

In this month's *Customer Service Newsletter*, Donna Deeprise, author of *How to Recognize and Reward Employees*, talks about the importance of strategic alignment and reward differentiation in reward programs. Here she offers some other considerations to keep in mind when designing a reward program for customer service employees.

Editor

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NEWSLETTER

Staff Motivation

Manager's checklist: Developing a formal reward program

What do you need to consider when developing a formal reward or recognition program for customer service or other employees? Alignment with departmental and corporate goals is probably the most important thing to keep in mind, according to Donna Deeprise, a management and training consultant. But here's a checklist of other essential things to keep in mind, adapted from her book *How to Recognize and Reward Employees* (www.amacombooks.com):

- Identify values, goals, and objectives and determine what outputs from your customer service department would support them.
- Select the best balance between behavior-based and output-based rewards.
- Identify non-negotiable behaviors. For instance, if you are providing support on demand to customers during specified hours, you need to screen out or modify any reward criteria that tolerates lateness.
- Establish a budget for the reward program.
- Consider the degree to which the program should focus on exceptional versus routine tasks. Reward systems that are dedicated to recognizing service employees for going above and beyond what's called for in their job descriptions can leave others feeling unappreciated for doing their jobs.
- Ascertain new behaviors and outputs you want the program to encourage.
- Research successful reward systems in other organizations or in other parts of your organization and determine which elements of those programs might work in your service department.
- Determine the best way to involve employees in the design. You can collect employees' written suggestions, get everyone together for a program design meeting, or create a team of reps to work on program design. If your service department is small enough, try involving everyone. If you use a team, make sure it is truly representative of the various levels and functions in your service department.
- Establish a schedule for designing the program.

This document provides support material for an article on "How to recognize and reward customer service employees" in *Customer Service Newsletter*.

Interested readers may learn more or purchase a copy by visiting <http://www.CustomerServiceGroup.com> or phoning (212) 228-0246.
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