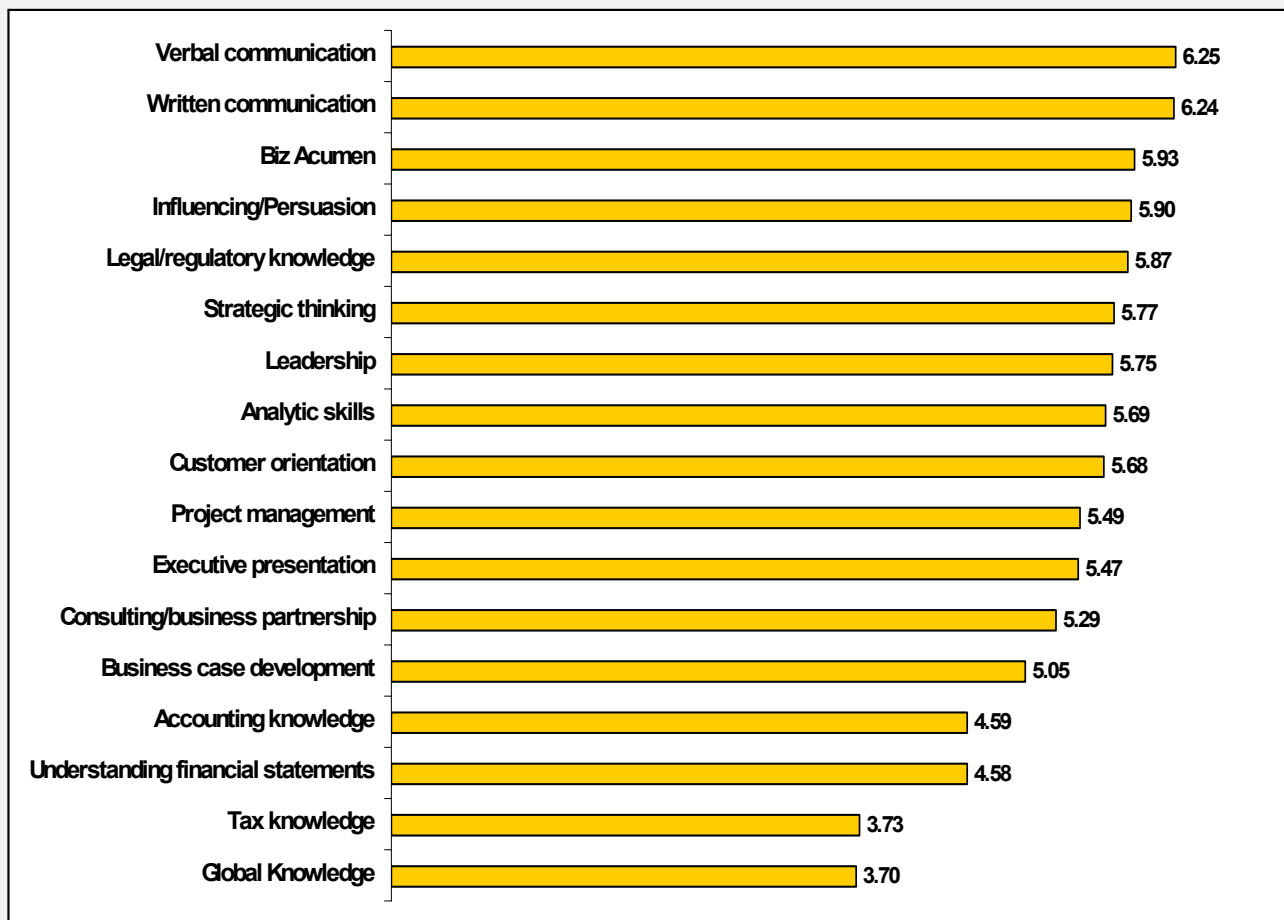
Verbal and written communication are considered very important for all participants across the three functional areas (see below and following tables). It may also not be surprising that for compensation participants in particular, analytic skills emerged as the skill with the highest average importance score on the rating scale. In contrast, possessing knowledge of global issues and taxation were considered somewhat unimportant by compensation professionals.



