HOW TO IMPLEMENT
Motivation & Retention Strategies in the Warehouse

It is most effective when an employer uses several motivation and retention techniques. How do you choose the best mix of techniques for your organization? The logical starting point is to clearly define your intended outcomes.

Guidelines to Define Intended Outcomes: Are you looking to…
- Improve bottom-line organizational results
- Reduce turnover / enhance retention
- Improve productivity
- Increase job satisfaction
- Improve morale
- Increase behaviors that support the values of your organization
- Improve overall quality

The specific goals of a motivation and retention strategy may vary from company to company. For example, Warehouse A may be experiencing high turnover, resulting in increased recruitment and training costs, decreased productivity, and low morale. Warehouse B’s challenge is to keep productivity high without burning out their workers. These organizations would not necessarily use the same motivation and retention techniques because their goals are different.

Purpose: To determine your intended outcomes, consider…
- Organizational mission and values
- Turnover rate & reasons given for turnover
- Productivity levels
- Associate morale
- Corporate culture: shared beliefs and values, formal or informal
- Employee relations issues
- Leadership style
- Current programs and associate perceptions / participation rates
- Unionized status
- Associate preferences regarding motivation / retention techniques
- Company or warehouse size
- Demographics of employee population (i.e., age, length of service, gender, education level, etc.)

By thoughtfully examining your current issues and clarifying your purpose, you will be better able to choose an appropriate strategy.

Think Big Picture
Associate motivation and retention are complex issues, and superficial solutions just don’t work. Don’t get lost in the details of implementing one, two, or several specific techniques. The key is to think big, from an attitudinal perspective. Quick fixes don’t work.

An important aspect of any program is gaining management understanding, support, and commitment. This means more than just a budgetary commitment or simple approval to implement various programs. The management team needs a shared understanding of the importance of motivation and retention and how it relates to the way managers treat associates. Management needs to include commitment, sincere intentions, and the ability to “walk the talk” – to translate intentions into behaviors.
**Guidelines to Get Management Support**

- Point out discrepancies between current and desired states. Present data about current turnover rates, productivity levels, morale issues, quality goals, etc.
- Discuss the importance of encouraging and reinforcing behaviors that support your organization’s mission, values and objectives.
- Sensitize management to the rationale for change. Put dollar amounts on the high cost of recruiting and replacing valued associates. Discuss the advantages of a proactive approach to keeping key contributors. Gather benchmarking statistics on turnover rates, productivity levels, and other relevant measures. Compare your organization with others in your industry, size, geographic area, etc.
- Discuss the employment environment:
  - The current employment market
  - Changes in attitudes and loyalty & definitions of a satisfying work environment
  - Demographic changes in the pool of potential job applicants
- Communicate realistic, positive expectations about the results of implementing a proactive motivation and retention program. Cite results from other organizations that have made a commitment to valuing associates.

**Get Associates Involved**

Associates are the best source of information regarding what will motivate them or influence them to stay with the company. It makes sense to find out what associates want as a key component of developing an overall strategy. Just the act of asking—of involving associates—is a motivation tool in itself because being listened to is a sign of being respected and valued.

**Data Collection Techniques**

How do you find out what associates want? Here are a few common data collection methods and their advantages and disadvantages.

