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Sample of Our Clients

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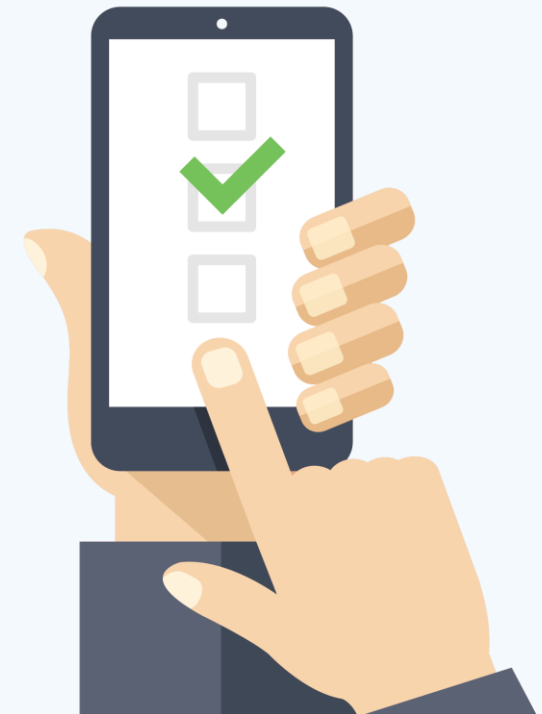
EXCELLENCE AWARDS

PROFESSIONAL DEVELOPMENT

Open Surveys

- **Talent Acquisition Technology 2018**
- **Women in Technology Leadership 2018**
- **Learning Measurement 2018**
- **Wellness and Well-Being 2018**

Visit www.brandonhall.com click **Open Surveys**

If you would like to join a panel of survey takers, please contact us at success@brandonhall.com

How To Ask Questions

- Submit your *questions* or *comments* about the discussion to our presenters using the **Questions** tab on your control panel.

- Presentation *slides* and *giveaways* can be found in the **Handouts** tab on your control panel.

Recording & Slides will also be sent out after the webinar.

Agenda

Rewards & Recognition Practices & Impact

Segment Preferences

Importance of Program Features

The Logistics

Engage2Excel Recommendations

Q&A

Poll: For the next 12 months, how much attention will be paid to employee engagement?

1. Minimal attention

2. Some attention

3. Moderate attention

4. Heavy attention

Source: Brandon Hall Group 2018 HCM Survey

Our Responses

Level of Attention Paid to Employee Engagement for Next 12 Months

23% | Heavy Attention

25% | Some Attention
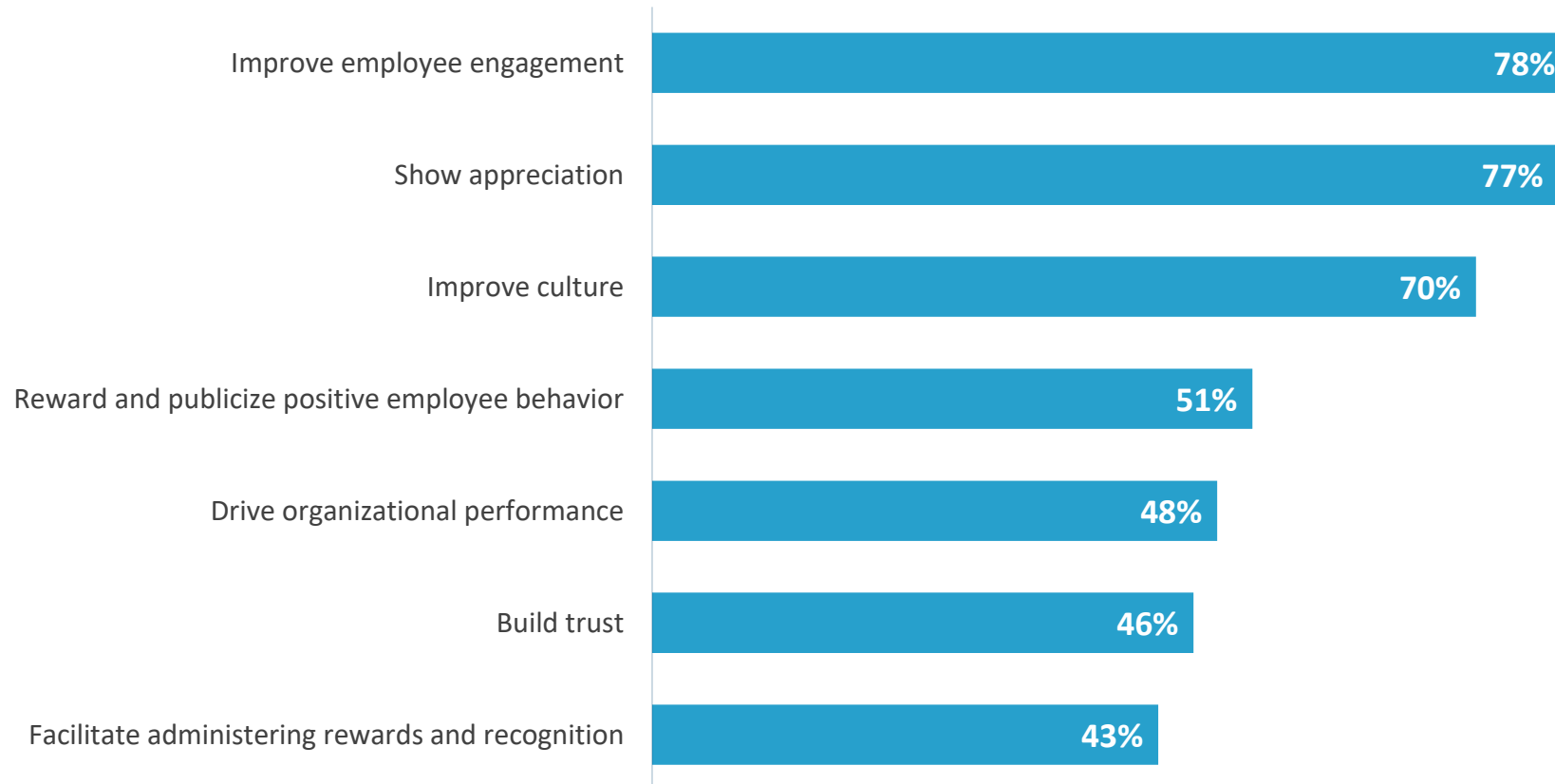
40% | Moderate Attention

12% | Minimal Attention

Source: Brandon Hall Group 2018 HCM Survey

Rewards & Recognition Practices & Impact

Drivers for Implementing Rewards & Recognition Technology Solution

Driver	Percentage
Improve employee engagement	78%
Show appreciation	77%
Improve culture	70%
Reward and publicize positive employee behavior	51%
Drive organizational performance	48%
Build trust	46%
Facilitate administering rewards and recognition	43%