Mean (average) scores based on 7-pt Likert scale (High importance = 7)

Rating the Importance of Knowledge/Skills/Abilities *Human Resources*

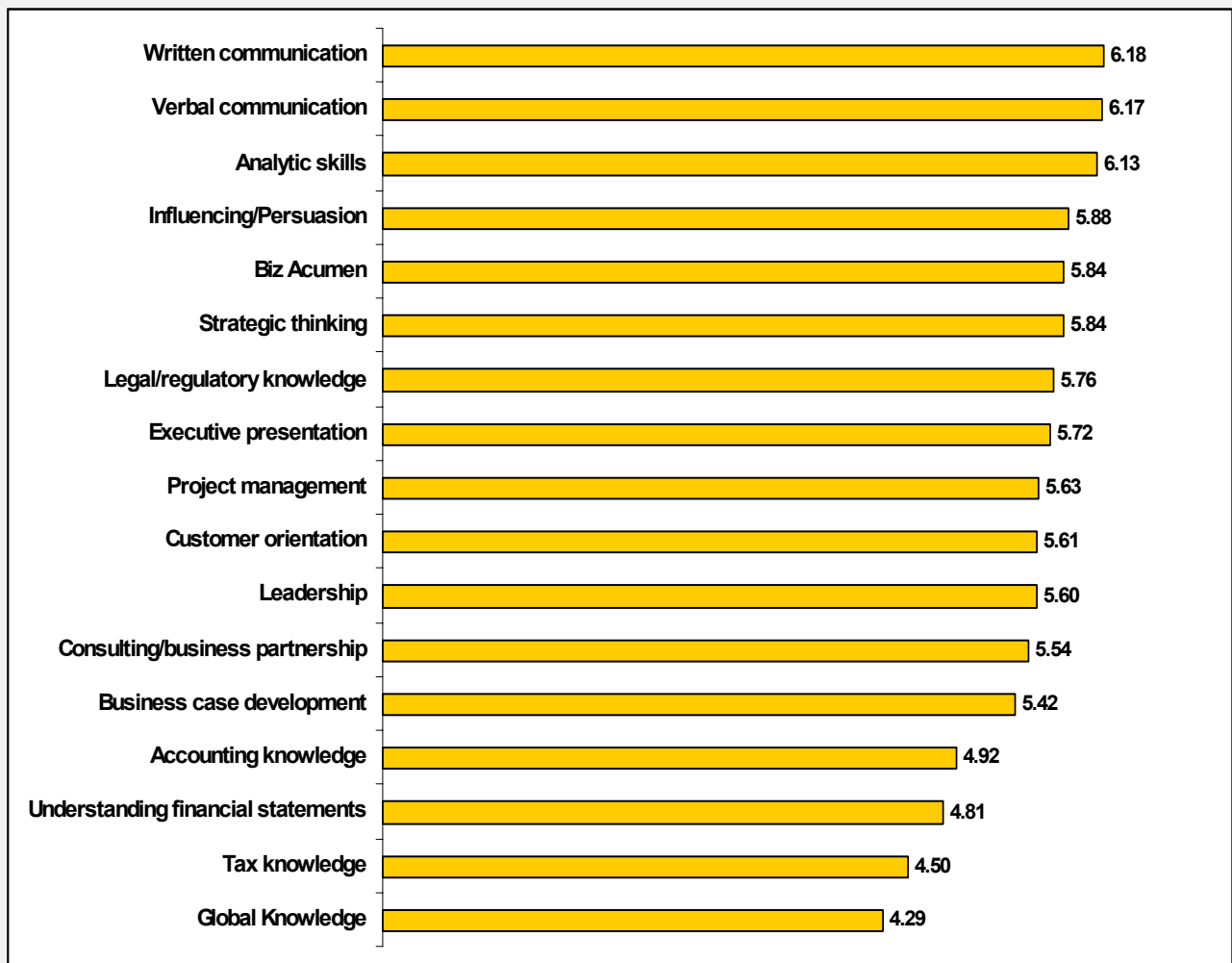
Human resources respondents, like compensation and compensation & benefits participants, also ranked verbal and written communication skills as very important, though analytic skills were considered to be of less central importance than in the rankings of the other two functional areas. Possessing business acumen and influencing/persuasion skills, as well as having legal/regulatory knowledge, are also considered important KSAs for this group (see table below). This group is neutral on the importance of accounting knowledge and understanding financial statements.