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<tr>
<th>Questionnaires: Written items that can be open-ended or forced response questions. Questionnaire process must begin with the questions: “What do I want to know?” and “How will I use this information?”</th>
<th>Pros: Relatively easy to quantify or summarize data; inexpensive; able to obtain large amounts of data; fairly objective.</th>
<th>Cons: Difficult to write good items; may miss important issues; relatively cold approach; may be over-interpret data; response rate may be low.</th>
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<tr>
<td><strong>Interviews:</strong> An interviewer asks questions to get information from interviewees (alone or in small groups). Can be structured, unstructured, or a combination. Focus groups are a popular form of group interview.</td>
<td>Pros: Allows study of wide range of topics; provides valuable &amp; meaningful information; allows interviewer to get a better feel for the issues &amp; gain associates’ trust.</td>
<td>Cons: Can be expensive and time-consuming; subject to interviewer bias; can be difficult to interpret meaning of answers; depends on skill of interviewer.</td>
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<td><strong>Observations:</strong> The observer goes on-site and watches the work behavior of people doing the job. Can be overt or covert.</td>
<td>Pros: Observer can collect firsthand information; may reveal unexpected problems; not filtered through another’s words.</td>
<td>Cons: Can be difficult to interpret what is observed; observer can create bias; can be costly; follow-up usually required to help interpret.</td>
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<td><strong>Organizational records:</strong> The analyst classifies, studies, and interprets the meaning of numbers or information in records. Examples include turnover data, absenteeism, grievances filed, productivity and performance measures.</td>
<td>Pros: Tends to minimize bias; numbers tend to be believable and easy to understand; can identify accurate baselines against which to measure changes in performance.</td>
<td>Cons: Can be difficult to locate data; data could be biased by those recording; can be difficult to quantify some important aspects.</td>
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Questionnaires and interviews provide the most direct input. Observation and organizational records rely on passive input from associates. Each method demands specific skills on the part of the data collector.

It’s important that the data collector clearly and openly communicates the reason for gathering information. It’s also important to give associates feedback on what types of information you’re getting, and how you plan to use it. Involve them as much as possible in every step, instead of making them wonder what, if anything, you are doing with the information you collect.

**Combination of Methods**

The most effective data collection usually involves some combination of methods. For example, it may be helpful to use interviews as a first step for discovering the most useful content for a questionnaire. Similarly, by examining organizational records like turnover data, attendance records or associate grievances, you may find clues to trouble spots that will provide useful questions for your interviews. Interviews are often a good way to establish rapport for other data gathering activities.

**Use a Variety of Techniques**

Effective motivation and retention programs are comprised of a variety of techniques chosen to address different goals.

A variety of techniques is also used to appeal to associate preferences. The value of a reward, program, policy, or benefit is in the perception of the receiver. What one person considers rewarding, another may consider punishing. A number of different issues – some intrinsic and some circumstantial – can affect our reactions, such as:

- **Individual personality.** Some people do not enjoy being recognized publicly. Others enjoy the limelight. This personality trait affects the perceived value, and therefore the effectiveness, of a particular technique.
- **Motivational drives.** Some people are driven by a need for achievement. Others are more motivated by a social drive. Some have a great need for power. Still others are motivated by financial rewards.
- **Work/life balance.** The point at which work begins to infringe unacceptably on one’s personal life varies from individual to individual. Even in one person, it may vary over time, based on the phase of life he or she is in.
- **Demographics.** Associates may have different needs at different life stages. For example, dependent care spending accounts, tuition reimbursement, and leave of absence policies may be more meaningful to younger workers, while retirement plans, wellness programs, and phased retirement is more important to older workers.

In motivation techniques, the traditional “golden rule” – treat other people the way you would like to be treated – doesn’t take into account individual differences and preferences. You need to treat others the way they would like to be treated.

**Elements of Motivation/Retention Programs**

Organizations and the environments in which they operate are dynamic. The needs and goals of your organization may change in response to competitive pressures, technological advances, the employment market, economic factors, regulatory issues, etc. Because of this, you need to periodically assess all aspects of your motivation and retention program. Data gathering should be on-going to provide the information you need to modify, add, or delete techniques from your portfolio.
Motivating and retaining associates is part of every manager’s job every day. Almost everything we do on a daily basis directly or indirectly affects how people feel about the company and their jobs. How we orient new associates to how associates are separated from the company, and everything in between, affects people’s attitudes about their jobs. And attitudes affect performance, productivity, effectiveness, and the decision to stay or leave (or to stay, but put in minimal effort).

When you consider a motivation and retention program, look at these elements:

- **Orientation**: How do we familiarize new associates with our company? How do we make the best first impression?
- **Training and Development**: How do we train associates?
- **Job Design**: How are jobs structured? How are associates motivated to excel?
- **Career Paths**: What opportunities for career development and skill enhancement do we provide?
- **Compensation**: How do we compensate associates? Do we reward them with incentives?
- **Benefits**: What benefits programs do we offer?
- **Management Skills**: How do we manage associates? What leadership style is most effective? What kind of company culture have we created and encouraged?
- **Employment Policies**: What kind of employment policies have we established? Do they contribute to associate satisfaction?
- **Turnover Analysis**: How do we gather information about what is effective and what isn’t?
- **Recognition and Reward Programs**: How do we recognize and reinforce desired behaviors and results?