Source: Brandon Hall Group 2017 Rewards and Recognition Survey

Use of Rewards and Recognition Technology Solution

■ High-Performance Organizations   ■ Other Organizations

Currently Use
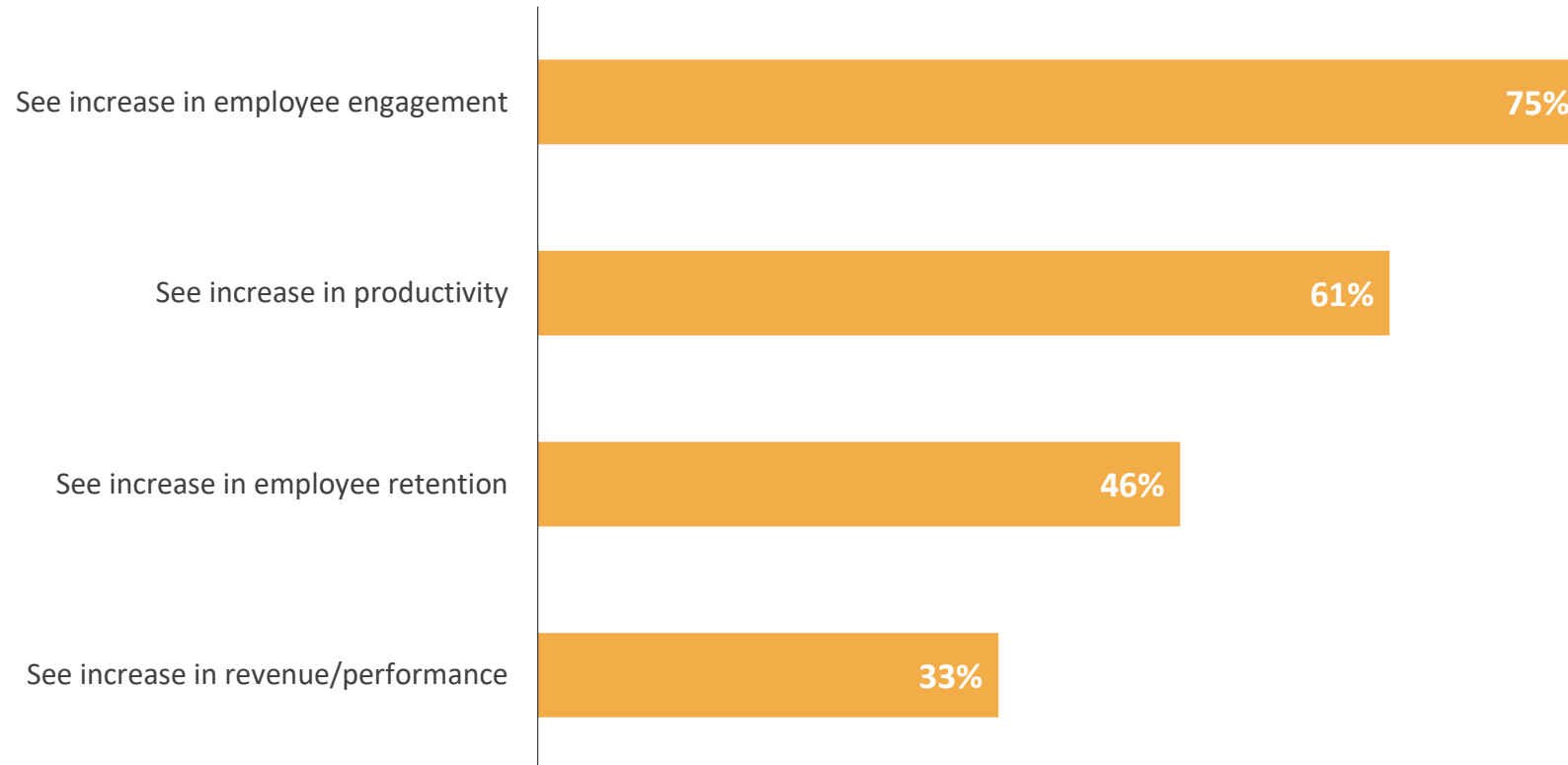- 68% High-Performance Organizations
- 50% Other Organizations

Plan to use
- 18% High-Performance Organizations
- 20% Other Organizations
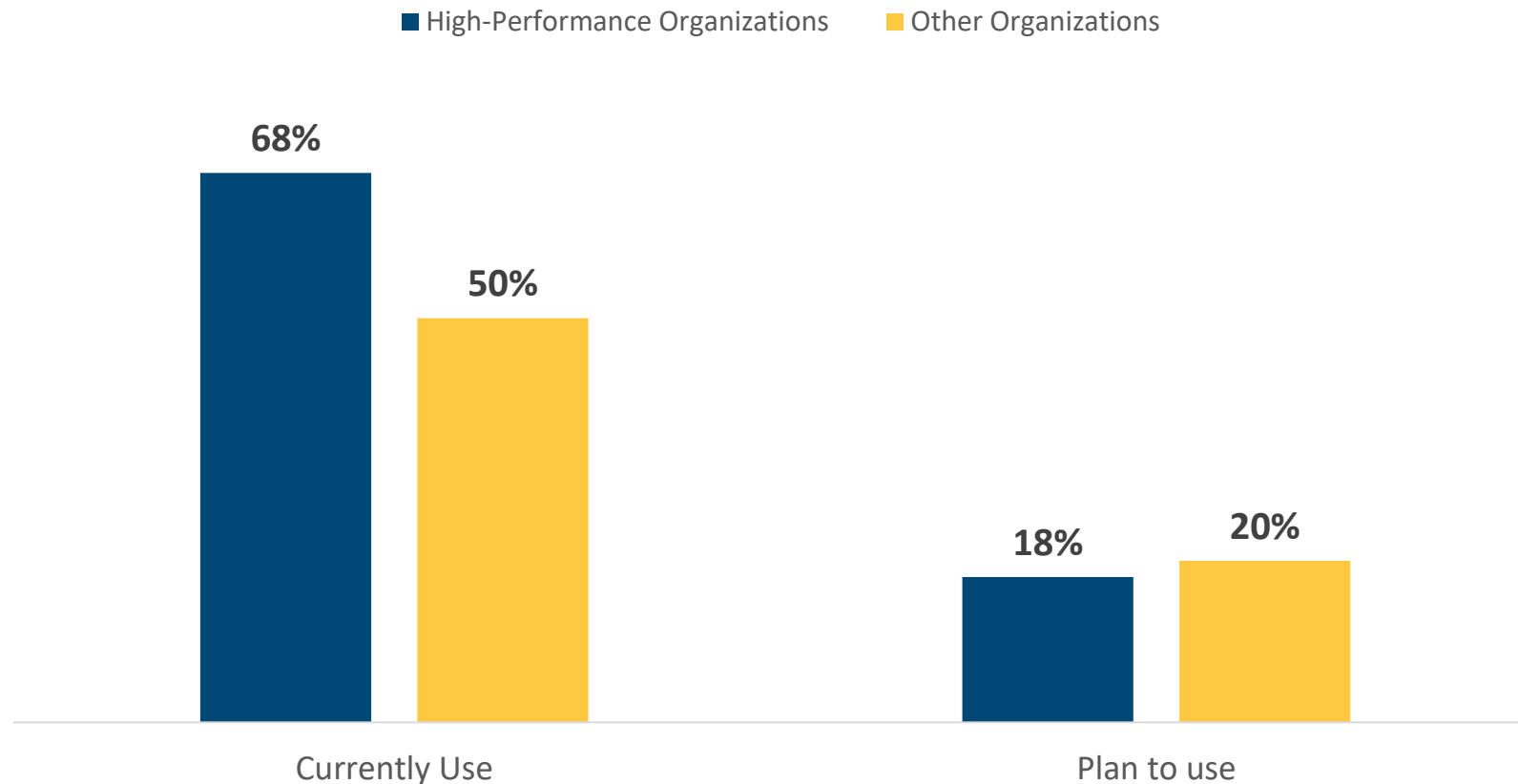
Source: Brandon Hall Group 2017 Rewards and Recognition Survey
High-performance organizations have seen improvement in most of their key performance indicators in past year, such as revenue, employee engagement, and customer satisfaction.
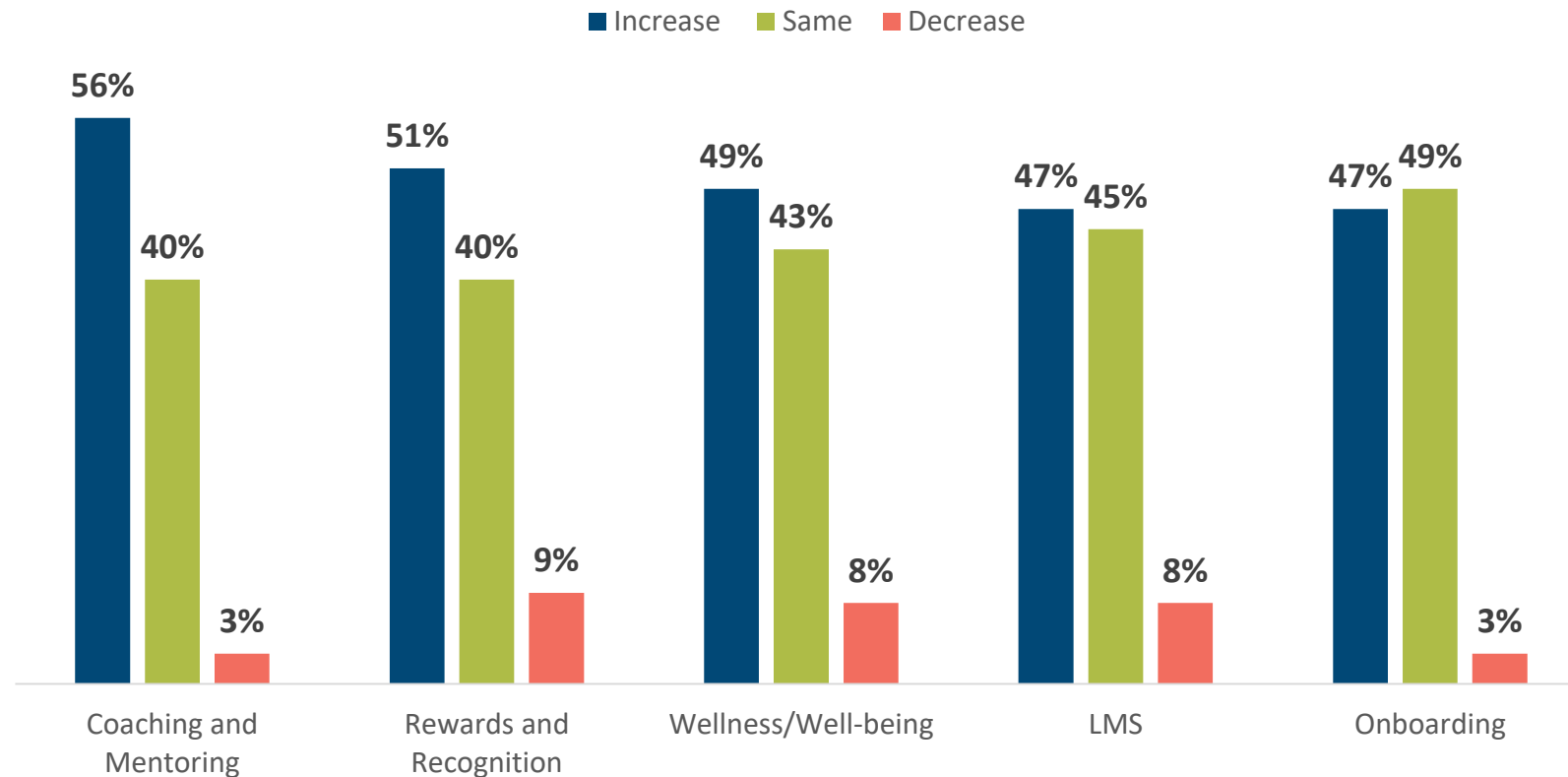
Rewards and Recognition Technology Solutions Favorably Impact Business Metrics*

