

What's New in 2 *REWARD*TM 2.05

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A Complete Guide to
the Innovative
Benefits, Features,
and Procedures in
REWARD 2.05



For more on REWARD 2.05, refer to:
www.watsonwyatt.com/reward



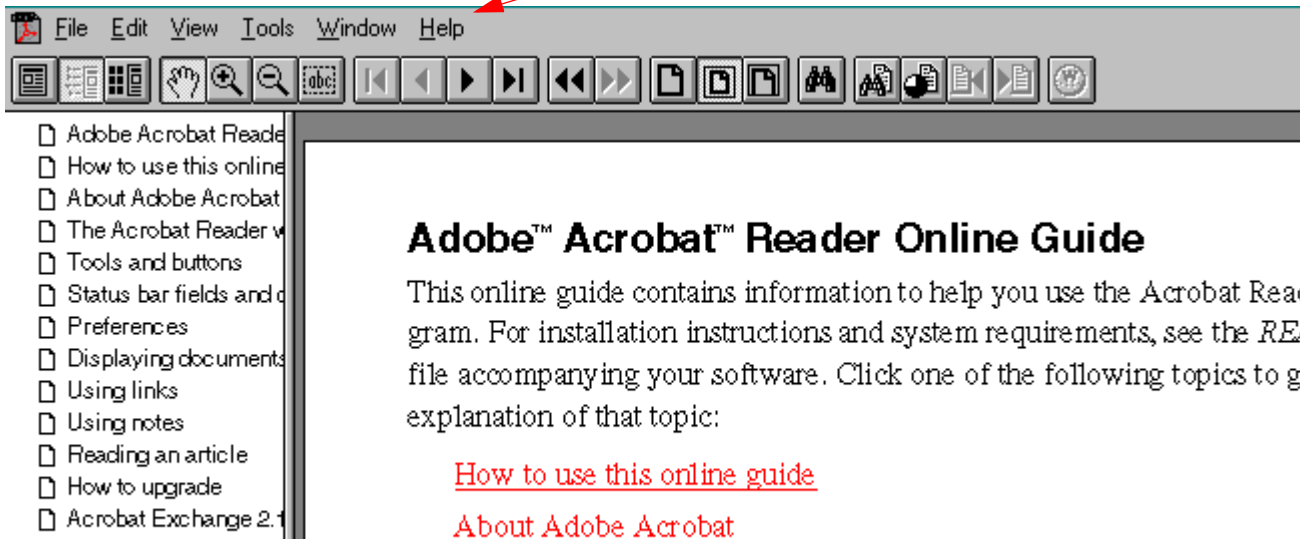
Using This Online Guide

In this Home area, you can learn about:












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
Viewing Online Documents

REWARD documentation is distributed in online books in Adobe™ Acrobat™ format. Via the Acrobat Reader, you can view, [search](#), or [print](#) the full text of this online guide; you can [navigate](#) using hypertext links (shown in blue text), bookmarks, thumbnails and other mechanisms; you can [copy and paste](#) text; you can change the page size; and so on. For details about Acrobat Reader, open its [online help](#):



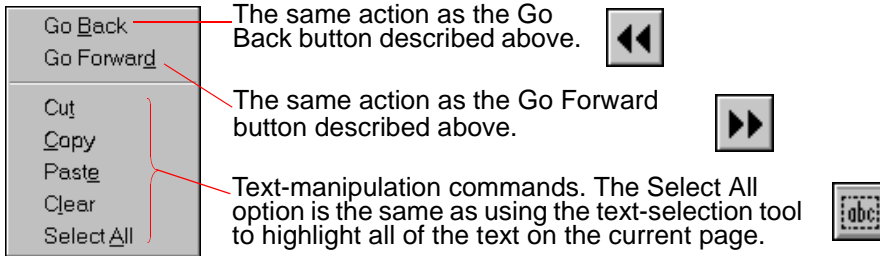
Navigating Online Books

Button	Action
Blue text	Indicates hypertext, which lets you jump directly to a topic.
	Displays bookmarks, a hierarchical listing of a document's topics. Click a bookmark to display that topic. Click the triangle symbols to show or hide subordinate bookmarks.
	Displays thumbnail images of each document page. Click a thumbnail to display that page.
	Moves the current page on the screen when it does not fit in the window. Drag the hand tool in the direction you want to move the page.
	Use the zoom tool to click on the book page to double the current magnification, or drag the tool to draw a rectangle (marquee) around the area that you want to magnify.
	Enables text selection, which lets you copy and paste text.
	Moves to the first page or last page of the current document.
	Moves to the previous page or next page of the current document.
	Retraces your document actions. The Go Back button returns you to the previously viewed page, document, or magnification level. Use the Go Forward button to reverse direction and return, one view at a time, to the view where you first used the Go Back button.
	Changes the display to 100% zoom, fit page in window, or fit page width inside window, respectively. Refer to the description of the zoom tool above.
	Opens a Find dialog box, for specifying the text to find in the current document. You can specify a partial word, a complete word, or a phrase.
	Opens a Search dialog box, for retrieving data across multiple documents— enables faster and more advanced text retrievals than Find.

 Finding a Text String in the
 Printing This Book
 Printing a Chapter
 Printing the Entire Book


Navigating with the Mouse

In addition to the tool buttons described above, you can also use the right mouse button to display a floating menu of navigation and text-manipulation commands:



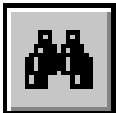
Finding and Searching for Text

Acrobat Reader distinguishes between finding and searching. *Finding* lets you locate part of a word, a complete word, or a phrase starting at the current page and moving to the end or beginning of the document. *Searching* offers more powerful text-retrieval options and is considerably faster in producing the results from your query.

NOTE: If your Acrobat Reader toolbar does not include the Search tool  you do not have Acrobat Reader with Search installed. Versions of the Acrobat Reader with Search are available for 16-bit Windows (Windows 3.1), 32-bit Windows (Windows 95, NT 3.51, and NT 4.0), and other operating systems. Contact REWARD Technical Support to obtain the Reader with Search version for your system.

► **To find a text string in the book:**

1. Click Acrobat's Find icon, press Ctrl+F, or choose Tools > Find.
2. In the Find What field, enter the partial word, complete word, or phrase you wish to find.



3. Click Find. Acrobat finds and highlights the first occurrence of the string.
4. If the first occurrence is not the one you are seeking, click Find Again, or press F3.

► **To add the Acrobat index file:**




Before you search a REWARD online book, you must identify the file containing the index data.

1. Click Acrobat's Search icon, or choose Tools > Search > Indexes.
2. From the Search dialog box, click Index.
3. From the Index Selection dialog box, click Add.
4. Locate and select the NEW205.PDX file, then click OK.

After you have identified the location of the index file or files you want to use, Acrobat retains that data for handling all search queries.

NOTE: The PDX index file depends on data files contained in the NEW205 subdirectory, installed as part of this online guide. Do not delete this directory.

► **To search the entire *What's New in 2 Guide*:**

1. Click Acrobat's Search icon, or choose Tools > Search > Query.
2. In the Find Results Containing Text field, type a query. You can construct Boolean queries using AND, OR, and NOT; you can use the wildcards * and ?; and you can search for a phrase. For details about these and other sophisticated searches, refer to the Acrobat Reader Help.
3. Click Search. Acrobat displays a match-query list.
4. To view the next match, click ; the previous match, ; the list of matches, .



Printing Online Books

You can print all or part of this online guide with any printer.

▶ **To print the *What's New in 2* Guide:**

1. Open this book in Acrobat Reader.
2. Select File > Print to display the Print dialog box.
3. In the Print Range section, select All pages.
4. Click OK to begin printing the book.

▶ **To print a chapter or section in the *What's New in 2* Guide:**

1. Open this book in Acrobat Reader.
2. Make note of the page range (From and To page numbers) for the section or chapter you want to print. For example: 3-1 to 3-20.
3. Select File > Print to display the Print dialog box.
4. In the Print Range section, click the Pages radio button.
5. Enter the starting and ending page numbers in the From and To fields.
6. Click OK to begin printing the section or chapter.

Copying and Pasting Text

You can copy and paste text from this online book into your own documents.