These elements are interrelated; we’ll look at them one at a time, with the understanding that they do overlap and they all do influence motivation and retention.

**New Associate Orientation**

First impressions are lasting. How an associate is oriented to the company from the first day on the job sets the tone for how that associate feels about the company.

A meaningful orientation program may be more than one session and includes follow-up. The sooner a new associate gains a comfort level, the sooner that person will become productive. Sharing information about the company—its mission, products, services, history, goals, structure, etc.—will help to establish a strong bond between the individual and the company from the very beginning. This will make it easier for the associate to identify with the organization and find meaning in the work.

**Training and Development**

For many associates, it is becoming increasingly important to have an opportunity to learn new things, upgrade skills, and improve abilities. Offering opportunities for training serves two purposes—it reinforces the desired behaviors that support the company’s goals and it helps individuals gain skills.

Training and development programs can range from purchasing a subscription to a journal or newsletter of the associate’s choice to tuition reimbursement for job-related and personal interest courses to paying dues in professional associations like WERC.
**Job Design**

A correctly-designed job will satisfy associates’ needs, and satisfied needs lead to high motivation, good morale, low absenteeism, increased productivity and better retention. Some common approaches to job design include:

- **Work simplification** gives associates control over the management of their work responsibilities by removing unnecessary management layers or any other barriers to efficient operation.

- **Job enrichment** adds responsibility and authority to increase the job’s complexity and challenge.

- **Job enlargement** increases the number of tasks and allows associates to use a variety of skills and see tasks through to completion.

- **Job rotation** cross trains associates in various jobs to give them expertise in different tasks. In the warehouse, cross training may also have a positive impact on how to handle peak seasons.

- **Group tasking** creates work teams to make decisions and handle certain duties for a defined area of responsibility.

An effective approach to job design must balance associates’ needs for involvement with management’s needs to increase productivity and improve quality. Job design can be an extremely powerful tool in increasing associate involvement, satisfaction and productivity.

Job design can be complex and can affect a job’s structure, design, tasks, levels of responsibility, authority, autonomy, decision-making, ownership, and feedback. In addition, job design may impact wage and salary structure, facility and equipment additions, training costs, and other implementation costs. It involves a new way of thinking about work processes and work management and may involve changing the way things are done.

It is wise to carefully assess your company’s readiness for job design before attempting a project that will certainly have far-reaching implications. A job design program needs top management support, a long-term commitment from line management and a commitment to associate communication and involvement throughout the process.

**Career Paths**

Promotions have traditionally been used as a reward to acknowledge the long-term efforts and loyalty of associates. In an era of leaner staffs and flatter organizational structures, the traditional career ladder has been replaced with a career lattice. Instead of the vertical rungs on a ladder, a lattice has crisscrossed bars that symbolize support for growth and achievement in a variety of directions.

Instead of advancement, associates now look for **enhancement** as a motivator. Because of downsizing, rightsizing, and re-engineering, many focus on **employability** vs. **employment**. Communicating the idea of a career lattice and basing rewards on learning and performance versus promotions are good starts in developing an effective career path program. Associates who experience continuous learning and development are more likely to stay and be productive contributors.

**Compensation Policies and Practices**

Few areas are more tied into an associate’s sense of worth than compensation. Therefore, it’s important to consider the motivational aspects of money.
From a manager’s perspective, money has two strikes against it as a motivator. First, many managers have limited control over financial rewards for associates. Second, money’s success as an effective motivator is questionable and its impact is usually short-lived. The motivational effect wears off soon after the bonus or incentive is given. Also, over time, monetary payments can begin to be perceived as entitlement. Associates may come to expect it, thus diminishing its motivational effect. In addition, many people believe that extrinsic rewards like money tend to upstage more sustaining motivation like the satisfaction of doing meaningful work.