Mean (average) scores based on 7-pt Likert scale (High importance = 7)

**Rating the Importance of Knowledge/Skills/Abilities
*Compensation and Benefits***

Compensation and benefits survey participants also gave high scores to communication and analytic skills on importance. This group in general did not find the KSAs listed to be unimportant (i.e. all mean scores are above four). Even though possessing tax and global knowledge were rated lower in importance than other KSAs, they were not considered “unimportant” by this group (see table below).



Mean (average) scores based on 7-pt Likert scale (High importance = 7)

3 Most Important KSAs: *Compensation*

In addition to asking survey participants to rate the importance of each of a set of KSAs, they were also asked to select the top three most important skills they believed a total rewards professional should possess. Each respondent was only allowed to choose three responses from a list. The tables reflect the most frequent responses by job level. When the question is asked this way, analytic skills and business acumen trump verbal and written communication skills as the most important skills to possess across the functional areas, despite communication skills receiving the highest average importance scores. Consulting and business partnership skills alternated places with strategic thinking for third place (see tables below and on next pages), and those KSAs least frequently chosen, across all functional groups, are tax knowledge, understanding financial statements and accounting knowledge.

Data is presented by job levels to show how job-level status can change respondents' endorsement of the top three skills. Emerging-level compensation professionals may not yet realize the critical importance of influencing and being persuasive. A higher proportion of senior (33 percent) and top-level/executive respondents (35 percent) identified influencing/persuasion as top three in importance, as compared to only 21 percent of emerging-level participants. The same pattern is demonstrated in the difference between emerging-level participants and senior-level participants regarding consulting and business partnering skills (see below).

Three Most Important KSAs	Top-level n=23	Senior-level n=461	Midlevel n=969	Emerging-level n=195	All Comp N=1,648
Analytic Skills	56.5%	63.8%	74.6%	83.1%	72.3%
Understanding Company/Biz Acumen	43.5%	47.5%	45.8%	44.1%	46.1%
Consulting/Biz Partnership	17.4%	43.0%	39.3%	21.5%	37.9%
Strategic Thinking	30.4%	35.4%	33.4%	32.8%	33.9%
Influencing/Persuasion	34.8%	33.0%	22.6%	20.5%	25.4%
Project Management	8.7%	13.0%	16.4%	12.8%	14.9%
Verbal Communication	13.0%	10.2%	13.4%	17.9%	13.0%
Legal/Regulatory Knowledge	4.3%	8.9%	13.5%	14.9%	12.3%
Business Case Development	13.0%	13.9%	10.6%	7.7%	11.2%
Customer Orientation	21.7%	6.9%	12.2%	14.9%	11.2%
Leadership	8.7%	13.2%	8.6%	4.1%	9.3%
Written Communication	4.3%	6.9%	9.1%	14.9%	9.1%
Executive Presentation	26.1%	10.0%	4.7%	5.1%	6.6%
Knowledge of Global Issues	0.0%	3.9%	3.6%	1.0%	3.3%
Accounting Knowledge	4.3%	1.5%	3.2%	3.6%	2.8%
Understanding Financial Statements	0.0%	1.3%	1.5%	0.5%	1.3%
Tax Knowledge	4.3%	0.9%	0.3%	0.5%	0.5%

3 Most Important KSAs: *Human Resources*

As was demonstrated in the previous table with compensation respondents, differences in what are considered the three most important skills show up in human resources participants by job level. The difference between emerging-level respondents' choices and senior and executive/top-level respondents' choices is apparent in influencing/persuasion, consulting/business partnership, leadership and business case development with more senior groups endorsing these skill sets at a higher proportion than the emerging-level participants (see table below). It must be noted, however, that the number of emerging-level participants is smaller in the human resources functional category (n=58) than in other groups, so these data may not be representative of all emerging-level HR employees.

