



International Public Management Association
for Human Resources - Virginia Chapter



IPMA-VA Spring Conference

How to Reward Employees When You Have Little (or No) Budget

March 12, 2010

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 **SEGAL**

CELEBRATING
70
YEARS
1939 - 2009



- ① Results of 2009 Rewards of Work Survey
- ② Ideas for Rewarding and Recognizing Employees
- ③ Discussion

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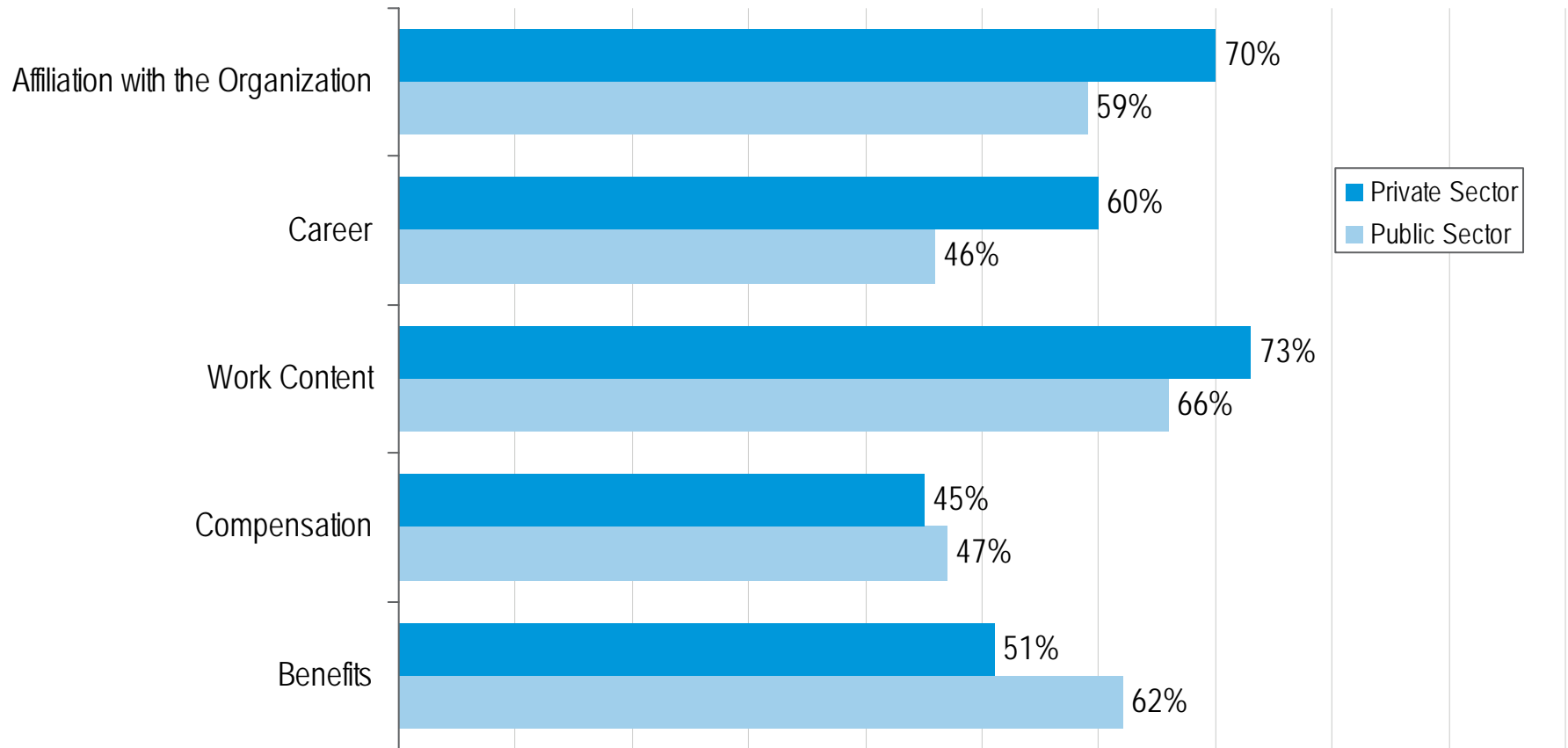