Nonetheless, while money may not be the best motivator, the absence of it is a strong demotivator. Associates’ perception of fairness is based on both internal and external equity. In other words, associates need to feel that their compensation is at least equal in value to the compensation received by other associates in the organization (internal equity) and in other organizations (external equity) who do similar work. In making these comparisons, money is typically used as a scorecard to measure achievement, importance to the organization and how well the company appreciates them. If associates feel that their financial rewards don’t satisfactorily meet the equity test, they may explore other employment opportunities, or they may let their resentment translate into indifference, laziness, or even sabotage.

Cash is only one form of compensation. Other forms, such as benefits and recognition and reward programs need to be considered.

Major non-cash incentives fall into four categories: recognition, status, merchandise and travel. Non-cash rewards have advantages over cash because they can be symbolic and tied to the behavior or outcome being rewarded.

- **Memory value**: something associates can enjoy and remember for a long time
- **Trophy value**: it’s more socially acceptable and fun to show off and tell others
- **Flexibility**: can be tailored to meet the individual’s tastes and the organization’s goals. The organization can control the duration and impact of the technique and this approach avoids the entitlement mode that cash sometimes engenders.
- **Cost-effective**: cash costs more and offers less leverage; cash has tax and timing issues.

**Benefits Programs**

There have been significant changes in the structure, cost, and variety of benefits offered by employers. And there has been a notable decline in three key measures of the effectiveness of benefits as a motivation and retention tool: (1) associate satisfaction with benefits, (2) associate understanding of their benefits, and (3) how well benefits meet the needs of associates. This points to a clear need to examine this area for potential improvements.

Motivation and retention techniques that fall into the category of benefit programs include those in the **SERVICES** category (i.e., on-site daycare, gym, cafeteria, career and personal counseling, etc.) as well as **flexible schedules** and **tuition reimbursement**.

**SERVICES**

Forward-thinking companies use services such as mass transportation, laundry drop-off, and financial planning seminars because they tend to cultivate loyalty, keep associates involved, and make them feel appreciated. The decision whether to offer any of these services should be guided by associate feedback, cost of the programs, and perceived value by associates. Some innovative benefits that have been offered successfully by organizations include:
Wellness programs: on-site fitness centers; discounts to fitness centers; on-site massage therapy; on-site weight loss meetings; stress management programs; accident-risk reduction; hypertension detection, smoking cessation programs, etc.

Sick child care

Conveniences: company cafeteria and/or vending machines, company vans or buses for easier commutes, on-site dry cleaning or laundry drop-off, prescriptions, discount movie tickets, ATMs, take-out suppers, personal travel arrangements

On-site ESL (English as a second language) and literacy tutoring programs

Corporate matching program for charitable contributions

Education: financial planning seminars; personal growth and development workshops; pre-retirement seminars, “lunch and learn” sessions

**FLEXIBLE SCHEDULES**

People continue to express a greater need for balance in their lives. This translates into a preference for more flexibility in work schedules. To respond, employers are finding ways to offer “alternative work arrangements” such as:

- **Flextime:** Associates work core hours, but vary their beginning and ending times to accommodate family obligations, commuting issues, preferences, etc.

- **Compressed workweeks:** Instead of the traditional five 8-hour days, associates may work four 10-hour days or another variation that allows working the same number of hours in fewer days per week or per pay period.

- **Job sharing:** Two associates coordinate the work so that everything that one full-time associate normally did is now shared by two part-time associates.

- **Telecommuting:** Associates may work from a home office during a part of the workweek.

- **Phased retirement:** An associate approaching retirement age reduces weekly work hours in anticipation of retiring, rather than going from full time to nothing.

- **Part-time / peak-time / seasonal contingent workers:** These associates work a reduced schedule every week or only during the time periods needed by the company.

Many associates rate paid time off as one of their most precious benefits. To enhance motivation and retention, review your paid time-off policies to determine whether they are competitive.

**TUITION REIMBURSEMENT**

Continuous learning opportunities can be important in motivating and retaining associates. Consider variations on tuition reimbursement policies that cover degree programs only. There are many training/educational resources available today, and your policy can include as many as are practical and appropriate for your workforce. Some resources to think about include audio and video training, computer-based training, seminars and conferences, informal “lunch and learn” programs, membership in professional and trade associations, self-study, and mentoring programs.