Three Most Important KSAs	Executive/Officer / Top-level n=184	Senior-level n=311	Midlevel n=316	Emerging-level n=58	All HR N=869
Analytic Skills	48.9%	53.1%	53.8%	58.6%	52.8%
Understanding Company/Biz Acumen	60.3%	46.6%	49.7%	51.7%	51.0%
Strategic Thinking	37.0%	42.8%	39.9%	39.7%	40.3%
Influencing/Persuasion	38.0%	33.8%	37.0%	27.6%	35.4%
Consulting/Biz Partnering	22.8%	29.6%	23.4%	8.6%	24.5%
Leadership	27.7%	25.1%	17.7%	15.5%	22.3%
Business Case Development	21.7%	20.3%	16.1%	3.4%	18.0%
Legal/Regulatory Knowledge	12.5%	10.9%	18.7%	20.7%	14.7%
Verbal Communication	10.9%	10.6%	16.5%	25.9%	13.8%
Customer Orientation	8.2%	10.0%	12.0%	20.7%	11.0%
Executive Presentation	14.7%	6.4%	7.0%	6.9%	8.4%
Project Management	4.9%	8.0%	9.8%	12.1%	8.3%
Written Communication	7.1%	5.1%	8.2%	10.3%	7.0%
Accounting Knowledge	4.3%	4.8%	4.4%	3.4%	4.5%
Knowledge of Global/International Issues	3.3%	4.2%	4.7%	3.4%	4.1%
Understanding Financial Statements	3.8%	3.2%	1.9%	1.7%	2.8%
Tax Knowledge	2.2%	0.6%	1.3%	1.7%	1.3%

3 Most Important KSAs: *Compensation and Benefits*

Examining data for compensation and benefits participants requires a caveat: Relatively few respondents fall into either the emerging-level (n=19) or executive/top-level (n=27) categories. That being said, the differences between emerging-level respondents' top three KSAs and more senior and executive/top-level respondents' is similar to the patterns identified in compensation and human resources functional areas: Influencing/persuasion and consulting/business partnership skills are less frequently identified by emerging-level respondents than the more senior levels. The gap is noticeable even between midlevel and senior-level compensation & benefits participants on influencing/persuasion, consulting/business partnership, and business case development, with senior-level respondents endorsing these as top three KSAs more frequently than midlevel respondents.

Three Most Important KSAs	Executive/ Officer/Top- level n=27	Senior- level n=298	Midlevel n=175	Emerging- level n=19	C&B All N=519
Analytic Skills	33.3%	52.0%	65.1%	73.7%	56.3%
Understanding Company/Biz Acumen	48.1%	47.0%	45.1%	52.6%	46.6%
Strategic Thinking	29.6%	39.9%	40.6%	47.4%	39.9%
Influencing/Persuasion	40.7%	36.2%	24.6%	26.3%	32.2%
Consulting/Biz Partnership	29.6%	34.2%	27.4%	5.3%	30.6%
Business Case Development	14.8%	18.8%	13.1%	10.5%	16.4%
Leadership	11.1%	17.4%	16.6%	5.3%	16.4%
Project Management	22.2%	12.8%	12.6%	5.3%	12.9%
Legal/Regulatory Knowledge	3.7%	11.4%	14.3%	21.1%	12.3%
Verbal Communication	14.8%	7.7%	15.4%	15.8%	11.0%
Customer Orientation	7.4%	7.0%	10.3%	10.5%	8.3%
Executive Presentation	14.8%	10.1%	5.1%	0.0%	8.3%
Written Communication	7.4%	4.4%	8.0%	21.1%	6.4%
Knowledge of Global/Int'l Issues	7.4%	4.4%	6.9%	10.5%	5.6%
Accounting Knowledge	11.1%	4.0%	1.7%	5.3%	3.7%
Understanding Financial Statements	3.7%	1.3%	1.7%	0.0%	1.5%
Tax Knowledge	0.0%	0.7%	1.1%	5.3%	1.0%

Pay Questions

TOTAL REWARDS PROFESSIONALS PAY

Compensation Philosophy

Questions about the pay philosophy of survey respondents' organizations are summarized in the tables below and on the next page. Data are presented by job level and show minor variation across job levels. Most survey respondents report that their organizations pay at the median, or 50th, percentile for their job (please note that we did not ask about compensation philosophy for all jobs in the company, as this may vary across jobs in a given organization). A larger proportion of human resources respondents reported that they do not know their organization's compensation philosophy (11 percent) than those in compensation (4 percent) and compensation & benefits (3 percent).