Metric	Percentage
See increase in employee engagement	75%
See increase in productivity	61%
See increase in employee retention	46%
See increase in revenue/performance	33%

Source: Brandon Hall Group 2017 Rewards and Recognition Survey
*Since implementation of solution. Excludes don't know responses.

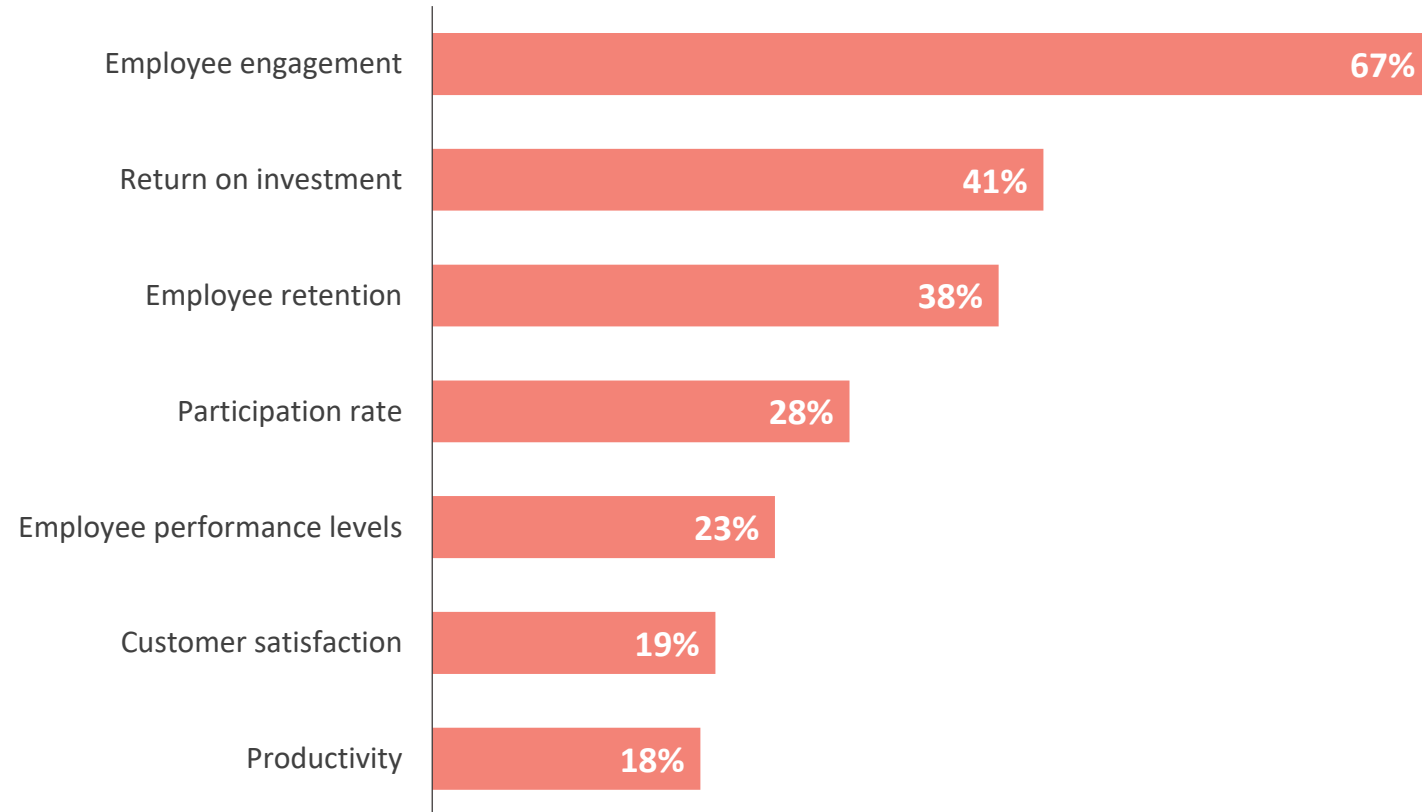# Comparing HCM Solutions' Impact on Employee Engagement

Impact of HCM Solutions on Engagement Levels in Past Year

■ Increase ■ Same ■ Decrease

	Coaching and Mentoring	Rewards and Recognition	Wellness/Well-being	LMS	Onboarding
Increase	56%	51%	49%	47%	47%
Same	40%	40%	43%	45%	49%
Decrease	3%	9%	8%	8%	3%

Source: Brandon Hall Group 2018 Employee Engagement Survey.
Among organizations having technology and excluding the "not sure" responses.

Most-Important Metrics for Measuring Solution Effectiveness

Metric	Percentage
Employee engagement	67%
Return on investment	41%
Employee retention	38%
Participation rate	28%
Employee performance levels	23%
Customer satisfaction	19%
Productivity	18%

Source: Brandon Hall Group 2017 Rewards and Recognition Survey
Respondents selected top three metrics.