Another option is to implement an educational allowance for each associate. This allowance could grow with length of service to encourage people to stick around. Offering educational and training/development opportunities to associates makes them feel valued and has the added bonus of enhancing their effectiveness and productivity.
**Communication About Benefits**

To enhance associates’ appreciation, it makes sense to communicate the value of your benefits programs. One way to do this is through a newsletter. You could highlight one or two benefits in each issue to raise associates’ awareness of the benefit or to answer questions.

Another effective way to communicate the value of your benefits program is by using total compensation statements. These are issued annually, stating the dollar value of all compensation and benefit plans, including company-paid health/dental/vision/life/disability insurance premiums, 401(k) and/or pension plan costs and contributions, employer-paid taxes, holidays, vacations, personal days, tuition reimbursement, associate assistance program, associate conveniences and services, etc. This approach points out how much the company is contributing for benefits that associates may take for granted.

**Management Skills**

How associates are managed has a profound impact on their motivation, productivity, morale, and their decision to stay with a company. A recent survey found that associates believe they could increase their productivity by 26% if management did a better job of managing.

Diversity in the workplace means dealing with more differences in workers than ever before – differences in race, gender, age, national origin, disability, education, language, religion, marital status, parental status, and lifestyle. Younger workers – Generation X and Y – come to the workplace with different attitudes and needs. Understanding how these workers view work and jobs is critical to effectively recruiting, training, motivating, and managing them.

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<th>Understand Generation Xers</th>
<th>Appreciate diversity</th>
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<td>▪ Want interesting, different, challenging assignments</td>
<td>▪ Identify, appreciate &amp; use different gifts, skills, culture, wisdom, experience, &amp; maturity</td>
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<tr>
<td>▪ Have a strong craving for stimulation and new experiences</td>
<td>▪ Be aware of individual values, biases and comfort levels in dealing with diversity</td>
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<tr>
<td>▪ Have an unrelenting desire to learn, especially leading-edge technology</td>
<td>▪ Accept that different is not inferior</td>
</tr>
<tr>
<td>▪ Have a strong need for personal contact</td>
<td>▪ Be willing to constantly learn</td>
</tr>
<tr>
<td>▪ Value a balanced lifestyle</td>
<td>▪ Be flexible in dealing with unexpected situations</td>
</tr>
<tr>
<td>▪ Want to know their contributions help others</td>
<td></td>
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<tr>
<td>▪ Are loyal to their profession &amp; lifestyle, not the company</td>
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Develop open, two-way communication as a key retention strategy. Associates want to be listened to – to state problems, share ideas and make suggestions. They also want to be in on things – management’s goals, vision, mission, strategies and tactics. Consider holding 50/50 meetings, where management speaks 50% of the time and associates have a chance to raise questions, issues, or offer suggestions and comments the remaining 50% of the time.

Assist managers in learning to clearly articulate performance expectations, give ongoing performance feedback, and effectively coach and mentor.

**Employment Policies**

Employment policies affect how people feel about their jobs, work environment, and company. In implementing an effective motivation and retention strategy, a review of these policies may reveal areas for improvement.
- **Employment Policies.** Are they updated and do they reflect the current environment and any current employment legislation? Have your policies been adequately communicated and explained to all associates? Does management support employment policies and are they consistently applied?

- **Equal employment opportunity (EEO) policy.** How is it upheld in your organization? Are all of your managers trained in various aspects of EEO? Do your associates perceive that all are treated fairly regardless of race, sex, national origin, religion, age, disability, etc.?

- **Privacy policies.** Some issues to consider are:
  - Confidentiality of associate information, particularly medical information
  - E-mail and voice mail monitoring; associate’s expectations of privacy
  - Reference checking for new associates
  - Confidentiality of salary information
  - Drug testing results

- **Sexual harassment and other types of workplace harassment policy.** Is the policy complete, clear, and communicated effectively to all? Is there management commitment, support, and enforcement of this policy? Have managers and associates been trained in preventing workplace harassment?