► To copy and paste text from the *What's New in 2* Guide:

1. Click the Select Text tool, or choose Tools > Select Text.
2. Drag to select the text you want to copy.
3. Copy the text to the clipboard by pressing Ctrl+C, or choose Edit > Copy.
4. Switch to another application, such as Notepad.
5. Paste the copied text by pressing Ctrl+V, or choose Edit > Paste.



Documentation Conventions

Example	Description
HOME ■	Position the cursor on the HOME label at the top of any page; a pointing-finger icon appears. Click the left mouse button to jump to the first page (table of contents) of this guide.
Blue text	Position the cursor on any blue text; a pointing-finger icon appears. Click the left mouse button to jump to the referenced topic.
Setup > Security	Select the Setup menu and then select the Security submenu / option.
Control+n	Hold down the Control key and press lowercase <i>n</i> .
Process Order field Close button	Screen titles, field labels on screens and dialog boxes, menu and submenu options, and button names are spelled with initial caps.
SELECT DISTINCTROW	SQL query examples, data-entry examples, and database objects are displayed in a monospace font.
INSERT INTO tblErrors ⌫ (ID, errorCode) ⌫ SELECT DISTINCTROW...	Read or write the lines of example code as a single line and disregard the line breaks at the line-continuation symbol (⌫).

Copyright & Trademark Notices

REWARD / Version 2.05

January 1999

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Overview of REWARD 2.05 Revisions

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Hardware and Software Requirements

REWARD 2.05 requires the hardware and software listed in the following table. Ensure that you have all the necessary equipment and software set up before you install REWARD.

Workstation Hardware	Minimum	Recommended
IBM compatible CPU	Pentium Pro or Pentium II, 233 Mhz.	Pentium Pro or Pentium II, 333Mhz. or faster
RAM	48 Mbytes	64+ Mbytes
Hard Disk	80 Mbytes	160 Mbytes
Swap file (the size of the 386 enhanced mode virtual memory)	13 Mbytes	Not applicable to Windows 95.
Monitor	VGA	SVGA
Peripherals	Mouse or trackball	Mouse or trackball
Printer	Inkjet printer	Laser printer
Workstation Software	Minimum	Recommended
Operating System	Microsoft Windows, version 3.1.1 (NOTE: not Y2K -compliant)	Windows 95 or Windows NT
DBMS	Microsoft Access (any version) on each REWARD workstation	Microsoft Access, version 2.0 on each REWARD workstation
Email (optional)	MAPI-compliant	MS Mail, MS Exchange, or cc:Mail
Support Requirements	Minimum	Recommended
Technical Support	Email system capable of receiving and sending 5-10Mb, extramural file attachments	T1-speed access to the Internet that allows 5-10Mb file downloads/uploads to/from a FTP site.
REWARD Website Access	28-56K baud Internet access to: www.watsonwyatt.com/reward	

LAN Configuration

REWARD can be installed on a local area network (LAN) for access by the Compensation group within Human Resources. Compatible networks include Novell Netware, Microsoft Windows NT, Microsoft LAN Manager, Microsoft Windows for Workgroups, Banyon Vines, and Lantastic. The system has not been designed to run on a Macintosh/Apple computer or under OS/2. For Novell, the only network setting that needs to be changed is the “Maximum Locks per Connection” on the server. Depending on the version of Netware and size of database being used, this needs to be set between 10,000 and 40,000.

Disk Capacity

A typical multi-user installation will have the front-end program files and various \Windows\System files (DLLs)-about 35 MB-on the individual workstations; and the common database residing on the network in a secured directory. The size of the common database files can be as small as a total of 20 MB but very large systems can range up to 100 MB and more, depending on the size of the employee population being tracked and the volume of salary survey data. Having the front-end on the workstation and the back-end on the network drive provides the best balance between speed and data access while having the data be part of the regular network backups.

System Speed

REWARD 2.05's speed has been benchmarked on a 450 MHz. PC with 128 Mbytes of RAM, with the backend database on a shared drive, and with 30,000 employee records. Opening employee forms and filtering were virtually instantaneous (1-3 seconds). Report generation speeds varied, but the average report printed data for 208 employees per second, with 272 per second as the best, and 138 per second the worst. The Compensation Summary report for 30,000 employees took a little over 2 minutes; the Employee Data Report took a little under 2 minutes. Filtering on 11% of the report data took an average of 20 seconds.

With REWARD 2.05 You Can...

Y2K Compliance

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• Rely on a system designed for Year 2000 compliance.	17
• Take advantage of REWARD 2.05's compliance guarantee.	22

Importing and Exporting Information

	Refer to...
• Import ECS surveys for 1998 / 1999.	24
• Import ECS surveys effortlessly using new procedures.	25
• Correct Employee data import errors with increased efficiency.	34
• Automatically export data for ECS and other surveys.	35

Organizing and Storing Market Data

	Refer to...
• Use an improved screen format that enables you to enter data faster by only showing the fields you need to see and by copying an existing survey record.	38
• Use one-button job matching—when market pricing a single job, press the Match This Job button to make an instant job match.	46
• View market matches on the same screen as the survey job.	48

	Refer to...
• Add job match comments for auditing purposes (e.g. use =, +, or - to categorize the job match. Or add comments like “This is a good match for half of the job.” Which will appear on the market pricing reports as reminders.	49
• View in datasheet mode for easier analysis of multiple records.	50
• Retrieve relevant market data for review using the Quick Filter function.	52
• Use the archive function to improve performance by offloading unmatched survey records to an archive library. This survey data can be easily restored for future job matching exercises.	55
• Delete unmatched survey data with the click of a button.	61

Entering and Updating Employee Data

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• Store employee data for both competency and traditional pay programs.	67
• View Salary Division data on the Employee screen.	77
• Link an Employee's ID with his or her Manager's ID.	78

Entering and Updating Job Data

	Refer to...
• Profile a job as a “role” for competency-pay projects.	79
• Use one-button job matching.	81
• Copy or move job matches from one job to another.	83
• Perform batch job changes with new, simplified controls.	86

Performing Salary Planning (Merit Matrix)

	Refer to...
• Group employees in distinct merit matrices using any criteria.	90
• Select from various Merit Matrix methods to bring employees to the minimum of their salary ranges and/or cap pay at a percentage of the salary range maximum.	93
• Customize the look and feel of the Merit Matrix with just a few mouse clicks.	101

Generating Reports

	Refer to...
• Use new and improved Market Pricing reports.	104
• Produce reports hundreds of times faster than in previous versions, often in a handful of seconds.	105
• Generate reports more quickly by sending them directly to the printer— skipping the on-screen preview.	106
• Distribute reports in various formats for email and/or Intranet channels.	107
• Specify a page eject when grouping report data and create special groupings for the <i>EMV Summary-All Comparators</i> Report.	116
• Customize a report heading for different audiences.	119
• Generate summary reports quickly.	120

Utility Functions and Error Log

	Refer to...
• Use a range of Utility functions for handling remote support and special processing.	121
• Track and report system error messages with the integrated Error Log.	123

Competencies

	Refer to...
• Define and administer a pay-for-competency program using traditional benchmark market pricing data.	125
• Define competency data with completely automated tools.	127
• Simplify migration from traditional pay programs to pay-for-competencies by allowing employees to have parallel sets of data.	135
• Simplify the creation and administration of pay lines by clustering similar roles together.	139
• Compare similar jobs that might, for example, have different titles or be in multiple locations or functions.	143

Job Descriptions

	Refer to...
• Use the FastAdd function to accelerate data entry for job accountability data.	148

-
- Link many jobs (perhaps differentiated by region because they are market-priced differently) to a single job description. This saves you from managing multiple descriptions for essentially the same job. [152](#)
-
- View the number of narrative sections, accountabilities, and job specifications from the main description page. [154](#)
-

REWARD for Managers

	Refer to...
• Give line managers a software tool on their desktops for building competency profiles including both strategic and functional competencies.	155
• Empower managers to conveniently define and rate annual performance goals for use in variable pay administration.	157
• Set up and administer the system efficiently.	160

Y2K Compliance

	Refer to...
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Understanding REWARD's Year 2000 Compliance

With REWARD 2.05 you can rely on a system designed for Year 2000 compliance.