How Organizations Assess Engagement

Method	Percentage
Engagement/climate surveys	68%
Exit interviews	50%
Performance reviews	48%
Supervisor to employee recognition	37%
Peer-to-peer recognition	36%
Manager feedback	35%
Pulse surveys	32%
Voluntary turnover rates	28%
Glassdoor comments, ratings	21%
Employee referral rate	15%
Comments made on other social sites	9%

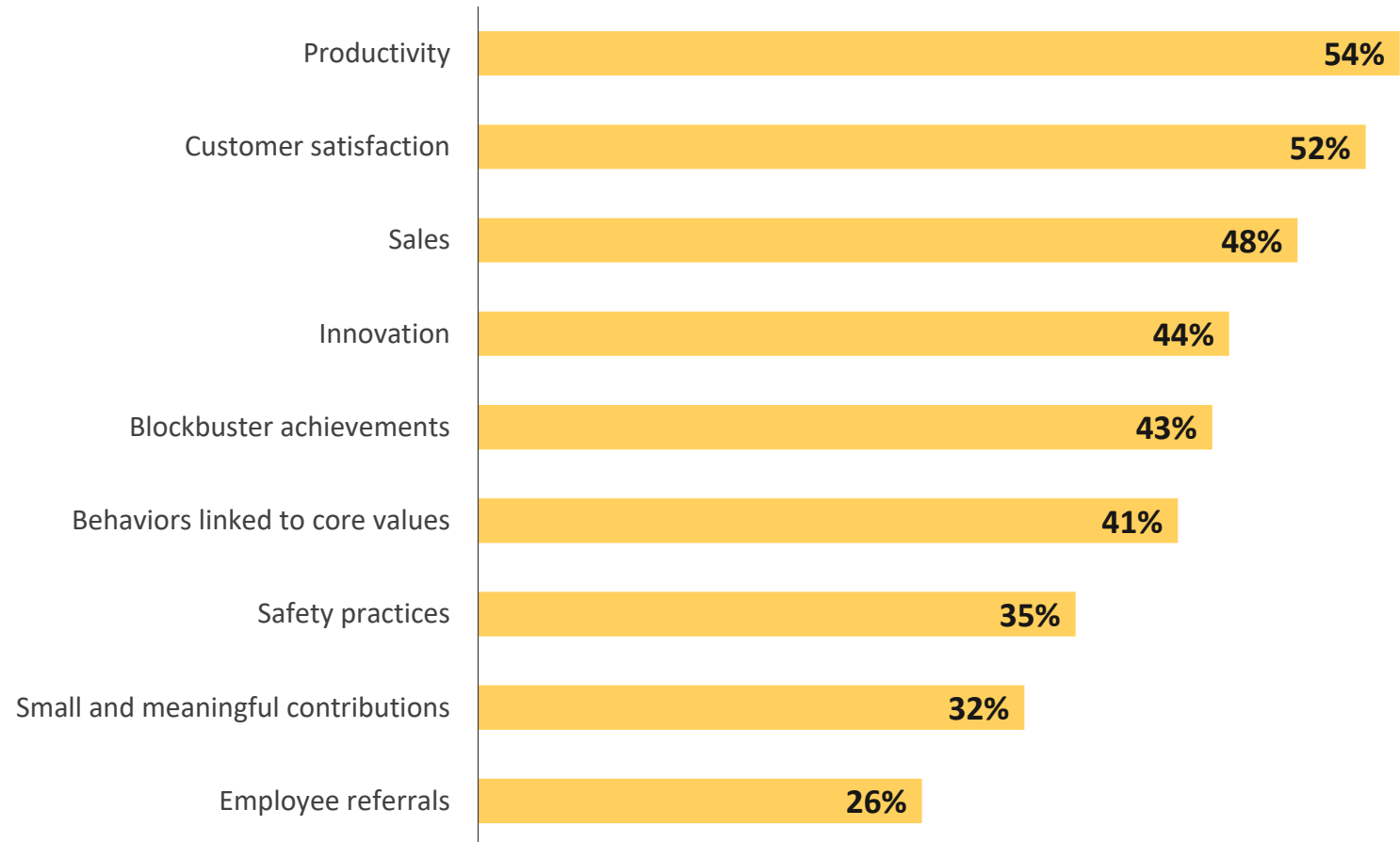Source: Brandon Hall Group 2018 Employee Engagement Survey.

Influence of Rewards & Recognition

Nearly **half** the organizations assess employee engagement utilizing recognition metrics.

Recognition (Total) **48%**

Both Supervisor and Peer-2-Peer 25%

Supervisor-to-Employee Only 12%

Peer-to-Peer Only 11%

Source: Brandon Hall Group 2018 Employee Engagement Survey.

Performance Behaviors Consistently Recognized

Behavior	Percentage
Productivity	54%
Customer satisfaction	52%
Sales	48%
Innovation	44%
Blockbuster achievements	43%
Behaviors linked to core values	41%
Safety practices	35%
Small and meaningful contributions	32%
Employee referrals	26%

Source: Brandon Hall Group 2016 Employee Engagement Survey

Recognition of Top Performers

Legend: High-Performance, Others

Category	High-Performance	Others
Both blockbuster achievements and meaningful contributions	40%	22%
Meaningful contributions	29%	26%
Blockbuster achievements	20%	23%
No recognition program	11%	29%
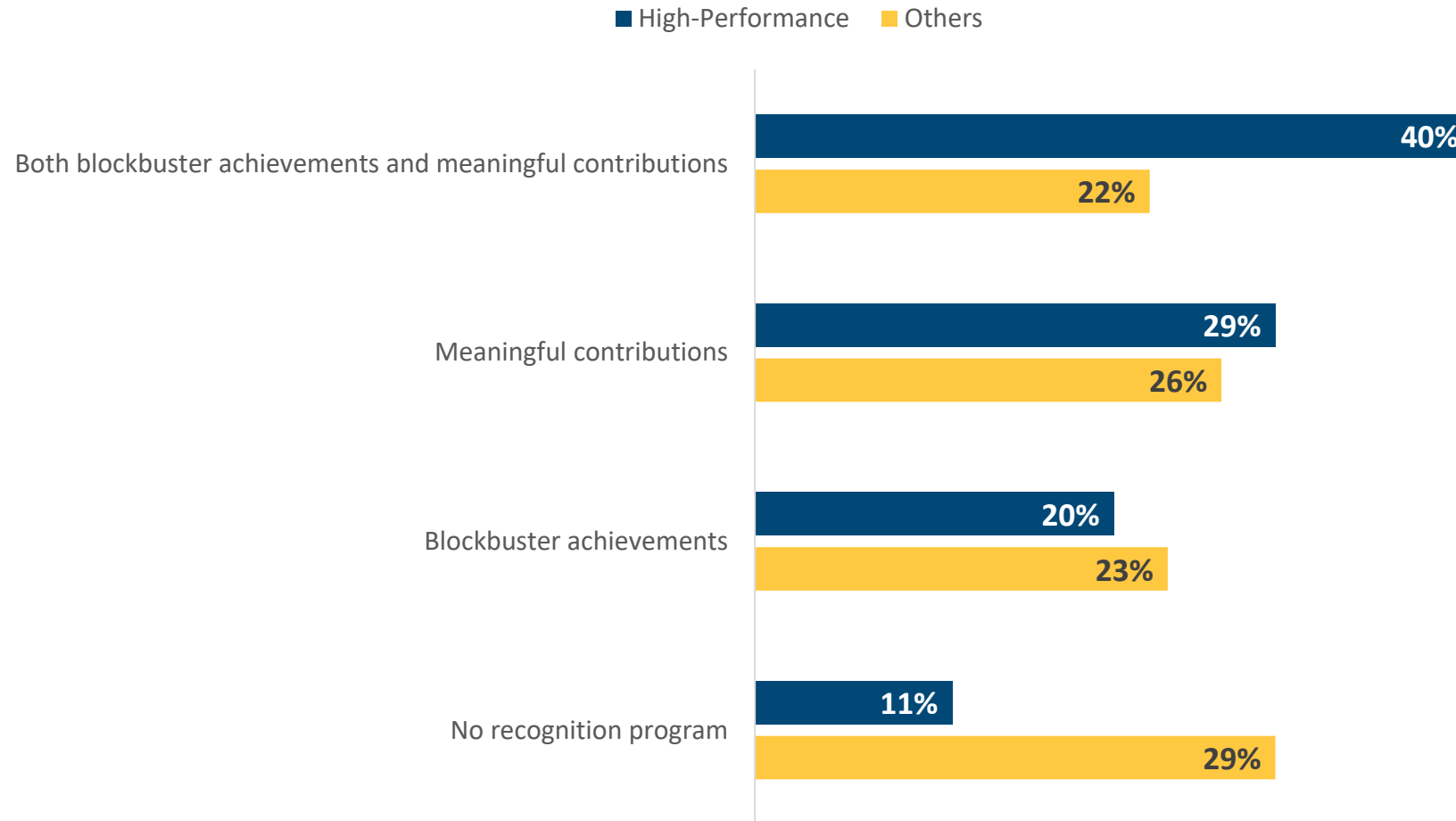
Source: Brandon Hall Group 2017 Performance Management Survey

