

ICSA MEETING, APRIL 2010

Recognize and Reward Your Employees without Killing Your Budget

MEETING FACILITATORS:

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**Colorado Chapter of ICSA April Meeting will be
Thursday, April 22, 2010**

8:00 AM - 10:00 AM
at SUPERVALU
1983 Tower Road, Suite 200
Aurora, CO 80011

Recognize and Reward Your Employees without Killing Your Budget

Do you want to reward and recognize your good performers, but have no budget or limited resources? Then you will want to attend the ICSA April meeting.

- Learn the three aspects of customer service and how incentives can move from one category to another.
- Participate in interactive sessions where you will develop reward and recognition ideas that will engage your employees and do so within low cost to no budget scenarios.
- Find out why managers are reluctant to recognize and reward employees, and how to overcome this challenge.
- Share your successful and low or no cost reward and recognition programs. Following the meeting, we'll publish these ideas to the full membership.

This meeting is being facilitated by ICSA members Carol Ringer, Pam Tamas and Janet Moore. Carol has 15 years of leadership experience and nine as a Human Resources Professional in the airline and financial services industries. She holds a Senior Professional of Human Resources and a Global Professional of Human Resources Certifications and is working on her Executive MBA while she does HR consulting work. Pam is the Director of Customer Service for SuperValu and the Co-Program Chair of ICSA. Her credentials include leadership roles in the international travel industry, and customer service contact centers in the USA and overseas. She holds ASQ certification as Quality Manager/Organizational Excellence and an MBA/Global Management. Janet is the Co-Program Chair of ICSA and has over 14 years of experience as a leader in the financial services industry, recently managing a group of 60 employees over \$11 billion in assets. All three have successful experiences to share in improving employee retention and motivating and engaging employees.

If you found value in last month's meeting, where we brought you a panel of experts on employee engagement, you are going to love April's meeting! You will leave this meeting with handouts giving you ideas to implement with your employees, the do's & don'ts of Rewards and Recognition programs, and an understanding of how and when to use specific rewards and recognition.

Agenda

Time	Who	Topic
8:00-8:20		Check-in , breakfast
8:20-8:30	Julie	Welcome
8:30-8:35	Pam	SV overview
8:35-9:15	Carol, Pam	Program introduction
9:15-9:25	Janet	Share ideas Working Group Instructions
9:25-9:55	Carol, Janet, Pam	Working Groups
	Janet, Pam	Business Case Examples
9:55-10:00	Julie	Closing MAY MEETING INFORMATION

Engagement Practices – Employees Stay

CULTURE

- Create a culture of trust and respect. They are the foundation of any relationship.
- Keep employees informed about the company's strategy, direction and talent need forecasts.
- Create a culture of informal recognition founded on sincere appreciation.
- Work to enrich the jobs of all employees.
- Make a strong commitment to the continuous upgrading of talent.
- Offer competitive base pay linked to value creation. Tie increases to performance.

RECRUITING

- Create and share with candidates a realistic Job Description with a short list of critical competencies.
- Show candidates the work place and if possible pair up with someone who is performing the same function before a decision is made on both parts.
- Allow team members to interview candidates with you.
- When a position is open look inside first, then go for resources outside the organization.
- Set expectations right at the beginning of the job. Take time to sit with the employee on the first day.
- Interview new hires after being on the job for 2 months to find out what pre-hire perceptions are not concurrent with the reality of the job/organization.

TRAINING & DEVELOPMENT

- Give employees the right tools and resources.
- Create a mentoring program partnering employees with someone two levels up.
- Provide self-assessment tools and career self-management training for all employees.

PERFORMANCE

- Delegate tasks to challenge employees and enrich their jobs.
- Create alternatives to traditional career ladders. For example, let a team member lead a project or conduct the team meeting.
- Terminate non-performers when best efforts to coach or reassign don't pay off.
- Make sure the reward measures up with the performance accomplishment.

COMMUNICATION

- Get to know your people to the point where you can match recognition to their preferences.
- State the reason for recognition clearly and make sure to express how this behavior relates to a strategic goal.
- Ask for employee input and let them come to a decision when appropriate.
- Ask employees what motivates them to do their best. Listen and apply.
- Set expectations right at the beginning of the job. Take the time to sit with the new employee on the first day.
- Conduct consistent coaching one-on-one sessions with all employees. Always let employees know where they stand.
- Create a succession plan and make it known to employees at all levels.

