

The Design of an Employee Recognition and Rewards Program Using Quality Function Deployment

Problem:

For a Business Process Outsourcing Company, 70% of the respondents to an employee satisfaction survey indicated “low morale” an issue within the company. **Correlational** analyses revealed one of the strongest drivers (90% of those who responded to low morale) was the lack of recognition and reward system provided by senior management to employees.

Approach:

The team conducted focus groups with employees, contractors and volunteers. Utilizing both the employee satisfaction survey and the data from the focus group sessions, the team gathered voice of the customer (**VOC**) data. Using quality function deployment (**QFD**) and contextual analysis techniques, this data was translated from customer requirements to **Kano** requirements to operational requirements. Solutions to address the well-defined Critical to Quality (**CTQs**) factors were prioritized, designed and implemented. All implementation included training to senior management and those who would own this program. Training on **Influencing skills** and measurements that reflect accountability were part of the design of solution. In addition, standard processes to execute the program goals and links to performance plan were developed and implemented.

Results:

After the Employee Rewards and Recognition program was successfully launched, only 5% of those who responded to Employee satisfaction issue indicated they perceived a “low morale” in the organization; the reasons did not show strong correlation to rewards and recognition.