WHAT EMPLOYEES SAY ABOUT SERVICE AWARDS

STATEMENT	AGREE	DISAGREE
Recognizing employees for their length of service with an organization makes them feel more valued and appreciated.	81%	5%
Employee engagement increases when employees are recognized for their length of service with an organization.	75%	6%
Employees are more committed to stay with an organization that recognizes their length of service.	74%	6%

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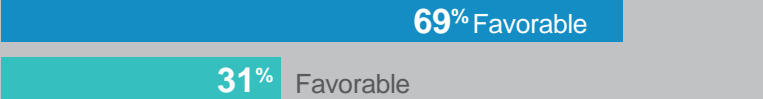
Preferences by Segment

Generational Influence

- Almost all organizations have a multi-generational workforce

- 64% of organizations' surveyed have workforces that are predominantly young *(less than 25% of workforce are Baby Boomers)*.

- 36% have an older-mix of employees in their workforce *(26% or more are Baby Boomers)*.

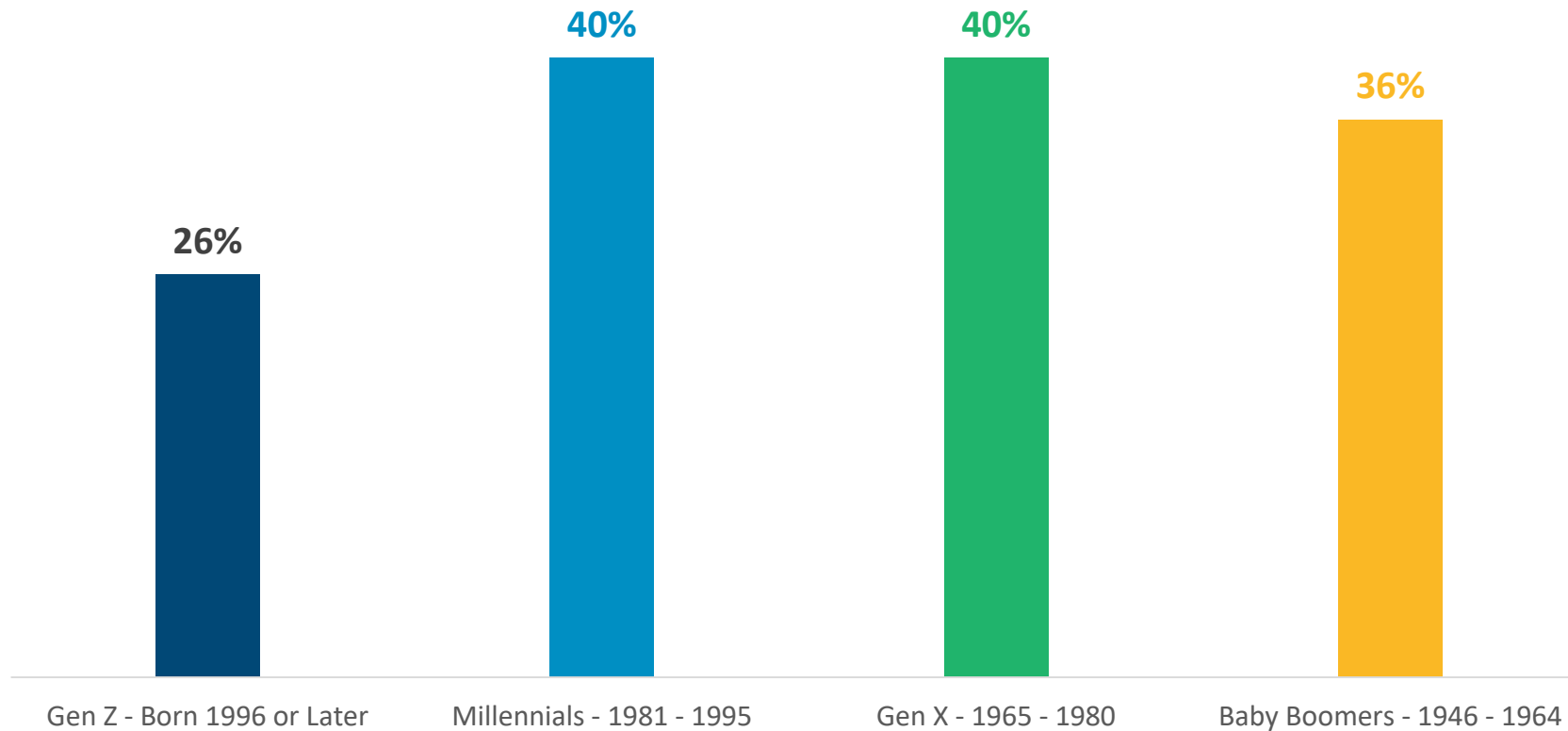Source: Brandon Hall Group 2018 Employee Engagement Practices Survey

Highly Valuable Activities for Engagement

	Total	"Younger" Age Mix	"Older" Age Mix
Engagement surveys	**58%**	58%	62%
Team building activities	**51%**	**54%**	46%
Work/life balance support	**51%**	44%	**59%**
Career development paths	**48%**	38%	**56%**
Coaching, mentoring	**47%**	40%	**51%**
Formal employee recognition	**40%**	**44%**	29%
Wellness/well-being	**34%**	30%	**40%**
Performance reviews	**32%**	**33%**	25%
Compensation/bonus	**32%**	31%	30%