- **Dispute resolution procedure.** Is it effective? Do associates perceive it to be fair? Are managers trained in effective conflict resolution?

- **Dress code policy.** Is it consistently enforced? Does it support your organizational mission? Does it meet your business needs? Do associates view it positively or negatively? What can you do to improve the perception?

**Turnover Analysis**

Most employers understand that keeping good associates keeps their businesses running smoothly and that associate turnover is a direct drain on the bottom line. Knowing the extent and cost of turnover is crucial to securing funds, resources, and organizational commitment to reducing it.

The direct and indirect costs to the organization to replace an employee are estimated to be up to 200 percent of salary. Recruiting and hiring costs are growing as it becomes more difficult to find good associates. In addition, turnover contributes to decreased productivity and disrupts operations. It has a negative impact on morale, because others are expected to pick up the slack until a replacement can be recruited, hired, and trained.

To determine the most appropriate turnover reduction (retention) strategies, you must establish the cause for turnover.

- Both the department manager and the Human Resources department should conduct exit interviews to identify factors contributing to the decision to leave.
- Summarize and quantify the results of exit interviews over time. Spot trends, make recommendations, and implement improvement plans.
- Analyze turnover data to determine voluntary vs. involuntary and avoidable vs. unavoidable. Examine turnover by length of service, department, job, and other meaningful factors. Use this information to improve the factors contributing to decisions to leave.
Use the information gained in exit interviews as a starting point to gather information from current associates. Ask for suggestions about how practices, policies or attitudes can be improved.

**Recognition/Reward Programs**

Parties/lunches on company time, company picnics, group outings, formal recognition programs, and employee of the month programs fall into this category. When associates are surveyed about what they want most from their jobs, recognition for a job well done usually ranks high in their responses. Associates who are recognized tend to have higher self-esteem and confidence, take more risks, contribute more ideas, take on more challenges, and are more productive.

Recognition is one of the most powerful job motivators because of its simplicity, its impact, and its availability. Recognition and rewards can take many different forms: informal or formal; no or low cost, or costly; public or private; for specific achievements and activities, or for displaying desired behaviors.

**Guidelines to Make Reward and Recognition Programs Effective**

- Reflect your organization’s mission, values, and business strategy in your motivation and retention program.
- Get associates’ participation and input in developing and administering the programs, including defining criteria for success.
- Be aware of how you use “award” and “reward.” There is a difference. Awards are given or bestowed; rewards are earned.
- Make sure there is a connection between effort and reward. Specify and clearly communicate the reward criteria, and recognize all associates who meet them. Reward and recognition programs should be performance or behavior-focused, not popularity contests.
- Determine what behaviors and outcomes you want to recognize and reward. Some popular bases for rewards and recognition are:
  - Work quality
  - Setting and achieving objectives
  - Attendance
  - Learning new skills
  - Meeting safety goals
  - Work quantity
  - Problem solving
  - Improving work processes
  - Pitching in to help a co-worker
  - Giving a customer extra attention
  - Training/mentoring a new associate
  - Special project/task force
- Individualize rewards and recognition. Match the reward to the person.
- Remember that it’s not necessary to create losers in order to recognize winners. Draw a bigger circle, and include as many associates as possible in formal and informal recognition programs.
- Design variety into the program and include both cash and non-cash incentives.
- Be timely and specific. Effective rewards or recognition is given as soon as possible after the desired behavior or outcome. Always specify why the reward is given, so associates know what behaviors and achievements are valued.
Two Simple, But Effective, Techniques

1. Don’t underestimate the power of saying “thank you.” A simple thank-you validates the importance of the work people do. It is a great way to give timely recognition, immediately reinforcing desired behaviors. You can use it to reward incremental improvements in performance, and to show appreciation for routine work, for which many people feel under-appreciated. It’s a great way to boost morale and build good relationships. When you use *thanks* as a motivational tool:
   - Be specific about what behavior you are recognizing.
   - Acknowledge both the effort and the outcome.
   - Tell why the behavior is important to the organization, department, or project.
   - Also tell why the behavior is important to you personally.
   - Be immediate and spontaneous with your thanks.