REWARD 2.05 adheres to year 2000 conformity requirements as defined by the British Standards Institute committee BDD/1/-/3. In particular:

British Standards Institute committee BDD/1/-/3 Definition of Y2K Compliance

- Rule 1** No value for the current date will cause any interruption in operation.
- Rule 2** Date-based functionality must behave consistently for dates prior to, during, and after 2000.

Rule 3 In all interfaces and data storage, the century in any date must be specified either explicitly or by unambiguous algorithms or inference rules.

Rule 4 Year 2000 must be recognized as a leap year.

Put simply, year 2000 compliance means that neither a system's performance nor its functionality is affected by dates prior to, during, and after the year 2000.

In version 2.05, an automatic audit process runs when REWARD first attaches to the database. Also, in 2.05, you can choose to manually enter or import date data using four-digit or two-digit years. All dates entered into REWARD, manually or imported, are reviewed by a pivot year mechanism. If the year is a two-digit year, REWARD will select which century is applicable—based on REWARD's windowing technique.

REWARD's Year 2000 Audit Process

When REWARD first attaches to the database (the "backend"), it runs an audit to ensure that all screens that include date fields are compliant with Year 2000 requirements. Particularly, REWARD checks screens that have been customized for you by Watson Wyatt. Before the Year 2000 audit begins, a dialog box opens to give you the option of running the audit at that time.

This dialog box will always appear each time REWARD starts until the user answers with "Yes" and the audit begins. Once the audit has been completed (it takes only a few minutes), this dialog box will not appear again as long as the user does not attach to another database. If the user attaches REWARD to another database, the system will again display the audit dialog box each time during start-up—until the audit is run.

REWARD's Windowing Technique

You can define a system-wide parameter (00 to 99) that specifies a two-digit *pivot year*. The user-defined pivot year is the basis for the REWARD function that determines in which century, the current or next, a two-digit date is to be stored. Currently, this number is set to 15 because in 1998 we know that no active employees:

- Were born on or before the year 1915, or,
- Have a scheduled next increase on or after the year 2015.

The probability that either case is true is essentially nil.

When a date is entered into REWARD, it passes through a single function that analyzes the two right-most characters of the year:

1. If the two-digit year is less than or equal to the pivot year value (15), the year must be in century 2000.
2. If the two-digit year is greater than the pivot year value (15), the year must be in century 1900.

For example, let's say the pivot year parameter holds the default value of fifteen (15). This would mean that a two-digit year of 37 would be interpreted by REWARD as the 1937; whereas a two-digit year of 11 would be interpreted as the 2011. Based on feedback from our users, this approach is favored because it avoids the tediousness of having to manually enter a "19" or "20" prefix to every year. Also, you can change the pivot year value at any time.

NOTE: For complete information on REWARD's compliance with Y2K requirements, refer to the *Y2K Compliance Position Statement* at www.watsonwyatt.com/reward.

REWARD 1.13 and Earlier Versions

REWARD versions 1.13 and earlier do not conform to Y2K requirements. Accordingly, Watson Wyatt is making a concerted effort to migrate existing users to the fully compliant REWARD version 2.05. The Year 2000 conformity improvements that were made in version 2.05 that are absent in version 1.13 are:

- Windowing (pivot-year algorithm)
- Date fields enable a two- or four-digit year to be entered
- Date fields are wide enough to accommodate a wide date (e.g. 12/31/2002)

Note that no changes were made to algorithms that processed date data. The algorithms did and still do conform to Year 2000 conformity requirements.

2.05 Upgrade Charges

There are no additional licensing fees or any increase in the annual maintenance fees to upgrade to REWARD 2.05. There will be a charge to cover the expense of re-implementation (gathering current files, converting the database, installing the new software on-site, and providing a small training session). Organizations with customized software must have their customizations retrofitted to the new version, but only if the customizations conflict with changes made to the base application.

Defining the Pivot Year

► To define the Pivot Year:

1. Select Setup > System Parameters.



2. Click General Information. The General Information section of the screen appears.

System Parameters Setup

General Information

Organization Name

Century 2000 Pivot Year Years where the two rightmost digits are less than or equal to 15 will be considered Century 2000. Years after 15 will be considered Century 1900.

3. Enter the name of the organization. This name appears in the title bar when you open REWARD and prints on all reports and job descriptions.
4. Enter a Pivot Year. REWARD will interpret all years before or equal to the Pivot Year to be in the 21st century (20xx); all years after the Pivot Year are considered to be in the 20th century (19xx). The default Pivot Year is 15. For example, if the Pivot Year is set to 15 and a user enters a date of 6-12-01, REWARD will interpret it as a 21st century date (6-12-2001). Likewise, a date of 7-4-16 will be interpreted to be a 20th century date (7-4-1916).

NOTE: In selecting a Pivot Year, consider how far back in the 20th century (19xx) would be the birthday of an active employee. Also note that if a REWARD user's raw data only shows two-digit years, the Watson Wyatt delivery team will ensure that these dates are converted for Year 2000 compliance.

5. Proceed to another section of the screen or click Close.

Take Advantage of REWARD 2.05's Compliance Warranty

With REWARD 2.05 you can be assured that REWARD 2.05 will handle 21st century dates.

The REWARD 2.05 Software License and Services Agreement specifically assures users that REWARD is Y2K compliant:

6.2 Year 2000 Warranty. When the Licensed Program is used according to the Documentation, all date-based functionality will behave consistently for dates before, during, and after the Year 2000 (including leap years), provided that all products (including hardware, software, and firmware) used with the Licensed Program properly exchange data with it.

Importing and Exporting Information

	Refer to...
• <i>Importing 1998 / 1999 ECS Surveys</i>	24
• <i>Importing ECS Surveys—New Procedures</i>	25
• <i>Handling Employee Data Import Errors</i>	34
• <i>Exporting Data for ECS and Other Surveys</i>	35

REWARD's import/export features enable you to effortlessly import ECS survey data. REWARD 2.05 includes a complete redesign for importing ECS reports that is dramatically faster and more flexible for selecting which job and scope data to import. Furthermore, if there is special market-position data that you want to import (for example, 25% percentile), your REWARD Support Specialist can assist you with a quick phone call.

NOTE: Previous documentation for REWARD surveys referred to data from Watson Wyatt Data Services (WWDS). This data is now referred to as survey reports from ECS.

Importing 1998 / 1999 ECS Surveys

With REWARD 2.05 you can import ECS surveys for 1998 / 1999.

A Special Offer for New REWARD Clients

If you do not currently subscribe to any of the standard ECS reports (surveys), and if you purchase REWARD for a system-only implementation (not as part of a market-pricing consulting engagement), then you are eligible to receive a one-year subscription to all standard ECS reports (ECS Reports Package) for \$1,000. The ECS Reports Package includes reports from the following seven surveys:

- Top
- Middle
- Supervisory
- Professional & Scientific
- Sales & Marketing
- Office Personnel
- Technical & Skilled Trade

ECS offers additional surveys that are available for import such as the HR, Health Care, Financial Institutions, and other surveys that are not available as part of this offer but can be ordered separately. Contact your REWARD delivery team if you are interested.

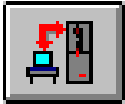
Because of format changes in the 98/99 ECS standard surveys, some data in these surveys will not be available if you are using a version of REWARD prior to 2.05. You are assured of full data compatibility in 2.05.

Importing ECS Surveys—New Procedures

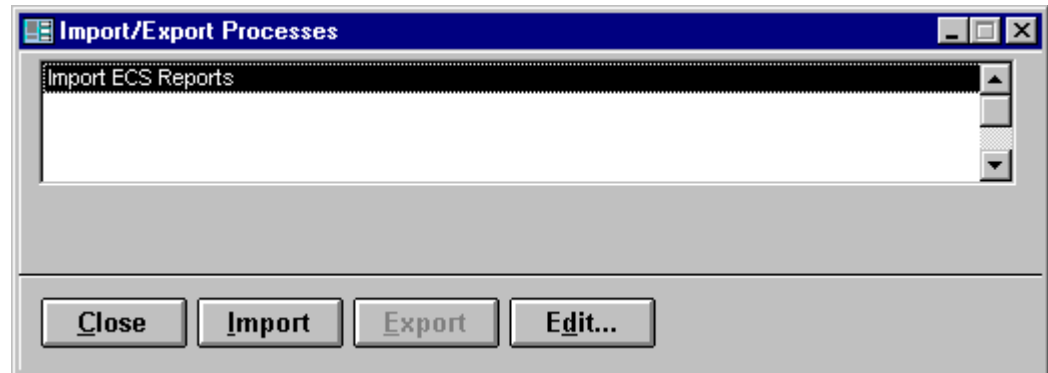
With REWARD 2.05 you can import ECS surveys effortlessly.