Compensation	Top-level	Senior-level	Mid-level	Emerging-level	All Comp
50th percentile	47.8%	57.9%	65.3%	62.8%	62.5%
Greater than the 50th percentile but less than the 75th	26.1%	19.6%	13.6%	6.5%	14.4%
Greater than the 25th percentile but less than the 50th	0%	0%	11.5%	16.1%	12.6%
75th percentile or more	26.1%	4.5%	4.0%	2.5%	4.3%
Don't know	0%	1.5%	3.3%	9.5%	3.8%
25th percentile or less	0%	0%	2.3%	2.5%	2.4%

Human Resources	Top-level	Senior-level	Mid-level	Emerging-level	ALL HR
50th percentile	45.3%	45.3%	43.4%	45.0%	44.5%
Greater than the 50th percentile but less than the 75th	14.1%	18.1%	17.5%	15.0%	16.9%
Greater than the 25th percentile but less than the 50th	21.9%	11.9%	14.2%	13.3%	14.9%
Don't know	4.7%	8.4%	15.1%	21.7%	11.1%
75th percentile or more	12.0%	9.4%	5.5%	0.0%	8.0%
25th percentile or less	2.1%	6.9%	4.3%	5.0%	4.8%

Compensation Philosophy (continued)

Compensation & Benefits	Top-level	Senior-level	Mid-level	Emerging-level	ALL C&B
50th percentile	57.1%	57.9%	58.2%	63.6%	58%
Greater than the 50th percentile but less than the 75th	25%	23.3%	13.2%	9.1%	19.3%
Greater than the 25th percentile but less than the 50th	3.6%	9.7%	14.8%	9.1%	11.2%
75th percentile or more	10.7%	5.5%	8.2%	9.1%	6.8%
Don't know	0%	1.6%	3.3%	9.1%	2.6%
25th percentile or less	3.6%	1.9%	2.2%	0.0%	2%

Average Proportion of Variable Pay Tied to Selected Targets Compensation

Survey respondents were asked to describe the mix (adding up to 100 percent) of selected performance targets tied to their variable pay (if they received variable pay). The data reported in the tables below and on the following pages are means (averages).

Overall, across the functional areas, company financial performance was cited the most often reported factor in respondents' variable pay. Team performance was the least-often cited factor related to respondents' variable pay.

On average, company financial performance at 60 percent and individual performance at 51 percent were tied to most compensation respondents' variable pay. Approximately 90 percent of compensation respondents' variable pay was fully vested in 2005. Emerging-level respondents had a smaller average proportion of their pay fully vested (85 percent).

A little over 28 percent (n=488) of respondents self-classifying into the compensation functional area reported that they do not currently receive variable pay.

How much of your variable pay is tied to the following? Compensation	Executive /Officer/ Top-level	Senior-level	Mid-level	Emerging-level	All Comp
Company Financial Performance	79.3%	58.1%	60.8%	57.8%	59.8%
Individual Performance	44.4%	49.4%	52.4%	50.4%	51.4%
Target Bonus for Your Job	0.0%	42.2%	36.7%	32.2%	38.2%
Company Goals/Achievements (Not Financial)	0.0%	29.6%	39.3%	33.6%	35.1%
Team Performance	64.6%	26.8%	28.9%	23.1%	28.9%

Average Proportion of Variable Pay Tied to Selected Targets *Human Resources*

Though in slightly different proportions to compensation and compensation & benefits respondents, on the average, company financial performance at 59 percent and individual performance at 48 percent were tied to most human resources respondents' variable pay. Approximately 87 percent of HR respondents' variable pay was fully vested in 2005. Emerging-level respondents had a smaller average proportion of their pay fully vested (57percent).

Thirty-one percent (n=285) of respondents self-classifying into the human resources functional area reported that they do not currently receive variable pay.

How much of your variable pay is tied to the following? (Human Resources)	Executive/ Officer/Top-level	Senior-level	Midlevel	Emerging-level	All HR
Company Financial Performance	59.6%	57.0%	59.4%	65.6%	58.8%
Individual Performance	41.4%	49.7%	48.6%	50.8%	47.7%
Company Goals or Achievements (Not Financial)	40.3%	34.0%	38.1%	45.1%	37.5%
Target Bonus for Your Job	46.7%	37.6%	24.2%	35.1%	36.3%
Team Performance	29.3%	25.1%	21.8%	8.3%	23.7%

Average Proportion of Variable Pay Tied to Selected Targets *Compensation and Benefits*

Compensation & benefits respondents' results are presented in the table below. On average, company financial performance at 58 percent and individual performance at 47 percent were tied to most compensation & benefits respondents' variable pay. Approximately 91 percent of compensation & benefits respondents' variable pay was fully vested in 2005. Emerging-level respondents had a smaller average proportion of their pay fully vested (66 percent).