   Thanks can also be used effectively with peers, bosses, other departments, etc. It helps the teamwork and morale of the entire organization and increases the common sense of purpose and direction.

2. Tell associates what they are doing right. Positive feedback is the form of recognition that has the biggest impact on self-esteem, and high self-esteem leads to better performance. Positive feedback also lets associates know that the work they do is meaningful and worthwhile, which cultivates an environment where workers will experience intrinsic motivation. Here are suggestions for effectively using positive feedback:
   - Be specific.
   - Be realistic. Don’t lay it on too thick or associates will discount the feedback.
   - Remain consistent with your managerial style. Associates will trust you more if you don’t change completely overnight. Start off low-key, and be sincere.
   - Be consistent. Don’t single out one or two for feedback, thanks, and compliments. This will make both those people and the rest of the staff uncomfortable.
   - Be careful not to undermine your intentions by rewarding behaviors that are inconsistent with your organizational values or goals. You get what you reward.

Pulling It Together

There are countless ways to recognize and reward associates. Use the accompanying chart to evaluate your current program. Keep in mind three keys.

1. **Create a Portfolio**
   - Think of your motivation and retention program as a portfolio with a variety of techniques to target different needs. Include a combination of spontaneous, informal recognition and rewards, awards for specific achievements and activities, and formal reward programs.

2. **Build in Variety to Accomplish Different Goals**
   - Make sure that you have items that focus on different elements of the total job situation. For example, some items will stimulate productivity, some items will foster a more pleasant work experience and other items might foster teamwork.
3. *Periodically Assess Associate Perceptions*

When designing specific techniques to use, always get associate input and feedback so that the rewards and recognition are appropriate and appreciated. Conduct periodic worker and management surveys to make sure that associate and management feelings and opinions are in sync about satisfaction, morale and the effectiveness of the company's motivation and retention techniques.

**Motivation/ Retention Techniques**

| Orientation | | | | | | | | | | | | | | | | |
|------------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Training & Development | ☀ | ☐ | ☀ | ☀ | ☐ | | |
| Job Design | ☐ | | | | | | | | | | | | | | |
| Career paths | | | | | | | | | | | | | | | | |
| Compensation | ☀ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | | | | | | |
| Benefits | ☐ | | | | | | | | | | | | | | |
| Management skills | ☑ | ☑ | ☑ | ☑ | ☑ | ☑ | ☑ | ☑ | ☑ | | | | | | |
| Employment practices | ☐ | | | | | | | | | | | | | | |
| Turnover | ☐ | | | | | | | | | | | | | | |
| Recognition / Reward programs | ☐ | ☑ | ☐ | ☑ | ☑ | ☐ | ☑ | ☑ | ☑ | ☑ | ☑ | ☑ | ☑ | ☑ | ☑ |
| Lunches on company time & dime | ☑ | ☑ | ☑ | ☑ | ☑ | ☑ | ☑ | ☑ | ☑ | | | | | | |
| Picnics | ☑ | ☑ | ☑ | ☑ | ☑ | ☑ | ☑ | ☑ | ☑ | | | | | | |
| Holiday parties | ☑ | ☑ | ☑ | ☑ | ☑ | ☑ | ☑ | ☑ | ☑ | | | | | | |
| Group outings | ☑ | ☑ | ☑ | ☑ | ☑ | ☑ | ☑ | ☑ | ☑ | | | | | | |
| Employee of the month awards | ☑ | ☑ | ☑ | ☑ | ☑ | ☑ | ☑ | ☑ | ☑ | | | | | | |
| Other recognition | ☑ | ☑ | ☑ | ☑ | ☑ | ☑ | ☑ | ☑ | ☑ | | | | | | |
| Formal reward | ☑ | ☑ | ☑ | ☑ | ☑ | ☑ | ☑ | ☑ | ☑ | | | | | | |
| Appreciation/Thank You | ☑ | ☑ | ☑ | ☑ | ☑ | ☑ | ☑ | ☑ | ☑ | | | | | | |
| Positive feedback | ☑ | ☑ | ☑ | ☑ | ☑ | ☑ | ☑ | ☑ | ☑ | | | | | | |