► To begin importing ECS survey data

NOTE: Back up your existing REWARD files before importing data. This step makes restoring data easier if a problem occurs.



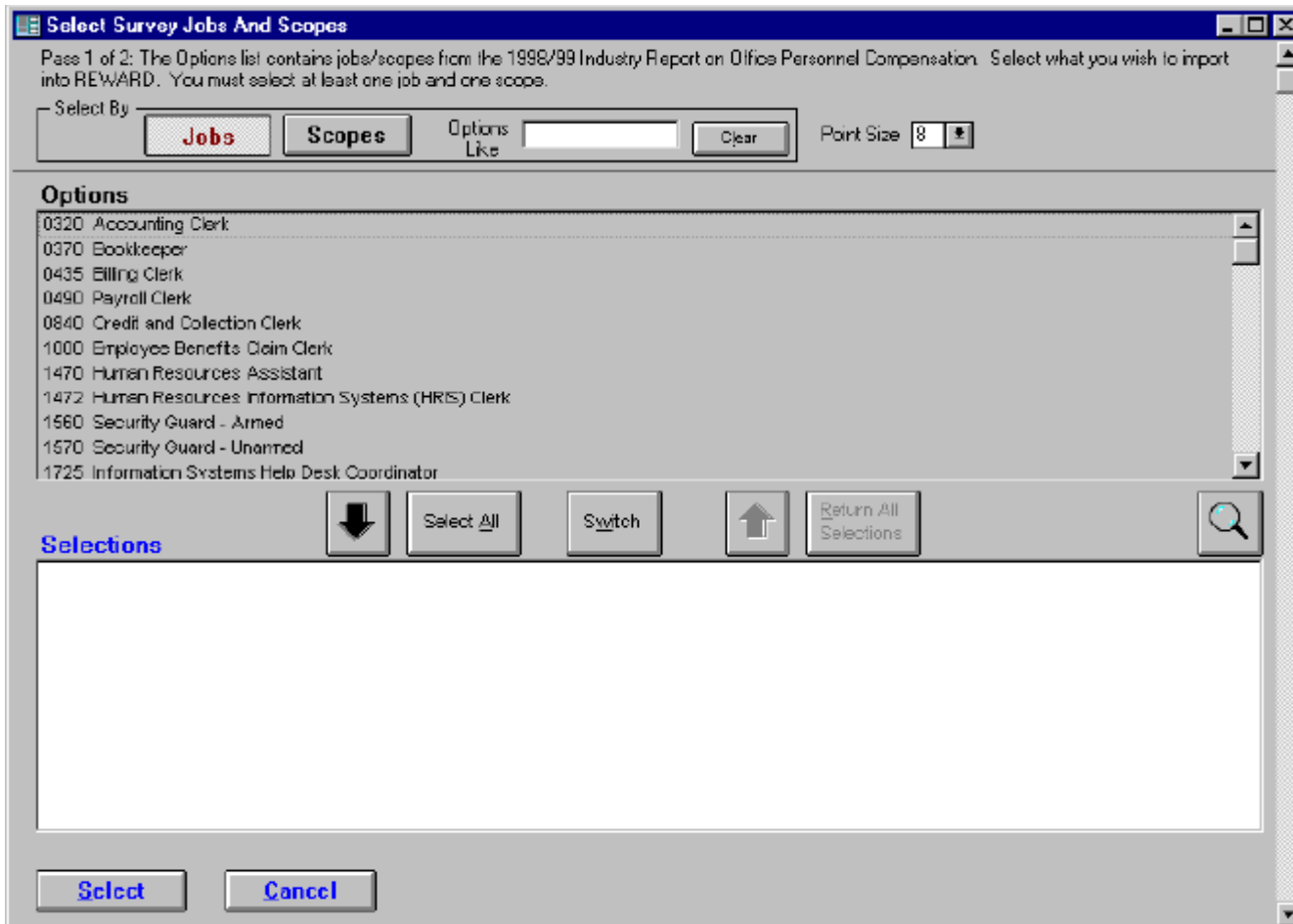
1. From the Home screen, click Import and/or Export Data. The Import/Export Processes window opens.



2. Insert the ECS Survey Report disk #1 in drive A.
3. Select the Import ECS Reports option and then click the Import button. An Import Confirmation dialog box appears. Click Yes to continue.



4. The Import Status window opens and REWARD processes preliminary import data. When completed, the Select Survey Jobs and Scopes screen appears:



Familiarize yourself with this screen before continuing:

Select Survey Jobs and Scopes—Screen Layout

Area / Control	Description
<i>Top of screen</i> Note	The note at the top of the screen identifies which ECS survey you are importing and it indicates that this is pass 1 of 2. In the first pass, you will select the job(s) and scope(s) that determine which specific ECS survey files are to be used for import. In pass 2, you will select the specific job(s) and scope(s) data to be imported from the survey file determined in pass 1.
<i>Select by</i> Jobs button	Clicking the Jobs button displays job titles in the Options list box. By default, this button is selected when the screen first opens.
<i>Select by</i> Scopes button	Clicking the Scopes button displays a list of scopes in the Options list box.
<i>Select by</i> Options Like field	Entering a key word in the Options Like field displays only the job titles or scopes that contain the specified term.
<i>Select by</i> Clear button	Clicking the Clear button after specifying an Options Like term will redisplay the full list of job titles in the Options list box.
Point Size list	Use this pull-down pick list to change the size of the entries displayed in the Options and Selections list boxes. Making these entries display in a smaller font might aid in more efficient selection or review of the entries.
Options list box	This list box displays either a list of job titles or job scopes—depending on which of the Select By buttons is active. You move entries from this list to the Selections list by either double-clicking on the entry or using the mid-screen buttons (described below).
<i>Mid-screen</i> Down arrow button	Clicking this button will move the currently highlighted entry in the Options list box to the Selections list box.
<i>Mid-screen</i> Select All button	Clicking this button will move all of the entries in the Options list box to the Selections list box.

Area / Control	Description
<i>Mid-screen</i> Switch button	Clicking this button will swap the entries listed in the Options and Selections list boxes. That is, whatever is in Options will move to Selections and vice versa.
<i>Mid-screen</i> Up arrow button	Clicking this button will move the currently highlighted entry in the Selections list box to the Options list box.
<i>Mid-screen</i> Return All Selections button	Clicking this button will move all of the entries in the Selections list box to the Options list box.
<i>Mid-screen</i> Magnifying glass button	Click this button to display the complete text (a zoom view) of the currently highlighted entry in either the Options or Selections list boxes. If you can't view the complete text of the list boxes, you can either lower the point size and/or raise the display resolution of your monitor via the Windows Control Panel.
Selections list box	This list box displays your current selections of either job titles or job scopes—depending on which of the Select By buttons is active.
<i>Bottom of screen</i> Select button	After entering at least one Job or Scope entry in the Selections list box, click this button to begin the import process for either Pass 1 or 2.
<i>Bottom of screen</i> Cancel button	Click this button if you want to cancel the import. By clicking Cancel, you are, in effect, selecting no records. The REWARD import process will continue for a few seconds more, but no records will be imported.

► **To select Jobs and Scopes for import—Passes 1 and 2**

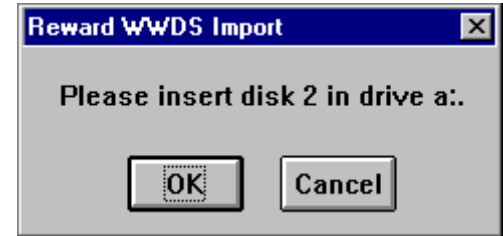
NOTE: You must select at least one job and one scope in each of the two passes through this data import process.

