

Case Study

Client success story:
SARS

Program Type:
Employee engagement

Industry:
Finance

Budget:
R10+ million

Participants:
10 000 – 20 000

Recognition program increases staff engagement 11% in one year.

Changing culture is difficult in any company, and more so in a monolithic government agency. An enterprise recognition program achieved results exceeding the most optimistic expectations of success.

The challenge

With ambitions of becoming an employer of choice, the head of this government agency needed to turn lacklustre employee performance into service excellence. Surveys revealed largely disengaged staff, with strong perceptions that management didn't care about them or their contributions.

Our brief was to create a solution that would strengthen employee engagement and align individual goals and objectives to organisational goals and values. Also, instil a service-oriented, commercial mindset and send a clear message that 'people matter'.

The solution

Recognition practices were non-existent in the organisation, so we created an enterprise recognition program to nurture a culture of appreciation from the ground up. The solution consisted of 3 modules.

01



Non-monetary 360 degree online thank-you system

We developed a fast, easy online tool people could use to send casual recognition messages to anyone in the organisation.

02

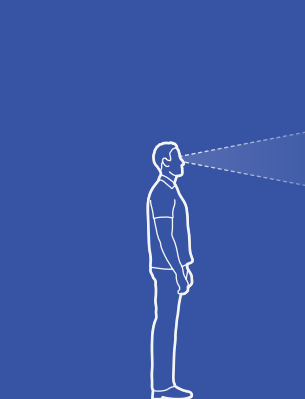


On-the-spot recognition and points-based (monetary) rewards

Because managers were pivotal to spreading the recognition message, we designed a system they could use to recognise and reward employees for daily displays of values-driven behaviour. We coached them in how to identify everyday actions that demonstrated:

- Mutual respect and trust
- Equity and fairness
- Integrity and honesty
- Courtesy and commitment
- Transparency and openness

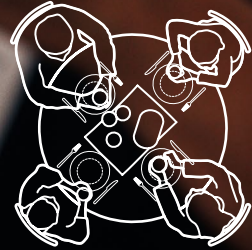
03



Successful nominations illustrated how an employee's values-driven actions aligned to 4 broad nomination categories:

Teamwork Leadership Excellence Initiative and innovation

Employees received a personal recognition message from their managers and received **AwardPoints®** that they could redeem for a wide range of merchandise from a customised online rewards catalogue.



Annual recognition gala

The ultimate recognition took place at a 5-star gala evening of dining and entertainment hosted by the head of the organisation and attended by 400 staff and senior executives. Sixty-one successful nominees were honoured and the final winners were recognised for their exceptional contributions to building a values-driven culture.

The program comprised:

- Online thank-you system
- Recognition training workshops and presentations
- Periodic online surveys
- Online merchandise catalogue
- Local and international travel
- Gala event planning and management

Results

61%

of managers actively used the program to recognise and reward

38%

of employees received recognition and monetary reward, against a target of

16%

11%

increase in the targeted employee engagement driver after just 7 months, against an initial target of

2.5%

11%

improvement in the 'care and concern' touchpoint, against a target of

2.5 - 5%

4.8%

increase in 'truly engaged staff' based on final survey results