2009 Rewards of Worksm (ROW) Study

- In 2009, Segal conducted a nationwide survey of public sector employees
- The purpose of the ROW survey is to:
 - Assess attitudes and perceptions of government employees
 - Understand what public sector employees value
 - Provide a reliable national benchmark for comparisons to individual organizations
- Almost 2,000 public sector employees participated in the survey, representing a variety of demographic backgrounds, levels of responsibility, and geographies
- Findings show how favorably employees see their total rewards and what rewards most drive employee engagement, job satisfaction, and turnover intentions
- We compared the results with Segal's 2009 private sector ROW survey

How Employees Feel About Their Rewards of Worksm

Compared to public sector employees, private sector workers are more likely to have a positive **Affiliation** with their employer and to have more favorable view of their **Career** and **Work Content**. However, government employees are more likely to be satisfied with their **Benefits** and **Compensation**.



Reflects an aggregation of the percentage of respondents who provided a favorable answer, such as "agree" or "satisfied".

Employee Engagement Results

ELEMENTS OF ENGAGEMENT

Vision: Knowing What To Do

- Understanding the vision and mission
- How they can contribute to vision/ mission
- Clear understanding of job expectations

Commitment: Wanting To Do It

- Gaining satisfaction from the work
- Being inspired by the organization to perform good work

OVERALL ENGAGEMENT

Vision
Knowing What To Do

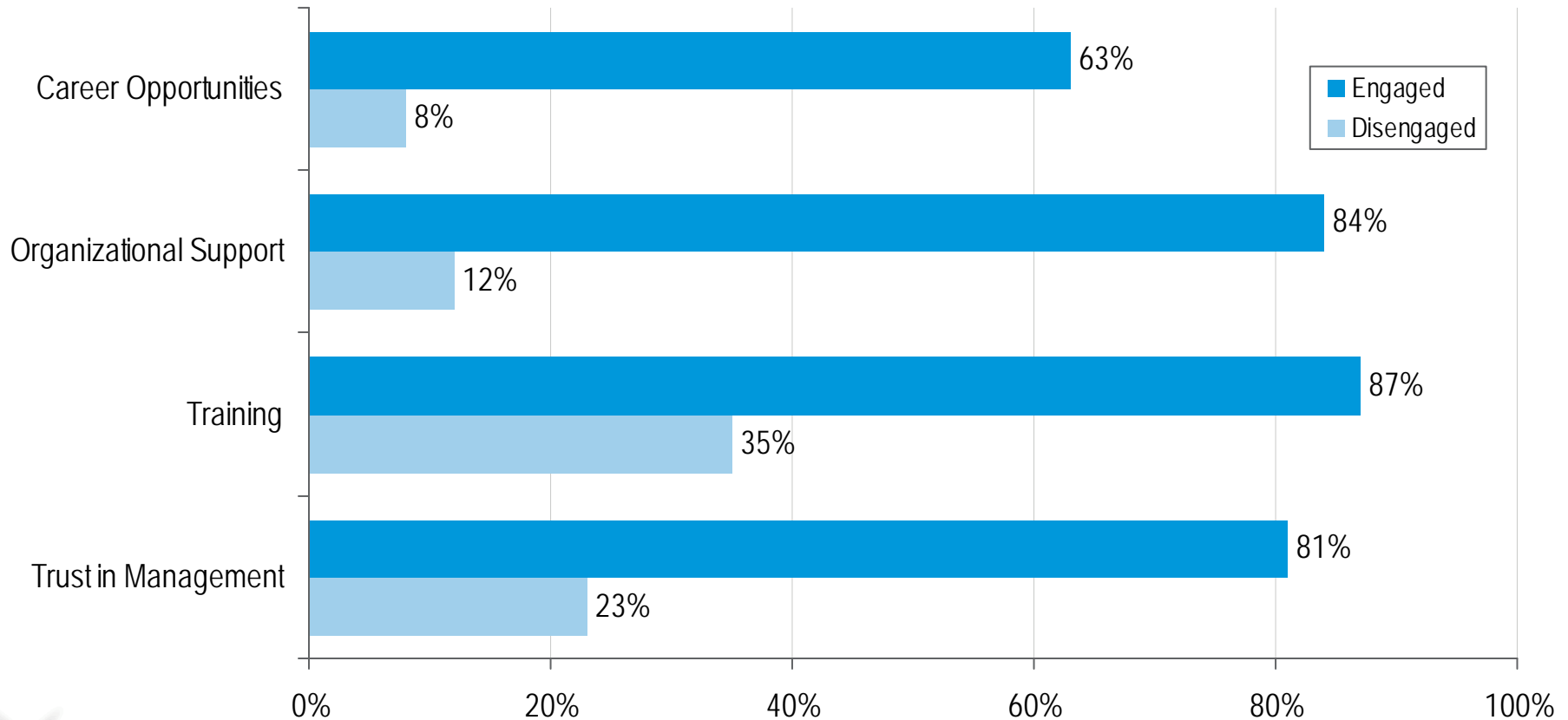
		No	Yes
Commitment Wanting To Do a Good Job	Yes	ENTHUSIASTS Public: 6% Private: 4%	ENGAGED Public: 47% Private: 52%
	No	DISENGAGED Public: 31% Private: 27%	RENEGADES Public: 16% Private: 17%