Nineteen percent (n=105) of respondents self-classifying in the compensation & benefits functional area reported that they do not currently receive variable pay.

How much of your variable pay is tied to the following? (Compensation & Benefits)	Executive/ Officer/Top -level	Senior- level	Mid- level	Emerging- level	All C&B
Company Financial Performance	56.9%	59.9%	55.9%	44.6%	58.2%
Individual Performance	45.2%	44.8%	52.3%	71.3%	47.4%
Target Bonus for Your Job	27.9%	50.9%	39.6%	0.0%	44.5%
Company Goals/Achievements (Not Financial)	26.0%	33.6%	38.0%	26.7%	34.3%
Team Performance	0.0%	25.9%	28.0%	26.7%	26.0%

Appendix

2006 Mercer Benchmark Database, Human Resources Module

Total Rewards Professionals 2006 Salary Data

Job Title	Base Pay 25th %ile	Base Pay Median	Base Pay Mean	Base Pay 75th %ile	T-Cash 25th %ile	T-Cash Median	T-Cash Mean	T-Cash 75th %ile	Midpoint	Max
Benefits Analyst, Associate Level	40.9	45.9	47.3	52.4	42.1	47.7	49.2	54.6	49.1	60.5
Benefits Analyst, Intermediate Level	45	49.5	51.6	56.5	45.8	50.8	53.1	59.3	54.9	67.4
Benefits Analyst, Senior Level	58	67	67.3	76.5	60	70.3	71.6	82.2	68.4	85
Benefits Director	98.1	113.5	115.4	133.8	103.9	128.5	135	159.7	115.2	142.4
Benefits Manager	75	87.1	87.6	97.5	79.2	92.6	96.3	109.4	88.4	109.5
Compensation Analyst, Associate Level	42.9	47.3	47.7	51.9	43.8	48.5	49.2	54.1	50.9	63.6
Compensation Analyst, Intermediate Level	49	55	56	61.8	49.8	55.9	57.5	63.6	55.8	68.7
Compensation Analyst, Senior Level	62.8	70	70.8	78.2	64.9	73	74.4	82.7	70.8	88.1
Compensation and Benefits Analyst	48.5	60	61.4	77.2	48.5	65.8	64.2	79	57.9	69.8
Compensation and Benefits Director	109.7	124.7	127.9	141.4	115.2	142	147.9	173.5	128.1	157.8
Compensation and Benefits Manager	73.8	85.4	89	101.1	74.9	91.9	94.7	101.6	85.3	103.3
Compensation Director	108.2	125	127.9	145.1	120	148.9	151.3	179.6	127.3	158.9
Compensation Manager	85	95.6	97.2	108.4	89	105.4	108.6	121.9	93.7	116.3
Executive Compensation Analyst	59.9	78.3	77.9	91.9	61.3	83.3	85.7	102.2	73.8	91.3
Executive Compensation Manager	89.6	110.1	113.4	133.5	101.1	123.5	136.9	169.6	108.9	136.2
Human Resource Director	103.4	121.2	124.6	141	116.2	141.1	149.5	172.2	125.7	157.8
Human Resource Generalist, Associate Level	39.4	45	45.7	51.2	40	45.7	46.7	52.5	47.2	58.3
Human Resource Generalist, Intermediate Le	47.3	55	55.7	63.8	48	56.5	57.6	66.2	57.3	71.3
Human Resource Generalist, Senior Level	62.2	72.2	72.9	82.4	64.4	76.1	78	89	73.7	91.8
Human Resource Manager	75.3	90	92.1	105	80	98	102.3	118.5	92.3	114.2
Human Resource Specialist	38.2	45	46.8	52.5	39.5	46.4	48.5	53.8	48.7	60.9

Source: Mercer Human Resource Consulting, 2006 Mercer Benchmark Database, Human Resources Module, reproduced with permission