

## Reward & Recognition

### CCA Standard© User Groups

Since the launch of the CCA Standard© in 2001, over 100 contact centres have successfully achieved CCA accreditation. At the end of 2004, it was agreed that the knowledge and experience garnered by these accredited organisations would benefit being shared by the group and within the broader circles of CCA members. CCA has established several working groups to examine specific topics known to be of importance within contact centres, to learn how to overcome problems, and to establish how best practice can be implemented in line with the ethos of the CCA Standard© of continuous improvement.

Based on a presentation given by Ian McKinnon of West Bromwich Building Society and Gill Jones of Telereal, this white paper outlines the key findings of the [Performance Management User Group](#) (click on link for more info) relating to reward and recognition.

CCA would like to thank the following additional individuals and their organisations for their input to discussions on this topic. As organisations that have demonstrated best practice in their own contact centres, their contribution to the development of these specific guidelines is greatly valued.

- Jan Pollock – Prudential
- Eilin DeBuitleur – Banking 365
- Frances McKean – RHL
- Theresa Wood – British Gas
- Neil Shackleton – BT
- Natalie Danskin – Lloyds TSB
- Laura Harold – National Australia Group

### Introduction

Reward and recognition are areas of great interest to many CCA members, and represent an element of human resource management which requires a great deal of creativity and strategic thinking. Through properly recognising and rewarding the achievements of our employees, we have the opportunity to improve both staff morale and performance, and thus to positively impact the customer experience. The guidelines that follow draw on the expertise of group members, and provide an insight into the principles that ought to be in place if best practice is to be achieved.

### Best Practice Guidelines


- The Starting Point
- Designing Reward Schemes
- Implementation
- Points to Remember

### The Starting Point

Before successful reward and recognition schemes can be designed and developed, two key components must be in place:

- **Basic salaries** for the various grades and levels of staff must be competitive and reflect the local or national range.
- In addition, management should strive to **define** the minimum level of performance (**the norm**) that is required from staff, and should also define what is classed as over-performance. Where performance schemes are in place, these should recognise and reward over-performance, not the norm.

### Designing Reward Schemes



As organisations begin to develop reward and recognition schemes, five key points should be kept in mind:

- **Be creative** in developing these schemes. Such schemes do not have to be solely financially based. Think of other incentives, such as car parking spaces for a period of time, gift vouchers, holiday breaks, leaving a couple of hours early on Friday, shopping time, etc.
- Recognise that **all staff are individuals** and are often motivated by different incentives or types of scheme. Use variety to include everyone, recognising that not everyone is motivated by money.
- Be sure to take the **culture** into account.
- Where financially-based schemes are in place, **un-capped schemes** tend to encourage high achievers, especially in sales.
- Incentives may also relate to **attendance**, as well as performance. Some organisations recognise 100% attendance by arranging a special event to recognise this, and it was noted that this has proven very popular with staff. Other organisations pay a bonus related to attendance over a period of time, which (in the case of these particular organisation) has been proven to reduce absence and has been self-funding.

### Implementation

Once a scheme has been planned, the next step is implementation. The following three points were noted as being of key importance:

- Careful consideration **MUST** be given to the implementation of any rewards scheme. **Involve staff** and obtain feedback from different individuals before going public, to ensure that all points have been considered prior to launch.
- Be sure to **communicate** any likely changes to schemes **BEFORE** they happen as lack of communication in this regard can have a negative effect.
- **External schemes** which support the organisation's values can reinforce these values and provide a route for any employee to be recognised. For example, [CCA's Annual Excellence Awards](#).

### Points to Remember

Finally, in the midst of planning and implementation, remember the following points:

- Whilst schemes can encourage improved performance, they do not replace **regular coaching** for staff.
  - **Withdrawal** of an award scheme can lead to de-motivation and effect the culture.
  - Saying **thank you** for a job well done costs nothing, and is usually greatly appreciated by the individual concerned!
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### Further Information

For further information on this topic, or for more details regarding the CCA Standard<sup>®</sup> User Groups, please contact Judy Smyth, CCA Best Practice Specialist, at [judy.smyth@cca.org.uk](mailto:judy.smyth@cca.org.uk)