ENVIRONMENT

- Keep the physical environment fit to work.

Disengagement Practices - Employees Check Out

CULTURE

- Culture of dishonesty and disrespect.
- Insensitivity of leadership (employees feel treated like numbers or a profit line).
- Assuming that one type of reward and recognition fits all.
- Management thinks that people get tired of hearing how important they are for the organization/team/work.
- Requesting employees do something unethical or immoral.
- Creating a culture where gossip is welcomed and encouraged.
- Creating a “prima donna” culture. (Sometimes paying too much compared to market can create lack of performance.)
- Leadership does not “walk the talk” – hypocritical culture.
- Assigning menial and/or inappropriate work (i.e., running errands for the boss).
- Using outdated recognition programs that don’t mean anything.
- Not sharing a common vision and mission.

RECRUITING

- Over or under-selling a job/position/task.
- High turnover rates.
- Not paying employees to market.

TRAINING & DEVELOPMENT

- Lack of training and development.
- Poor resources.
- No career development planning or lack of clear instructions.

PERFORMANCE

- Promotion systems based on personal preference over achievement and performance.
- Expecting employees to commit to unrealistic tasks.
- Letting conflict build up. Not confronting the brutal facts.

COMMUNICATION

- Patting an employee in the back with a “good job” or “great work” when it does not come from the heart.
- Communication is poor, misleading or non-existent.
- Over communication to the point where it creates confusion, concern or panic.
- Not providing clear direction.
- Employees don’t understand what they are accomplishing with their work.

ENVIRONMENT

- Extreme hierarchical line of command (autocratic environment).
- Ignoring employees. Everyone for themselves.

Low & No Budget Recognition Ideas

1. Hand written thank you note for a specific accomplishment and make sure to express how important this action was for you, the team and the company.
2. Send flowers or a gift basket with a thank you note to the family of the employee thanking them for supporting the employee's time, travel schedule, etc.
3. Give employees a way to recognize peers. For example, have them pass on a representative trophy to co-workers for doing something that they view as outstanding.
4. Leave post-it encouragement notes on different team member desks at different times.
5. Send recognized employees to spend a day "visiting" another facility or department within the company.
6. Leadership can line up at the door for an hour as employees enter the facility and greet them as if they were a host.
7. As a specific important goal is achieved, everyone in the department leaves an hour earlier that day.
8. Give employees a certificate to leave early or come in late (1-2 hours).
9. Give ½ day or full day off certificates or give out extra breaks or extended lunches.
10. Reward employees or teams with a jeans day or jeans week (if environment is business casual or business professional).
11. Have management do tasks for employees such as take their calls, process their work or clean their desks.
12. Provide candy, small treats or inexpensive breakfast with management serving and delivering to employees.
13. Have "traveling" trophies for weekly, monthly or quarterly performance goals.
14. Have management use a cart to serve "afternoon tea/coffee" when employees have to stay late for a deadline.
15. Create a Wall of Fame and put employee photos on the wall for accomplishments and/or kudos from customers.
16. Decorate an employee's cube with notes of gratitude after a specific accomplishment.
17. Assign a window-view or oversized cubicle for employee of the year.
18. Assign special front row parking to employees for monthly, quarterly or annual achievements.
19. Provide a "game room" to use during breaks or lunch.
20. Have a senior executive take few high performers to lunch (some individuals may be intimidated by a one-on-one lunch).
21. Make sure performance is the major factor in promotions.
22. Have management answer an employee's phone for a day.
23. Create an Idea Board where employee ideas are posted along with the impact to the company (i.e., saved \$1,000/month).
24. Name an annual award after a top employee, i.e., The Joe Smith Service Excellence Award.
25. Purchase an embarrassingly large and gaudy traveling trophy for special awards.
26. Create an employee appreciation day for either all employees or one employee... banners, free lunch, etc.
27. Make a photo collage of employees who completed a special project to great success and post with notes of gratitude.
28. Buy an Energizer Bunny toy and present it to the employee that keeps going and going, helping other employees.
29. Buy old LPs and make specialized covers for them to give out to individuals achieving "records" within the company.
30. Create incentive programs based on popular board games or tv shows to reward performance.
31. Reward employees with off-site training events or conferences.
32. Present top performers with their choice of a leadership or development book.
33. If available, give employee free membership to company gym, free parking in company garage or free public transit passes.
34. Offer flex scheduling for employees such as four 10 hour days, working from home, floating holidays that employees can use whenever they want, or 32 hour work weeks.
35. Have management make welcome calls to new employees or congratulation calls to promoted employees.
36. REWARD EMPLOYEES BY BRINGING THEM TO THE ICSA QUALITY SUMMIT IN OCTOBER!!
- 37.
- 38.
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- 40.
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- 42.
- 43.
- 44.
- 45.

