

Contents

Preface	vii
About the Editors	ix
Contributors	xi

Part 1 Introduction

1	Employee Pay: A Riddle Wrapped in a Mystery Inside an Enigma	3
	<i>Lance A. Berger</i>	
2	Total Rewards and the Future Workforce	11
	<i>Steven E. Gross and Shelley Peterson</i>	
3	Total Rewards Strategy	21
	<i>Thomas B. Wilson</i>	
4	Three Trends Shaping the Future of Compensation and Human Resources	31
	<i>Allan Schweyer</i>	
5	Demographics: The Tempest Driving Compensation	49
	<i>Dorothy R. Berger</i>	

Part 2 Base Salary

6	Salary Administration	63
	<i>Andrew S. Rosen</i>	
7	Merit Pay	85
	<i>Myrna Hellerman and James Kochanski</i>	
8	Job Analysis, Documentation, and Job Evaluation	95
	<i>Bernard Ingster, Ph.D.</i>	
9	Salary Surveys	111
	<i>Don York and Tim Brown</i>	

10	Benchmarking	125
	<i>Iain Fitzpatrick and Thomas D. McMullen</i>	
11	Skills, Knowledge, and Competency-Based Pay	143
	<i>Gerald E. Ledford, Jr, Ph.D., Robert L. Heneman, Ph.D. and Aino Salimäki</i>	
12	Broadbanding	159
	<i>Kenan S. Abosch</i>	
13	Nonmonetary Awards	167
	<i>Rodger D. Stotz and Melissa Van Dyke</i>	
14	Salary Administration at a Prestigious Cultural Institution: Pennsylvania Academy of the Fine Arts	187
	<i>Leslie Moody</i>	
15	Compensation Practices in a Middle Market Company	191
	<i>David E. Griffith</i>	
16	A Vision for Information Technology in Compensation	197
	<i>Steven T. McGuire</i>	
Part 3 Variable Compensation		
17	Incentive Compensation Program Design	205
	<i>Linda E. Amuso and David Knoppig</i>	
18	Using Variable Pay Programs to Support Organization Goals	215
	<i>Erin C. Packwood</i>	
19	Rationalizing Variable Pay Plans	227
	<i>Kenan S. Abosch</i>	
20	Sales Compensation	239
	<i>Jerome A. Colletti and Mary S. Fiss</i>	
21	Team-Based Incentives	259
	<i>Theresa M. Welbourne, Ph.D. and Luis R. Gomez-Mejia, Ph.D.</i>	
22	Gainsharing or Profit Sharing	277
	<i>Robert L. Masternak</i>	
23	Scanlon Gainsharing	295
	<i>Paul Davis and Dow Scott, Ph.D.</i>	
Part 4 Executive Compensation		
24	Executive Compensation Strategy	311
	<i>Ted Buyniski and Marvin A. Mazer</i>	
25	Long-Term Incentives	323
	<i>Jeffrey S. Hyman, Esq.</i>	

125	26 Executive Compensation: A Recruiter's Recommendations <i>Randy Jayne</i>	339
143	27 Executive Compensation: An Academic's Perspective <i>Johannes M. Pennings, Ph.D.</i>	349
159	28 Regulation of Executive Compensation <i>Frank P. VanderPloeg, Esq.</i>	365
167	29 Executive Employment Agreements <i>Richard L. Alpern</i>	385
187	Part 5 Compensation and the Board	
191	30 The Compensation Committee and Executive Pay <i>Seymour Burchman and Blair Jones</i>	397
197	31 New Dynamics of CEO Pay <i>David N. Swinford</i>	415
205	32 Board Compensation <i>Pearl Meyer and Nora McCord</i>	423
215	33 Board Critical Issues in Executive Pay <i>Bruce R. Ellig</i>	433
227	Part 6 Performance and Compensation	
239	34 Performance Management Best Practices <i>Thomas B. Wilson and Susan Malanowski</i>	447
259	35 Guidelines for Effective Executive Performance Appraisals <i>James F. Reda</i>	459
277	36 Forced Ranking <i>Dick Grote</i>	479
295	37 The Balanced Scorecard and Compensation <i>Paul R. Niven</i>	493
311	38 Performance Metrics and Compensation <i>Mark Graham Brown</i>	511
323	39 Using Compensation to Drive Workforce Productivity <i>Christian M. Ellis and Summer F. Barnes</i>	521
	40 Return on Investment of Compensation Expenditures <i>Fred Whittlesey</i>	531
	41 Pay-for-Performance: New Developments and Issues <i>Mark D. Cannon, Ph.D.</i>	543

Part 7 Talent Management and Compensation

- 42 Using Compensation to Win the Talent Wars 559
Deborah Rees
- 43 Talent Management, Organization Transformation, and Compensation 571
Lance A. Berger
- 44 Work-Life Effectiveness and Total Rewards Strategy 585
Kathleen M. Lingle
- 45 Compensating and Motivating a Diverse Workforce 597
Martin G. Wolf, Ph.D.
- 46 Communicating Compensation Programs 607
John A. Rubino
- 47 Talent Management and Compensation in the Fast Food Industry 617
Jerry M. Newman

Part 8 Global Compensation

- 48 Expatriate Compensation Practices 627
Geoffrey W. Latta
- 49 Global Local National Compensation Practices 641
Paul Coleman
- 50 Global Compensation Processes 653
Robert Mattson and David Turetsky

Index 655