

## Top Tips: Communicating Reward

- You must understand why you have the different elements of reward, how they fit together, what they are meant to be doing and how they relate to other HR programmes before you can communicate them.
- People do not understand their benefits and pensions in particular. You have to work very, very hard to get them to do so.
- Flexible benefits is a great way to get people to understand, or at least to appreciate the benefits they have.
- If you are going to make cuts, think about getting all the bad news out at one time and take it on the chin; deferring some decisions so that you have death by 1,000 cuts is much worse.
- If it is bad news:
  - it is always bad; do not try to put a positive spin,
  - be honest and tell it how it is
  - face to face is critical.
- Assuming that you apply rigour to determine market salary levels simply explain it to people. Most do not realise the research that goes into trying to be fair in relation to the external market.
- Know your audiences including the leadership who have to support the message.
- Think carefully about the messages and the most appropriate media for the audiences.
- The most efficient medium is not likely to be the most effective; get the balance right.
- How can you get people involved in the design or change so it is not just done to them?
- You always have to answer the question, 'What's in it for me?'

More detail can be found on each of these topics in my book *Reward Management*, published by Kogan Page, May 2022.