Rewards must be linked to strategy

As a leader, your most important responsibility is to achieve the strategic goals of the organization and you do this through your people. As you link rewards and recognition with behaviors that will result in the achievement of these strategic goals, you will be successful.

When we give a reward, we are trying to convey a message and encourage a behavior that we want repeated. That's why it is so important to choose carefully what to recognize, how to recognize and to make it clear why we are rewarding.

The following questions can help you define if the behavior should be rewarded:

1. Clarity: Why am I rewarding this action, is it a "satisfier" or a "delighter"?
 1. How did this behavior affect strategy?
 2. What exactly is the action that was exceptional?
 3. Is the purpose of the rewards program clear to all employees?

2. Relevance: What are we trying to accomplish? (Mission)
 1. Which strategic objective was affected by the behavior?
 2. How does this action help the organization?
 3. Is the accomplishment being rewarded in line with company communication/direction?

3. Fairness: How will this reward affect other employees?
 1. Am I recognizing everyone that had a particular impact on this success?
 2. What message am I sending to the team by rewarding this employee?
 3. Does everyone have an equal chance of reaching the goal and getting a reward?

4. Significance: Is this the right behavior to focus on? Why?
 1. How important will this recognition be for this particular employee?
 2. What will the take-away be for the employee?
 3. Does this send a clear message to employees about performance/behaviors?

5. Breadth: Does the reward measure up to the size or significance of the contribution?
 1. What would be other ways to recognize?
 2. How impactful is the message of this recognition?
 3. What is the quarterly or annual impact to the company based on the achievement?

Business Case Ideas for Rewards & Recognition

1. Make Rewards and Recognition part of employee welfare in your budget, if it isn't already there. This ensures that management understands it's a controllable expense, and that you are making a commitment to it.
2. If you're designing a program that costs money, break down the cost per employee per year to put it in perspective for non-contact center personnel.
 - For example, in a call center of 100 people, if you have an event that costs \$20,000, that's \$200 per year or \$.77 per day for a full time employee. Compare this to the cost of turnover (recruiting, hiring, training, etc), per employee.
 - Invite executives to attend these events to experience your culture, and gain buy-in for your programs.
3. Compare your Rewards and Recognition costs to others in the company.
 - Some areas cannot measure their costs because they are rolled up into a larger pool.
 - Contact centers can generally measure and control these costs, and can measure the effect of Rewards and Recognition on performance. Other departments may not be able to do this as clearly. If you reduce turnover and thereby expense, your cost of employee welfare is well worth it.
4. Tie your Reward and Recognition costs to strategic goals. For example, an annual bonus program that is specifically tied to exceeding performance standards and linked to creating efficiencies, increasing profitability, or reducing expenses shows you are aligning your efforts to the company goals.
5. Meet personally with executives whenever possible. Don't let your message be delivered by a middleman, even if it is your boss. The message has more meaning coming from the contact center leader.
6. Demonstrate how you balance rewards that incur cost with those that do not, to ensure management understands that all Reward and Recognition doesn't come with a price tag.
7. Link events that cost money to ones that do not cost money. For example, after the "cost" event, send a thank you note or note of employee recognition to the employee's family/partner at home. Post photos of the event on the company network that can be shared by all associates.

Recognition Planning - Example

SITUATION

Strategic Objective	
Desired behavior	
Reward (what)	
Recognition (how)	
Budget	
Expected Result	