Source: Brandon Hall Group 2018 Employee Engagement Practices Survey

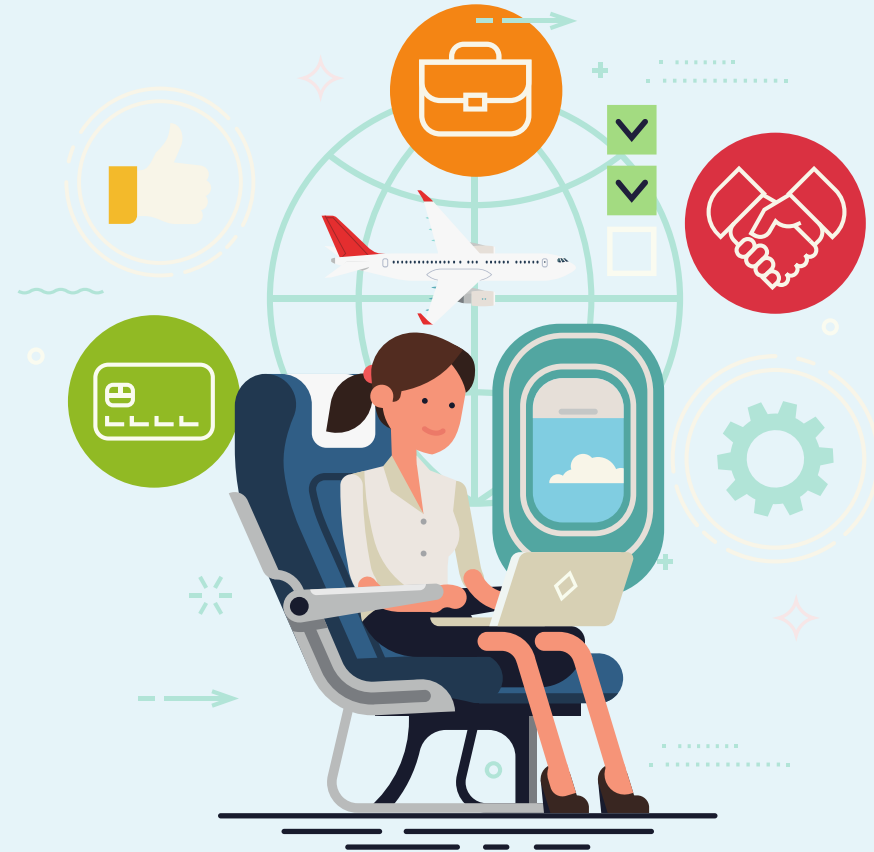# Engagement Levels by Generation

**Most from Generation Participate in Engagement Efforts and
Promote Organization Internally and Externally**

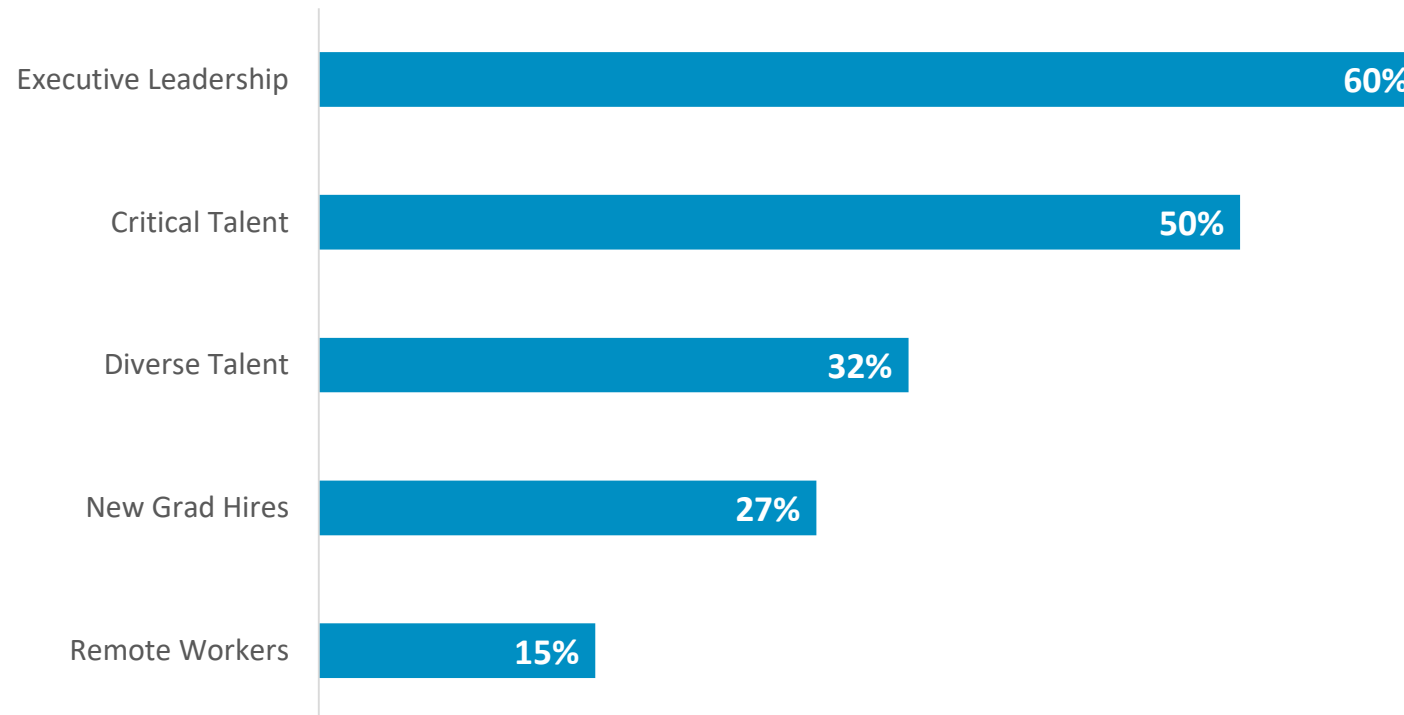|			
26%	40%	40%	36%
Gen Z - Born 1996 or Later	Millennials - 1981 - 1995	Gen X - 1965 - 1980	Baby Boomers - 1946 - 1964

Workforce Dynamics Challenges

- According to the [American Time Use](#) survey from the BLS in 2016, 22% of employed people did some or all of their work at home.

- However, our research shows that remote workers are the least engaged of the key employee segments.

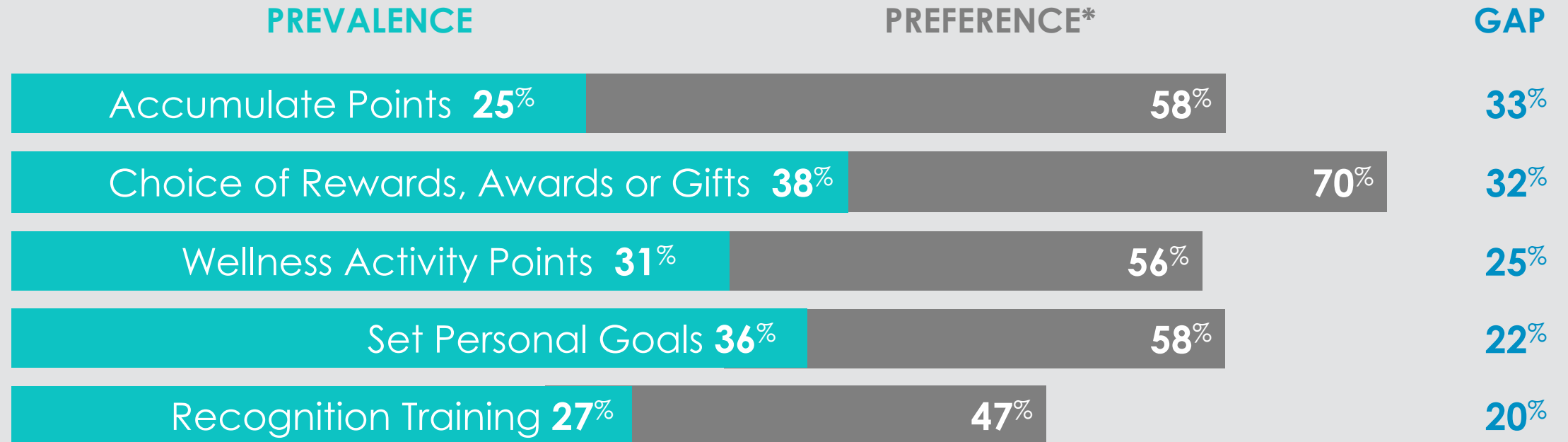Source: Brandon Hall Group 2018 Employee Engagement Practices Survey

Engagement Levels Vary By Employee Segment

Most from Segment Participate in Engagement Efforts and Promote Organization Internally and Externally

Segment	Percentage
Executive Leadership	60%
Critical Talent	50%
Diverse Talent	32%
New Grad Hires	27%
Remote Workers	15%

