

Employee Recognition and Rewards program increases morale

Problem

For a Business Process Outsourcing company, 70% of those responding to an employee satisfaction survey indicated “low morale” within the company. **Correlation** analysis revealed that one of the strongest drivers for the low morale (90% of those who responded to low morale also said senior management did not reward or recognize the efforts) was lack of a recognition and reward system for employees by senior management.

Approach

The team conducted focus groups with employees, contractors and volunteers and used employee satisfaction surveys and focus groups to gather 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 **CTQs** 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 solution design. 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, 5% of those who responded to the employee satisfaction issue indicated that they perceived a ‘low morale’ in the organization, but the reasons did not show a strong correlation to rewards and recognition.