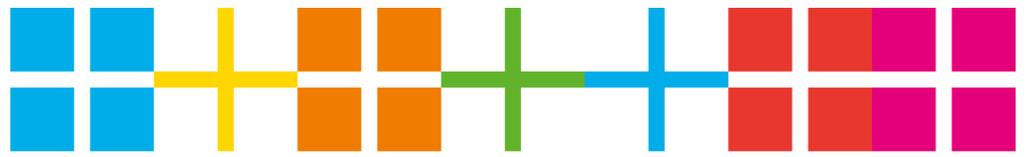




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Checklist for Employee Recognition programs

A successful recognition program drives business results. Amongst other good things, it helps you increase employee engagement, retain talent and build a strong company culture.

The best approach to reaping the benefits of a recognition program will not be the same for every company. But there are a few pointers that you can use as a checklist to get started. We have listed them here for you!

1. Clear goals

What do you want to achieve with the recognition program? Are the outcomes you want to achieve primarily employee-, customer- or organization-related? What is the business rationale behind the program you are looking for? What is your most essential measure of success? Is there a difference between the short term and the long term? How are your program goals aligned with your corporate business strategy?

Your goals could be to

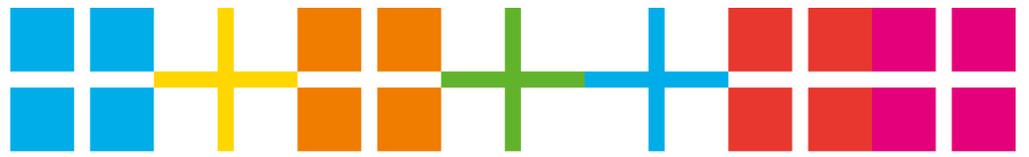
- Make people live the company values
- Unify different cultures into one
- Improve employee happiness and morale
- Reduce employee turnover
- Keep top talents
- Consolidate or simplify multiple programs
- Increase employee engagement
- Lower employee absenteeism
- Improve customer service
- Increase sales
- Install or optimize a total reward policy
- Position the company as an employer of choice

2. Explicit buy-in

Have you gained the necessary support to start creating a culture of recognition? Can you identify all major people-influencers, whatever their title or position on the org chart? Can you count on the top team to set the example and stick to the program even if its adoption proves more difficult than anticipated?



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Ways to ensure buy-in are to

- Present your business case to the top team and ensure their individual willingness to act as a role model
- Involve a selection of employees and managers in the program design
- Demonstrate the program's value - what's in it for them?
- Train key influencers in what recognition is and how it impacts people
- Create recognition champions in each relevant business unit or team
- Make their role explicit and formalize their commitment

3. Skills development

Do managers have the necessary skills to recognize team members? Is recognition covered in the leadership development curriculum? Do the unwritten rules of the game in the organization support managers giving recognition?

Specific competencies managers should already demonstrate, or which should be trained or coached in, are to

- Understand motivation and its importance in enhancing performance levels
- Apply strategies to motivate others in a leadership context
- Understand own leadership strengths and areas to improve with a focus on recognition practices
- Understand and deal with individual preferences of team members with regard to recognition
- Integrate recognition consistently into daily practice
- Act as a role model for others in giving public or one-on-one recognition

4. Compelling communications

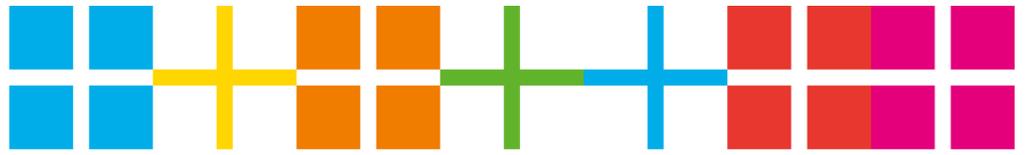
What is your communication plan to create excitement for your recognition program? How do you tackle cultural differences when multiple countries/regions are involved?

The best practices for communicating about recognition programs are to

- Use the preferred senders to deliver the messages
- Answer the 'why?' and the 'what's in it for me?' questions
- Resist the urge to have communications come from the project team or sponsor
- Use face-to-face communication
- Repeat key messages five times



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- Create opportunities for two-way communication
- Prepare communicators to deliver effective communications
- Find effective ways to reach your audience
- Measure and evaluate the effectiveness of your communication
- Treat communication as a marketer would: create a brand
- Test communications with a sounding group

5. Future-proof technology

Is the SaaS solution scalable, performant and secure enough to meet your needs? Does it cover all your current functional out-of-the-box needs? Does your provider offer enough guarantees, backed by a service level agreement?

Some items to check out

- Comprehensive subscription agreement
- SLA on Front-end cloud application service availability
- SLA on Customer service response time
- Clear data ownership
- Breadth and depth of functional offer
- Experience with single sign-on and web services
- Existing reporting capabilities
- Willingness to provide customer-specific features and extensions
- Integration and reliability of systems across the value chain
(is everything done in-house: from user creation to order fulfilment?)

6. Meaningful rewards

What will make your employees feel most appreciated? Note that there is a world of difference with what your employees want! Do the rewards reflect your culture and objectives? Does the provider demonstrate flexibility (e.g. to include your own products)?

Ask yourself the following questions about the reward catalogue

- Does it include a mix of merchandise, experiences and charity?
- Does the number of award items enhance or detract from the recognition experience?
- Do the award items represent employees' 'wants' and not just 'needs' so as to provide a sense of luxury or pampering?