Source: Brandon Hall Group 2018 Employee Engagement Practices Survey
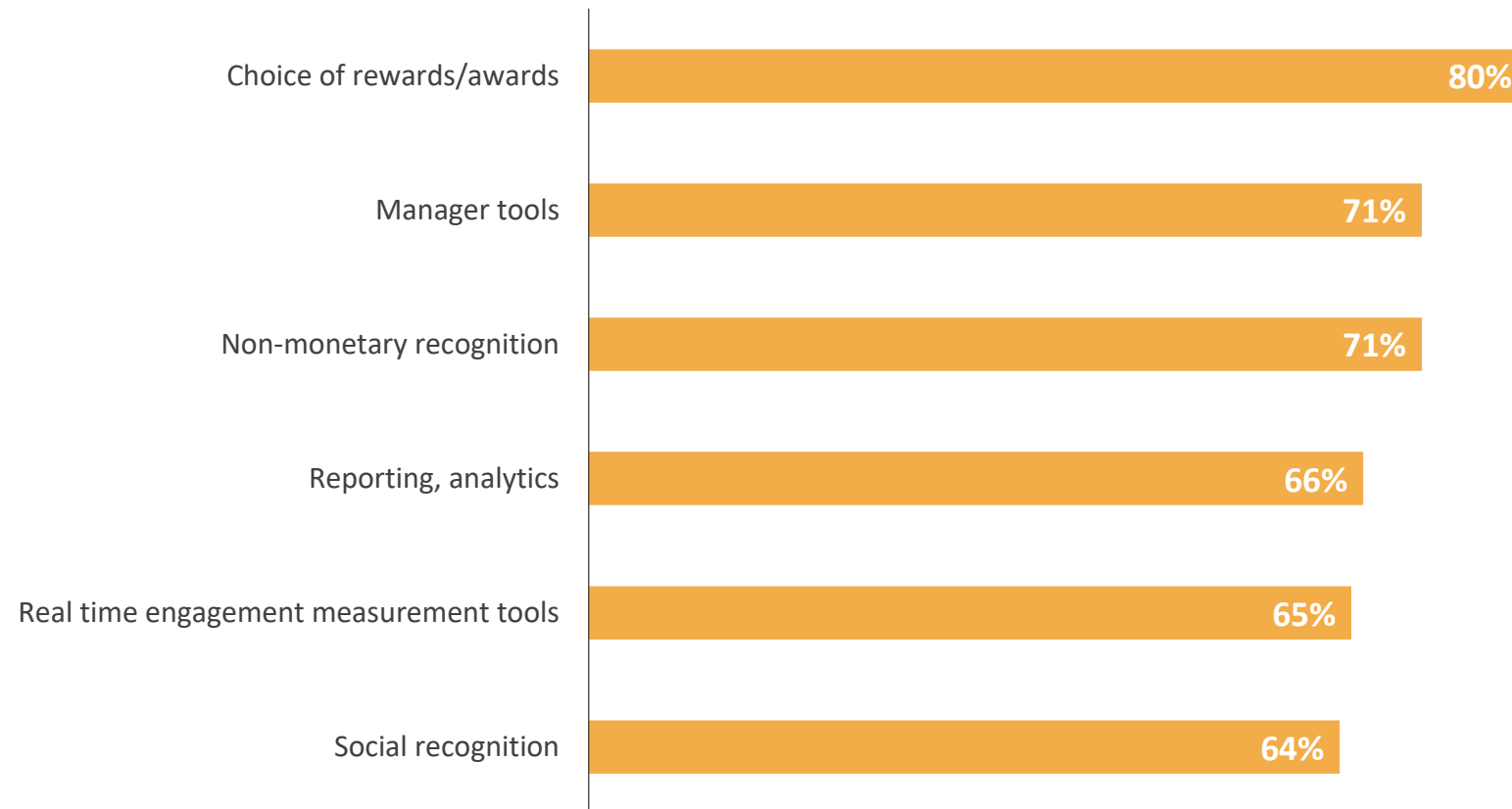
EMPLOYEE PREFERENCES FOR PERFORMANCE RECOGNITION?

PREVALENCE	PREFERENCE*	GAP
Accumulate Points **25**%	**58**%	**33**%
Choice of Rewards, Awards or Gifts **38**%	**70**%	**32**%
Wellness Activity Points **31**%	**56**%	**25**%
Set Personal Goals **36**%	**58**%	**22**%
Recognition Training **27**%	**47**%	**20**%

*Represents respondents who indicated that this feature was either Very Important or Important to them.

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Rewards Solution Preferences

Critical or Important Administration Solution Features

Feature	Percentage
Choice of rewards/awards	80%
Manager tools	71%
Non-monetary recognition	71%
Reporting, analytics	66%
Real time engagement measurement tools	65%
Social recognition	64%

Source: Brandon Hall Group 2017 Rewards and Recognition Survey

Critical or Essential Provider Competencies

85% | Align recognition with company goals and values

84% | Employee engagement survey capabilities

75% | Analytics, dashboards

Source: Brandon Hall Group 2017 Rewards and Recognition Survey
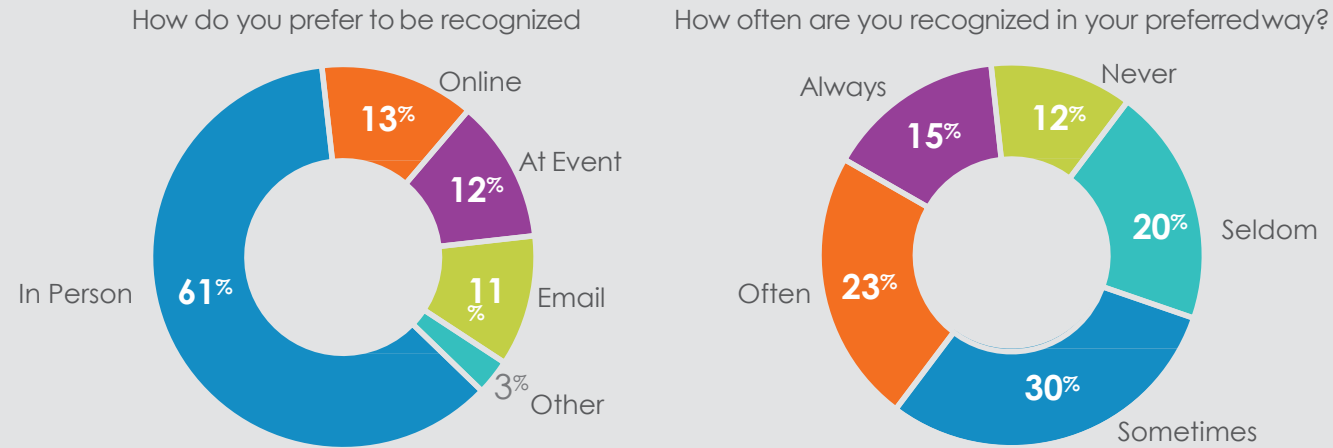
The Logistics

Administration

Organizations' Preferences for Recognition and Reward Administration*

■ Reward ■ Recognize Only

	In-person	As part of event	Online, social, etc.	Email	Phone	Posters, signage
Reward	76%	63%	48%	23%	4%	0%
Recognize Only	67%	54%	56%	51%	8%	16%

HOW DO EMPLOYEES WANT TO BE RECOGNIZED?

PREFERRED RECOGNITION VENUES

How do you prefer to be recognized
- Online 13%
- At Event 12%
- In Person 61%
- Email 11%
- Other 3%

How often are you recognized in your preferred way?
- Always 15%
- Never 12%
- Seldom 20%
- Often 23%
- Sometimes 30%

SOURCE:
2018 E2E Trendicators Report | What Do Employees
Say About Performance Recognition

Reward Choices Offered

	Performance	Length of Service
Gift Cards	67%	36%
Cards/Notes	48%	32%
Redeemable Points	44%	24%
Event or activity	30%	32%
Merchandise	30%	39%
Symbolic Awards	16%	41%
Jewelry, Pins, etc.	10%	40%
Donation for Charity	8%	6%
None	6%	4%

Source: Brandon Hall Group 2017 Rewards and Recognition Survey

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Overcoming Key Challenges to Improve Your Employee Recognition Experience
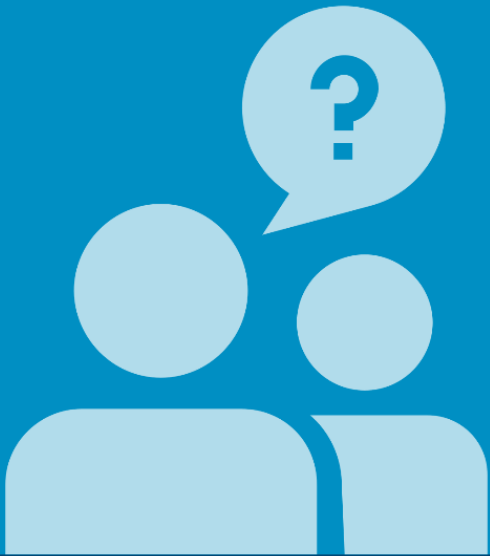
How do you keep managers and senior leaders regularly engaged?