1. Click the Jobs button to display job titles in the Options list box.
2. Scroll through the list to find a job title you want to select. Either highlight the job title you want to select and click the Down arrow or double-click the entry to move it to the Selections list box.
3. After making entries in the Selections list box for all Job data you want to import, check your Selections to confirm their accuracy.
4. Click the Scopes button. The Options list box now displays scope entries.
5. Either highlight scope you want to select and click the Down arrow or double-click the entry to move it to the Selections list box.
6. After making entries in the Selections list box for all Scope data you want to import, check your Selections to confirm their accuracy.

The screenshot shows a software interface for selecting data to import. At the top, there is a 'Select By' section with two buttons: 'Jobs' and 'Scopes'. The 'Scopes' button is highlighted with a red dashed border. To the right of these buttons is a text input field labeled 'Options Like' and a 'Clear' button. Below this is a section titled 'Options' which contains a list of items: 'All Organization Summary', 'Industry Analysis', and 'Select by employee size'.

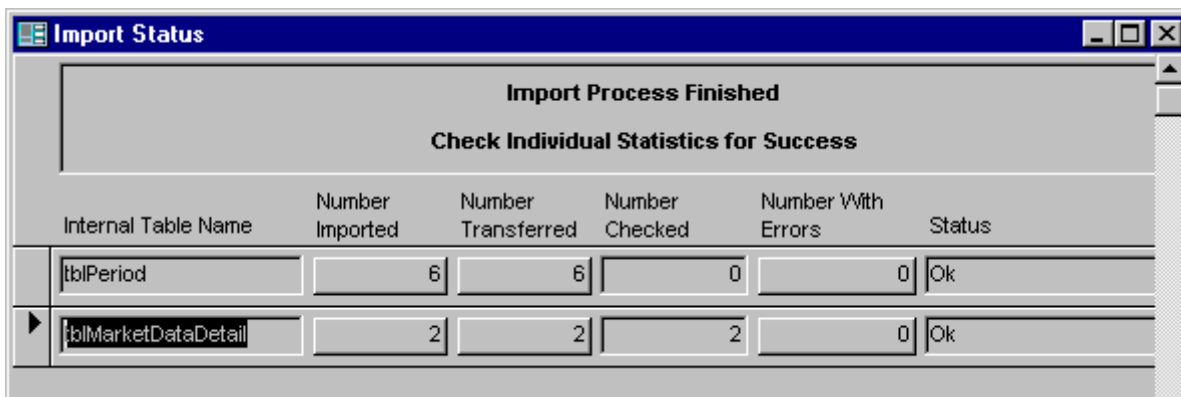
- Click the Select button to begin the import process for Pass 1. The Import Status window opens, displaying the progress in importing the ECS spreadsheet files. During this process, you may be asked to insert another survey data disk in drive A:

After inserting all necessary survey data disks, Pass 1 of the import process will finish and the Select Survey Jobs and Scopes screen appears with the note that you are now at Pass 2 of 2:



NOTE: You must select at least one job and one scope in each of the two passes through this data import process.

8. Click the Jobs button to display job titles in the Options list box.
9. Repeat steps 2 through 6 above.
10. Scroll through the list to find a job title you want to select. Either highlight job title you want to select and click the Down arrow or double-click the entry to move it to the Selections list box.
11. Click the Select button to begin the import process for Pass 2. The Import Status window opens, displaying the progress in importing the ECS data. On completion, the Import Status window appears with the message that the import process is finished:



The screenshot shows a window titled "Import Status" with a blue title bar. Inside the window, the text "Import Process Finished" is centered at the top, followed by "Check Individual Statistics for Success". Below this is a table with the following columns: Internal Table Name, Number Imported, Number Transferred, Number Checked, Number With Errors, and Status. The table contains two rows of data.

Internal Table Name	Number Imported	Number Transferred	Number Checked	Number With Errors	Status
tblPeriod	6	6	0	0	Ok
tblMarketDataDetail	2	2	2	0	Ok

12. Check the status data that is displayed for possible import errors. The Import Status screen displays the table names, number of records imported, transferred, and checked, and the number of records with errors with status.

NOTE: When importing some surveys, you may notice that a fewer number of records are checked than are actually imported into REWARD. The reason for this occasional discrepancy is that there is sometimes insufficient survey data due to low participation (either the number of organizations or employees surveyed is three or less). In these cases, ECS blanks out all the pay data to protect the identities of the participants. Records with

missing pay data are useless for job matching, so REWARD deletes these records automatically.

13. After checking for possible errors, click Close. The Import/Export Processes window reappears—ready for another selection.

NOTE: Generally, a very small fraction of a survey's jobs will actually be linked to your organization's jobs. Although having all of a survey's job data available is an asset for future market-pricing efforts, it is a performance liability to have a large number of unused records on file. For information on how to delete unused survey data records, refer to: [Deleting Unmatched Survey Data](#) and [Archiving Survey Data](#).

► To view a subset of Job or Scope Options

To narrow the list of the jobs or scopes listed as Options, consider using the Options Like field to specify a subclass of entries.

1. In the Options Like field, enter a key word to be contained in all of the entries you want to view. For example, if you are interested in reviewing only Clerk positions, enter "clerk" in the Options Like field.

2. Press Enter. The Options list box now displays only those job titles with the term “clerk” in them:
3. Now make your selections from this subset of Options.
4. To display the complete list of Options, click the Clear button.

Select By: **Jobs** | **Scopes** | Options Like: clerk | Clear

Options

- 0320 Accounting Clerk
- 0435 Billing Clerk
- 0490 Payroll Clerk
- 0840 Credit and Collection Clerk
- 1000 Employee Benefits Claim Clerk
- 1472 Human Resources Information Systems (HRIS) Clerk
- 1790 Data Control Clerk
- 2120 File Clerk
- 2210 Clerk
- 2215 Records Clerk
- 2217 Forms Clerk

Handling Employee Data Import Errors

With REWARD 2.05 you can correct employee data import errors with increased efficiency.

REWARD 2.05 simplifies the way key violation errors are handled when importing employee data. Employee data has lookup fields into more than 25 different tables, creating the possibility of multiple key violations.

For example, in past versions, if John Smith's Division code of "1234" did not match to a code in the Division table, REWARD would have locked out John Smith's entire record; none of John's data would be updated until all the key violations were corrected. In version 2.05, REWARD takes a more forgiving approach. Now, in version 2.05, REWARD will:

- Blank out John's Division field (leaving it with a null value)
- Report the key violation in the Comments field by displaying both the field name and the violation value (for example: "Division: 1234")
- Change the value of the Last Modified By field to "Key Violation". To see all the records that have key violations, you can filter on: Last Modified By = "Key Violation"

Additionally, REWARD 2.05 offers a new report to assist the database administrator when key violations occur.

► **To check for key violations on employee data imports:**

1. Check to see if the import status reads "Key Violations."
2. If there are key violations on employee data, run the *General - Employee Data Import: Key Violations* report for a detailed listing of employees with key violations. This report lists which fields failed and their corresponding values.

Exporting Data for ECS and Other Surveys

With REWARD 2.05 you can automatically export data for ECS and other surveys.

If you want to participate in an ECS survey, REWARD automatically exports the data to diskette in the exact format that ECS requires. Any format supported by Microsoft Access is acceptable as a file format. Database, spreadsheet, and text file formats you can use include the following:

- Microsoft Access 2.0
- Paradox 3.x and 4.x
- Microsoft FoxPro 2.0, 2.5, and 2.6
- dBase III and IV
- Microsoft Excel (versions 2.x, 3.0, 4.0, and 5.0)
- Lotus 1-2-3 or 1-2-3/W (.WKS, .WK1, and .WK3 files)

General Notes

1. ECS only accepts data for full-time employees. Specify how your database defines “full-time.”
2. After the file has been created, review the resulting data to confirm that it contains all of the data that ECS requests. In some cases, on a job-by-job basis, there may be other scope/factor data that they are asking for. For example, if you are participating in the Sales/Marketing survey, ECS wants to know about the type of sales for, say, a Sales Manager.
3. The export file does not report information about your company. Enter this information manually.

4. You can use REWARD's export function to generate export files for other market data survey organizations besides ECS. However, note that ECS wants data collected on each incumbent, whereas some survey houses only want summary data on a job basis. If this is the case, you need to use the export file for additional processing to generate summary results.