- Private sector employees are somewhat more likely to be Engaged (52% versus 47%)
- Nearly a third of public sector employees can be categorized as “Disengaged”



Drivers of Engagement in the Public Sector

➤ **Affiliation** and **Career** factors are strongly correlated with employee engagement



Numbers reflect the percentage of public sector respondents who provided a favorable answer, including “somewhat agree”, “strongly agree”, “somewhat satisfied” and “strongly satisfied.”



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How to Reward Star Employees

➤ Advancement & Career Opportunities

- Have one-on-one meetings with high-performers (career counseling sessions) to talk about their future with the organization
- Develop five-year career plans with the employee and his/her manager
- Provide information to all employees about career path opportunities and requirements
- Favor internal promotions

➤ Training & Development

- Provide reimbursement for selected professional association dues, certification/license renewal, conferences, seminars, etc.
- Offer release time for attending training courses
- Provide opportunities for temporary assignments or “rotations” across departments to learn new skills and expand experiences
- Develop a mentorship program with two-person teams in different departments and career stages
- Conduct in-house leadership training (not just supervisor training)
- Develop a “sabbatical” program to allow long-term employees to take time off for research and study or to have a “work exchange” with another jurisdiction

How to Reward Star Employees

➤ Listen & Act

- Ask star employees for their ideas and input for improvements, changes, ways to be more efficient or to improve customer service...then follow through
- Periodically conduct “stay interviews” with high performers
- Hold “State of the City/County” meetings in which senior executives share information with employees (especially regarding the jurisdiction’s accomplishments and successes) and ask for employees’ comments, thoughts, ideas about how to address any challenges
- Have senior leaders meet one-on-one with selected employees to ask for their ideas, thoughts, opinions, and suggestions
- Hold brainstorming sessions with groups of employees (or surveys) about how good employees should be recognized and rewarded

➤ Acknowledgement & Thanks

- Write press releases about employees’ accomplishments, activities, or innovations – especially if it describes how an employee positively affected the community or a constituent
- Have department heads or other senior leaders write personal thank you notes for employees or teams
- Have periodic “Pizza Fridays” or ice cream socials
- Develop a Wall of Fame with pictures of employee of the year, positive comments from customers/residents, etc.



- ① Results of 2009 Rewards of Work Survey
- ② Ideas for Discussion
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How to Reward Star Employees

➤ Other Ideas

- _____
- _____
- _____
- _____
- _____
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- _____
- _____
- _____