- **Educate** managers and senior leaders how employee engagement and discretionary effort impact success

- **Communicate** the tie to important metrics such as engagement, retention, productivity, collaboration, innovation, customer service, quality, and safety

- **Train** them on the skills needed to create environments in which employees feel appreciated and motivated
  - Making recognition '*SMAHT*' (Specific, Meaningful, Accurate, Habitual & Timely)

- **Recognize** managers and senior leaders with the most engaged teams and those who are the top givers of recognition

- **Encourage** managers/leaders to start off every meeting with a recognition moment

- **Mentor** those not participating
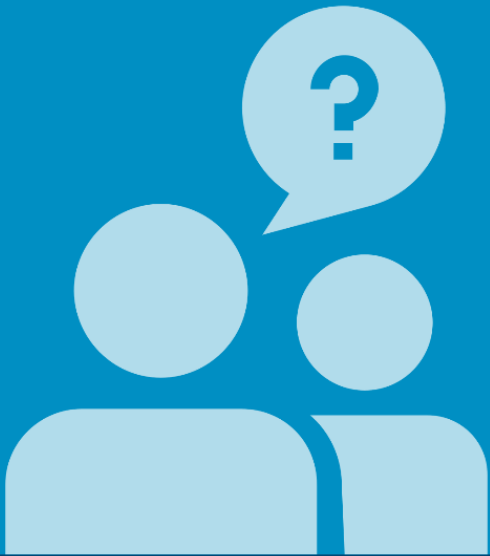
How do you keep recognition top of mind for employees?

Ensure senior leadership makes recognition a part of written and oral communications

Utilize peer-to-peer recognition to create a recognition culture

Bring recognition to the places where they're spending more of their time

Monthly or quarterly recap of the program for employees

Recognize employees who are the top givers of recognition

Utilize social technology & challenges to amplify the recognition experience

Promote programs with: Branded posters, table tents, or custom pieces for the workspace

Build recognition into your core values

Don't forget about in-person recognition

Quarterly Challenges

Conduct Employee Surveys

Leverage Company Social Media Boards and internal TV monitors for program promotion

What are some best practices to meet the needs of a diverse workforce?

ENGAGING MILLENNIALS

- Value formal & service-based recognition more than any other generational group (2016 Trendicators)
- Value non-monetary recognition (2018 Trendicators)
- Value frequent recognition - weekly or more (2018 Trendicators)
- 79% of millennials believe recognition is important during the pre-hire through onboarding stages (2017 Trendicators)

ENGAGING OFFLINE EMPLOYEES

- Manager/supervisor involvement is key
- Consider "Spot Recognition" cards
- Consider non-monetary peer-to-peer recognition options, such as notecards, buttons, pins, magnets or other items that fit the work space.
- Create physical reminders of the program, such as posters and other print materials

ENGAGING REMOTE WORKERS

- Critical to get their feedback often (2018 Trendicators – Survey)
- Consider physical reminders of the program, such as a custom communication piece for the workspace
- Recognize remote workers on phone calls
- Use video to make remote workers feel included during meetings/events

One-Size-Fits-All Recognition Strategies Simply Don't Work!

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Questions?

Thank you

for joining us today!

If you have any additional questions, please email us at success@brandonhall.com.

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Recognition that Validates the Transformation
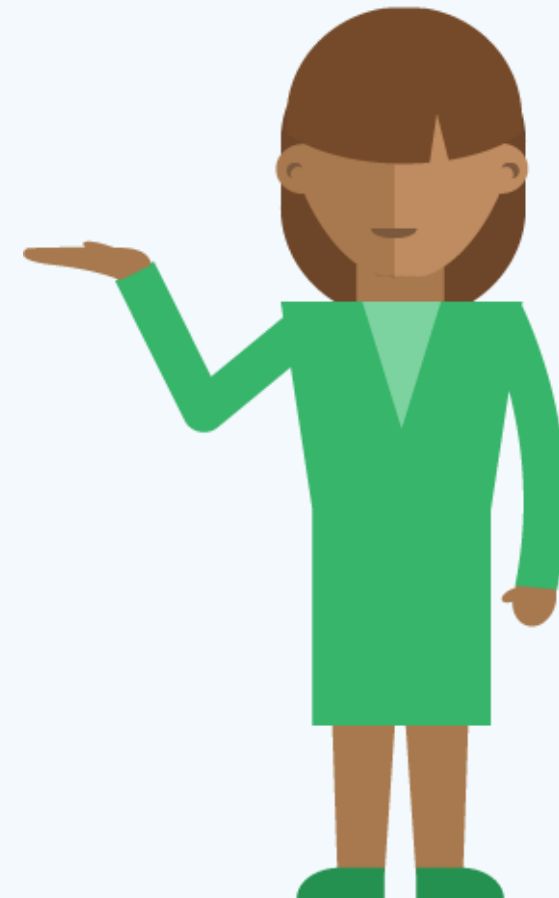
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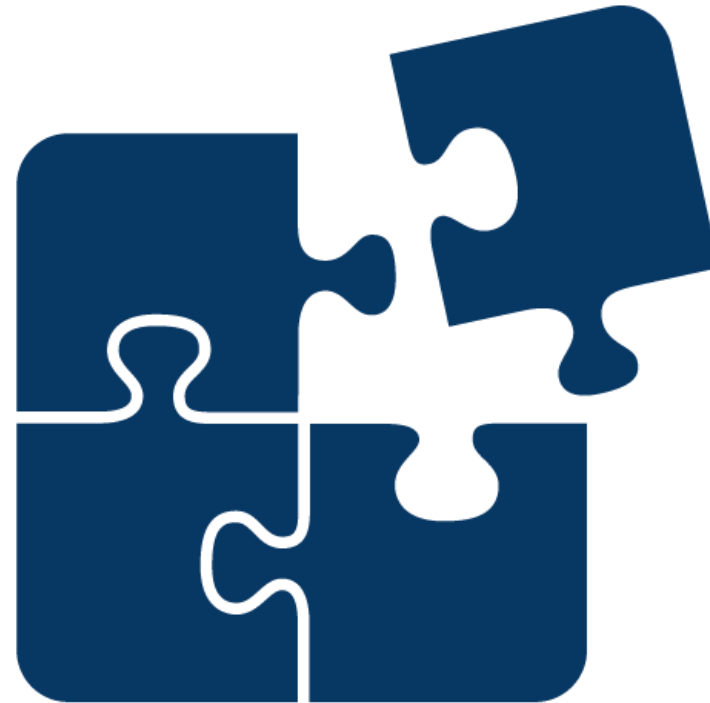- Custom Research

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3 — **Our solutions gets better results** – research-driven, focused on the business, simple, targeted, flexible approach.

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Brandon Hall Group's Excellence Awards allows you to take a deeper dive and evaluate the programs that you've created at a level that you might not have the opportunity to do... They have always been a cornerstone for me.

- Katrina Williams, Director, Sales Capability

CDW

https://youtu.be/OgdA_tpM55U

What Our Clients Have to Say

I describe the attention and that customer service that I've experienced as being excellent. They are very attentive and wherever I need to be connected to whomever, they are there to help me.

- Joanne Veech, Global Talent Leader
PwC

https://youtu.be/YkY-v8gfW5k

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