▶ **To export data for ECS surveys**

1. Select Setup > Market.
2. Click Export Market Data. The Export Data to Market Surveys screen appears.



NOTE: REWARD provides online field-specific help for each field.

Organizing and Storing Market Data

	Refer to...
• <i>Streamlining Data Entry</i>	38
• <i>Making Instant Job Matches</i>	46
• <i>Viewing Market Matches</i>	48
• <i>Adding Job-Match Comments</i>	49
• <i>Using Datasheet Mode</i>	50
• <i>Using QuickFilter</i>	52
• <i>Archiving Survey Data</i>	55
• <i>Deleting Unmatched Survey Data</i>	61

Streamlining Data Entry

With REWARD 2.05 you can use an improved screen format.

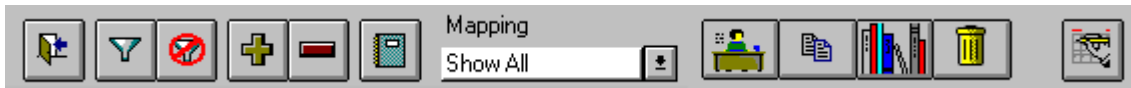
You can enter data more quickly by:

- Customizing the Market Data screen to display only the fields you need to see
- Working with a copy of a market data record
- Following simple data-entry procedures

▶ **To customize the display of the Market Data screen:**

With four market comparators and five pay types, REWARD displays 20 fields (cells) of pay data. Frequently, you will need only a subset of pay types (i. e. Base Pay and Total Cash Compensation), and you may have only collected market data on two of the four possible comparator points. To simplify data entry and analysis, REWARD 2.05 offers you a simple way to customize which of the market pay fields you want to see.

1. Go to the Mapping control In the toolbar at the top of the Market Data screen:



2. Use the pull-down pick list to select the custom view that you want.

The Market Data Screen Mapping: Show All

Market Data

Mapping: Show All

Survey: WYATT PRD/SD

Job Title: Accountant-Level3

Scope: US

Job Code: _____ Page: _____
 Level: _____ Companies: 611
 Date Entered: _____ Incumbents: 555

	50th Side	Avg.	Wgt. Avg.	
Base Pay	\$32,430.00	\$31,000.00	\$0.00	\$0.00
Bonus Amount	\$0.00	\$0.00	\$0.00	\$0.00
Bonus Percent	0	0	0	0
User-Defined	\$0.00			
Total Cash Comp	\$0.00	\$0.00	\$0.00	\$0.00

Job Matches:

Job Code	Qualifier	Region	Weight	Job Title
JFW00001			100	ACCOUNTANT
JZ000001				

Record 3 of 257

The Market Data Screen Mapping: Base Only

Market Data

Mapping: Base only

Survey: WYATT PRD/SD

Job Title: Accountant-Level3

Scope: US

Job Code: _____ Page: _____
 Level: _____ Companies: 611
 Date Entered: _____ Incumbents: 555

	50th Side	Avg.	Wgt. Avg.	
Base Pay	\$32,430.00	\$31,000.00	\$0.00	\$0.00

Job Matches:

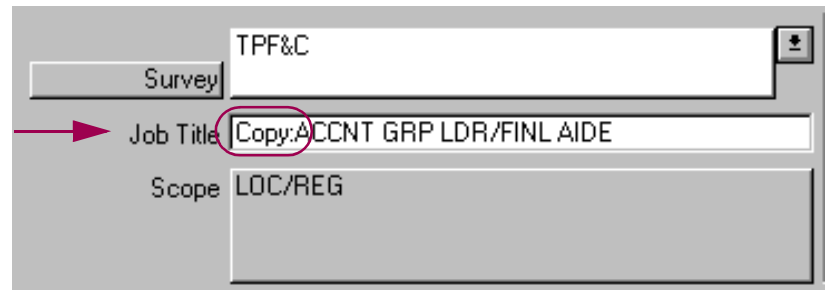
Job Code	Qualifier	Region	Weight	Job Title
JFW00001			100	ACCOUNTANT

Record 1 of 1

NOTE: Modifying the market pay fields will automatically recalculate the EMV for linked jobs. This recalculation occurs when you exit from the Market Data screen.

▶ **To copy the current market data record**

1. On the Market Data screen, go to the market data record that you want to copy.
2. Click the Copy button. You will receive a message if the copy operation is successful. If the copy operation is not successful (for example if there is a key violation due to a field set to null during a type conversion failure), you will also be notified.
3. Note that the Job Title field now displays that the current record is a copy:
4. Without having to do redundant data entry, you can quickly modify this record as necessary.




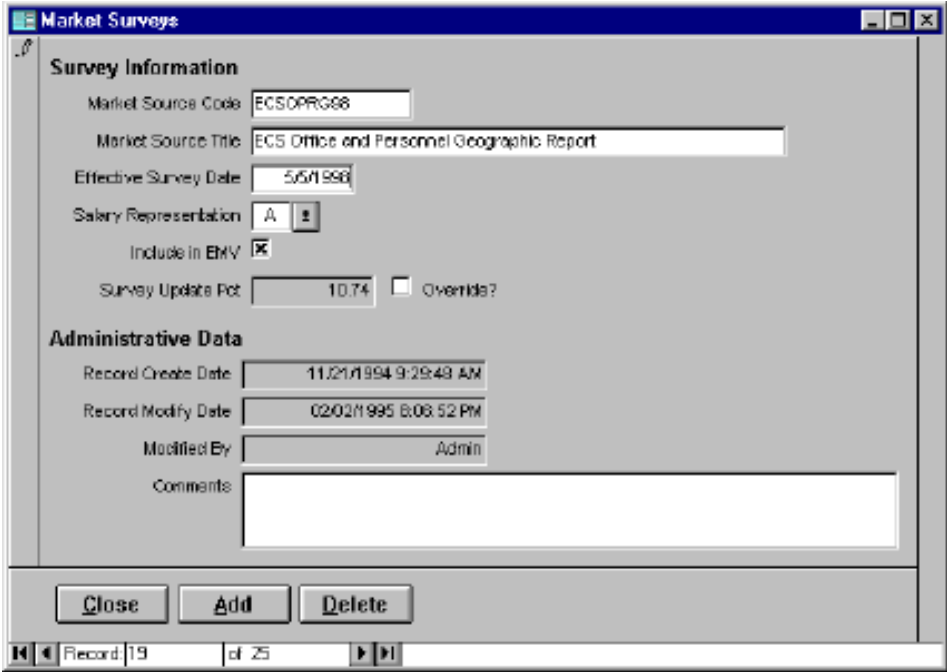
NOTE: Copying market data also copies the job-match links as well.

The Market Data screen displays a wealth of information that uniquely describes market jobs. The top part of the screen presents general survey job data:

Field	Description
Survey	The name of the survey from which it came from. Select from the pull-down pick list of salary surveys that have been entered into REWARD. You can review survey information about the currently selected survey, delete the survey, or add a new survey. Refer to the procedures below: To add a new market survey , To add a market survey record , and To find a market survey .
Job Title	The market job title. This is the job title from the survey, not your organization's job title. This field cannot be empty.
Scope	REWARD displays the scope of a market job as a single character string, but it is actually composed of as many as five different strings. For example, a scope that reads as "Clothing Industry, California, For-Profit" can be stored as three small phrases that are chained together.
Job Code	This field is required; it cannot be blank.
Level	This is an optional field. Some surveys use the same job code but differentiate level by a level code. Since level is not a mandatory field in REWARD, it would be best practice to couple the level with the market job code or the market job title.
Date Entered	This is the date the data was entered. This is a convenience and not mandatory.
Page	This is an optional field that stores the hardcopy page number for tracking purposes.
Companies	This is the number of survey participant companies with job matches to this job. Note that if this number is low (typically below 3), the survey house will not publish pay information in order to maintain the confidentiality of the participants.
Incumbents	This is the number of survey participant incumbents with job matches to this job. Note that if this number is low (typically below 3), the survey house will not publish pay information in order to maintain the confidentiality of the participants.



► **To add a new market survey**

1. Select Data > Market from the menu bar or click the Market Data button on the Home screen. The Market Data screen appears.
2. Double-click the Survey button adjacent to the Survey field.
 
3. The Market Surveys window opens. The top part of the window displays general Survey Information. The lower part, Administrative Data, can be used to enter notes about the currently listed survey:
 
4. Click the Add button. A new Market Surveys record is displayed with blank fields—ready for data entry.
5. Enter the Survey Source Code, the Market Source Title (name of the survey), and the Effective Survey Date.

6. Use the pull-down pick list to enter the Salary Representation of the data (annual, monthly, hourly, etc.)
7. If you want this survey data to be included in Estimated Market Value (EMV) calculations, check Include In EMV (the default is Yes).
8. Click inside the left margin of the Market Surveys window to save the record.

NOTE: REWARD calculates the Survey Update Percent automatically. This is the aging factor that must be applied in order to age the survey data to the system-wide common aging date.

9. Click Close to return to the Market Data screen.

▶ **To add a market survey record**



1. Select Data > Market from the menu bar or click the Market Data button on the Home screen. The Market Data screen appears.
2. Find the survey to which you want to add a record. (Refer to the procedure [To find a market survey](#) below).
3. Click the + key on the toolbar. A new record is added.



NOTE: In some REWARD windows, you can add a record by navigating to the last record and then navigating forward to the next record. But on the Market Data screen, you must use the + key to add the record.

4. REWARD will automatically enter the Survey name, defaulting to the name of the Survey that was selected when you clicked the + button. (This will simplify your data entry when adding many records for the same survey. However, if the correct Survey name is not displayed, select the correct one from the drop-down pick list.)

NOTE: When you are adding a market survey record, you can select a different Survey than the default. However, once the new record is saved, do not try to find another market survey by selecting another entry in the Survey drop-down pick list. Be sure to follow the correct procedure ([To find a market survey](#) below).

5. Complete the Market Data fields for the new survey record. If certain essential fields are left blank, REWARD will complete them with generic phrases as follows:
 - Missing Job Code: <no title>
 - Missing Scope: <no scope>
 - Missing Job Code: <no code>

▶ **To find a market survey**

NOTE: Instead of using the following procedure, you can also use QuickFilter to quickly find specific market jobs in a large volume of survey data. Refer to [Using QuickFilter](#) below.

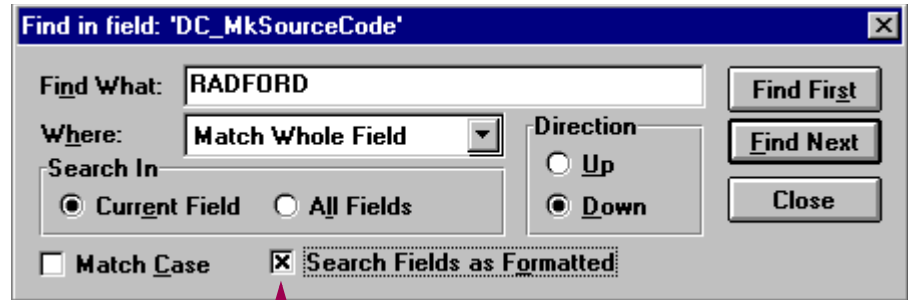
1. Select Data > Market from the menu bar or click the Market Data button on the Home screen. The Market Data screen appears.



2. Click the Survey drop-down pick list button.



3. Select Edit > Find. The Find in Field: 'DC_MkSourceCode' dialog box opens.



You must check the Search Fields as Formatted checkbox to locate the survey.

4. In the Find What field, enter the name of the survey you want to find.
5. Check the Search Fields as Formatted checkbox.
6. Enter other search criteria as appropriate, then click the Find First button.
7. The survey is located, click Close in the Find in Field dialog box.

Making Instant Job Matches

With REWARD 2.05 you can use one-button job matching.

► To create a match between a market job and your organization's job

1. In the Market Data window, select a market job to be matched to one of your jobs.
2. Click the Add Job Match button.

Market Data

Mapping: Base only

Survey: 1994 ERC SALARY

Job Title: COMP PROGRAMMER II (INTM)

Scope: CLEVELAND

QuickFilter: Job Title (selected), Code (unselected)

Survey: []

Job Title: programmer

Scope: []

Go! Clear Show Unique Selections

Job Code: 52 Page: []

Level: [] Companies: 46

Date Entered: [] Incumbents: 98

	50th %tile	Avg.	Wgt. Avg.
Base	\$28,041.60	\$0.00	\$0.00

Job Code	Qualifier	Region	Weight	Job Title
1003501			100	PROGRAMMER/ANALYST

Comments: []

Add Job Match... Delete Job Match

Record: 1 of 3

- In the Select a Job to Match window, select the matching job from the list of your organization's jobs.
- When you have selected the job you want to match, click Select Job Match.

- The Market Data window reappears and you will see your job match listed with a Weight of 100. You can use the Comments field to record notes about a job match. These comments are included on the Market Analysis reports (medium and maximum detail).

Viewing Market Matches

With **REWARD 2.05** you can view market matches on the same screen as the survey job.

Market Data

Mapping: Base only

Survey: CCD TPF&C SURVEY

Job Title: ASSEMBLER

Scope: LOC/REG

QuickFilter: Job Title Code

Survey: []

Job Title: []

Scope: []

Go! Clear Show Unique Selections

Job Code: 2 Page: []

Level: [] Companies: 0

Date Entered: [] Incumbents: 0

	50th %tile	Avg.	Wgt. Avg.
Base	\$22,604.40	\$0.00	\$0.00

Job Matches

Job Code	Qualifier	Region	Weight	Job Title
PO05401			100	ASSEMBLY TECH I
<i>Comments:</i> This job is about an 80% match.				
PO05303			100	ASSEMBLER (LEVEL 1)
<i>Comments:</i>				

Add Job Match... Delete Job Match

Record: 1 of 2

Record: 19 of 270

Adding Job-Match Comments

With REWARD 2.05 you can add job-match comments for auditing purposes.

You can use this convenient feature to add abbreviated notes on a job match (for example, use =, +, or - to categorize the job match). Or, you can enter more detailed comments like “This is a good match for half of the job.” These comments appear on the market pricing reports as reminders.

▶ To add job-match comments:

1. On the Market Data screen, in the Job Matches section, position the cursor in the Comments field corresponding to the job to be annotated.

Job Matches	Job Code	Qualifier	Region	Weight	Job Title
	PO05502			100	SENIOR ASSEMBLER
	<i>Comments</i> This match is about 75% applicable.				
	PO05303			100	ASSEMBLER (LEVEL 1)
	<i>Comments</i>				

2. Enter your comments for the job match.

These comments are displayed on the Market Data screen, the Market Data Links for Job screen, and included on the Market Analysis reports (medium and maximum detail).

Using Datasheet Mode

With REWARD 2.05 you can view in Datasheet mode for easier analysis of multiple records.

► **To use the Datasheet mode:**

1. With the Market Data screen displayed, select View > Datasheet. The Datasheet view of the Market Data table opens:

DC_MkSourceCode	Job Title	Job Code
1994 ERC SALARY	ACCOUNTANT - COST II (SR)	68
WYATT PRO/SCI	Accountant-Level3	
EIPA	ACCOUNTING CLERK	112
CCD TPF&C SURVEY	ACCOUNTING CLERK	57
WYATT OFFICE PER	ACCOUNTING CLERK - INTER.	0322
93 WEST MGMT GRP	ACCOUNTING CLERK B	01220
WYATT OFFICE PER	ACCOUNTING CLERK GP LDR	
1994 ERC SALARY	ACCOUNTING CLERK II	2
M & M SURVEY	ACCOUNTING CLERK SENIOR	3
WYATT OFFICE PER	ACCOUNTING CLERK SR	0323
TSG	ACCT CLK	113
WYATT SLS & MKT	APPROX SALES OFFICE ADMIN	
CCD TPF&C SURVEY	ASSEMBLER	2
ECS Office and Personnel Geographic Report	ASSEMBLER	002

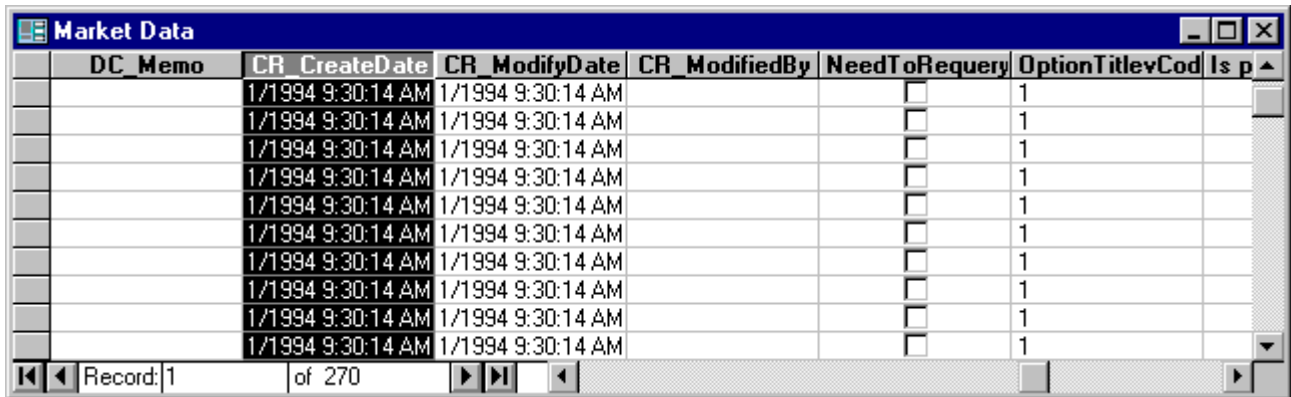
Record: 2 of 270

2. Use the horizontal and vertical scroll buttons to navigate, or use the Record pointer controls in the lower-left corner to locate a specific record.

► **To hide unused data in Datasheet mode**

If you work in Datasheet mode, and if you have decided on a data-mapping configuration that you are not planning to change, this procedure will let you quickly hide unused columns (fields) of data. By hiding this unused data—a one-time procedure—you can navigate the Market Data table more quickly.

1. With the Market Data screen displayed, select View > Datasheet.
2. Scroll across the table to a column of data that you are not planning to use. Click the cursor in the heading of the column to highlight it:



DC_Memo	CR_CreateDate	CR_ModifyDate	CR_ModifiedBy	NeedToRequery	OptionTitlevCod	Is p
	1/1994 9:30:14 AM	1/1994 9:30:14 AM		<input type="checkbox"/>	1	
	1/1994 9:30:14 AM	1/1994 9:30:14 AM		<input type="checkbox"/>	1	
	1/1994 9:30:14 AM	1/1994 9:30:14 AM		<input type="checkbox"/>	1	
	1/1994 9:30:14 AM	1/1994 9:30:14 AM		<input type="checkbox"/>	1	
	1/1994 9:30:14 AM	1/1994 9:30:14 AM		<input type="checkbox"/>	1	
	1/1994 9:30:14 AM	1/1994 9:30:14 AM		<input type="checkbox"/>	1	
	1/1994 9:30:14 AM	1/1994 9:30:14 AM		<input type="checkbox"/>	1	
	1/1994 9:30:14 AM	1/1994 9:30:14 AM		<input type="checkbox"/>	1	
	1/1994 9:30:14 AM	1/1994 9:30:14 AM		<input type="checkbox"/>	1	
	1/1994 9:30:14 AM	1/1994 9:30:14 AM		<input type="checkbox"/>	1	

NOTE: You can highlight multiple columns to be hidden by holding down the Shift key while you click the cursor in the headings of the columns.

3. Select Format > Hide Column to hide the currently highlighted column(s).

Using QuickFilter

With REWARD 2.05 you can retrieve relevant market data for review using the QuickFilter tool.

QuickFilter is a handy tool that can assist you in quickly finding specific market jobs in a large volume of survey data. Located on the Market Data screen, QuickFilter has been improved for optimal performance—especially in cases where there is a large number of market records (15,000+).

Additionally, Internet-like search capabilities help you search for similar types of market jobs. For example, “clerk +bene +ny” retrieves all forms of Benefits Clerk jobs in New York. Plus, you can view all the unique records associated with your search; for example: What are all the industry types for “clerk”; or What surveys report data on “programmers”?

► To use the QuickFilter

1. From the Market Data screen, enter the search criteria (case-insensitive) in the Survey, Job Title / Code, and Scope fields. You can use any combination of these three filter fields.
2. Click either the Job Title or Code button—the default is Job Title. You can not search on both title and code at the same time.



QuickFilter Job Title Code

Survey ▾

Job Title ▾

Scope ▾

Show Unique Selections

3. If Show Unique Selections is checked, use the drop-down pick lists to quickly select unique values for Survey, Job Title / Code, and Scope. Uncheck the Show Unique Selections option if you want to enter filter values manually.
4. After you have entered your criteria, click the Go! button. REWARD will return a filtered set of data. If no records are found, REWARD will display a message and you can change your criteria and try again.

QuickFilter Job Title Code

Survey: 93 WEST MGMT GRP

Job Title: DIRECTOR MARKETING

Scope: ORANGE COUNTY

NAT. DIVISION LT \$100MM
NAT. DIVISION LT 200EE
NATIONAL
NATIONAL DURABLE MFG IND
ORANGE COUNTY
ROUTE 495
SAN FRAN-SAN JOSE
US

NOTE: The Show Unique Selections checkbox is checked by default. With this option checked, the filter values for the Survey, Job Title / Code, and Scope fields return exact search matches.

5. Select View > Datasheet. The Datasheet view of the Market Data table opens and you can now quickly view all of the retrieved records.
6. To clear the QuickFilter criteria and see all records, click Clear.

How Search Criteria Work in QuickFilter (with Show Unique Selections turned off)

With Show Unique Selections turned off, the more search criteria you define, the better are your chances of retrieving the exact subset of survey records in which you are interested. Chain together terms to form more exact searches for any of the QuickFilter fields:

Example Criteria	Description
Job Title clerk benefits X OR Y	Without any connective for terms X Y, the search results will include all instances that include term X OR term Y. This criterion would retrieve all job titles that include the character strings “clerk” OR “benefits”. Note that the term “benefits” will not retrieve a job title that includes the term “benefit.” In general, use a singular form to retrieve both singular and plural terms.
Job Title clerk +benefit X AND Y	With the plus sign (+) connective for terms X Y, the search results will include all instances that include term X AND term Y. The previous search example might return a lot of irrelevant job titles if you are solely interested in benefit clerks. To find job titles with the terms clerk AND benefit, use a plus sign to connect them.
Job Title clerk +benefit -senior X AND Y AND NOT Z	With the minus sign (-) connective for terms X Y, the search results will include all instances that include term X AND NOT Y. If you want to screen out any senior benefits clerk, you could use this search criterion. Note that some jobs use the “Sr.” designator while others use “Senior”. So, a more exact criterion would be: <i>clerk +benefit -sr -senior</i> .
Job Title clerk +benefit Scope new +york	This example would be suitable to find benefits clerks in New York. Note that if you entered “new york” you may also get jobs found in New Hampshire (“new” OR “york”). And yes, by entering only “york” you might also get records for York, PA.

Tips for Using QuickFilter

When you enter a search criterion with Show Unique Selections checked, QuickFilter will automatically attempt to autofill the box with the first possible match. For example, if you enter “prog” for the Job Title, QuickFilter might autofill the box with, say, “prog ANALYST B/APPLICATION.” If you edit an autofilled entry, note that your search criteria will retrieve only exact matches.

A screenshot of a search interface. It shows a text input field with the label "Job Title" to its left. The input field contains the text "prog ANALYST B/APPLICAT" in blue. To the right of the input field is a small square button with a downward-pointing arrow, indicating a dropdown menu.

A complimentary tool with QuickFilter is the View > Datasheet option. Once you’ve used QuickFilter to narrow your possible choices, use the Datasheet as a way to quickly browse all the resulting matches at once.

QuickFilter can be used in conjunction with the standard REWARD filter or complex filtering. The order of precedence is:

1. The REWARD filter is applied.
2. The QuickFilter is applied to the resulting subset of records.

Archiving Survey Data

With REWARD 2.05 you can use the archive function to improve performance.

Generally, a very small fraction of a market survey’s jobs will actually be linked to your organization’s jobs. Although having all of a survey’s job data available is an asset for future market-pricing efforts, it is a performance liability to have a large number of unused records on file.