

Looking for ways to improve reps' performance against customer service metrics? Here are some reward and recognition ideas from participants in *Customer Service Newsletter's 2006 Salary and Benchmarking Survey*.

Editor

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Customer Service

NEWSLETTER

Survey participants have many ways to recognize rep performance

Every company has its own special way of rewarding or recognizing reps for improving or maintaining their performance, and not all of them — in fact, very few — involve big bonuses or otherwise spending a lot of money on rewards. A good number are used as a way to sustain sales efforts in the service organization, but many others focus on individual and team service performance.

Here are a few of the “unique incentives” that were described by participants in our *2006 Salary and Benchmarking Survey*. See how many might be adaptable for use in your own organizations.

- We put different amounts of cash in envelopes and draw names of reps.
- Our company has training sessions at meetings, and at these meetings each team takes a subject and does a presentation on it. Whoever wins gets points that go into a point bank and can be accumulated for prizes.
- Paid time off is awarded as specific sales goals are met.
- We take the customer service department to lunch once a month.
- High performers are given a pass to leave 2 hours early on Fridays.
- We provide a bonus to the agent who, at the end of the month, has taken the most orders.
- Commissions are paid tied to the amount of cross-selling and upselling that reps do, as well as on quarterly call stats.
- We're considering starting to offer small gift-certificate awards to reps.
- Team-based incentives are given based around TV show theme competitions. For example: The Amazing Race. Advancement within the game is based on department metrics — i.e., average handle time, average wait time, \$ per hour.
- We have regular sales incentive competitions.
- Customer service reps receive a commission on monthly sales for their accounts.
- We may offer administrative leave and/or other incentives like special training opportunities and recognition programs.
- Reps are awarded tokens based on performance to purchase items.
- Prizes (gift certificates, electronics, etc.) and monthly bonuses are offered for various pay types and sales types. A top performer incentive is also awarded for quality service and sales.
- We are not authorized to give monetary awards. But we have several non-monetary recognition programs in place to motivate our team to succeed.
- We have daily/weekly/monthly bonus competitions for the CSRs based on whomever performs the best based on sales results.
- Managers bestow “Diane Dollars,” named after one of our managers, at their discretion to employees for notable achievements. These Diane Dollars can be spent on items in a catalog or exchanged for time off work.
- We give monthly bonuses based on volume, and a second tier of bonuses that is for phone stats.
- Anytime we meet our sales goal, management gets a cash bonus while the rest of the team gets a celebration.

- There is a special President's Bonus fund that is available for selected service candidates and based on performance above and beyond.
- Our Employee Excellence Awards include recognition by top management and a dinner gift certificate.
- We provide top service performers with a chance to attend advanced training courses or seminars both in and out of the country.
- We provide lunches for the holiday season (Christmas, Easter, etc). We also provide breakfast for Customer Service Week and an annual golf tournament and BBQ. We also offer "time off" incentives for work that goes above and beyond.
- We contribute to a long-term incentive plan based on rep performance.
- Bonuses are based on overall interactions and KPI targets.
- The monthly bonus incentive allows the associates to earn a bonus based on individual performance plus an additional percentage if the department meets monthly objectives.
- We have a "Customer Satisfaction Scorecard" that measures by performance categories, and each "team" is ranked. The team that is ranked the highest for each month receives a reward.
- We use a quarterly incentive program for the team. We also offer a three-tier rep program with different pay and bonus per skill level.
- Besides our regular service awards, cash, gift cards, and non-cash awards are given to our CSR of the Year, Rookie of the Year, Best Team Player, and Most Professional. We also celebrate Customer Service Week with daily gifts and contests.
- We run sales promotions for reps with rewards including gas cards, amusement park admissions, massages, gift cards, etc.
- No individual performance awards, but everyone is in a companywide incentive program that is based on the profits at our business unit.
- We have monthly recognition awards where any employee can recognize another.
- Sometimes we do sales contests.
- Fez Grams are given in special recognition for good internal and external customer service. Winning an award is also factored in during the annual performance evaluation.
- We have a system called "Gainshare." This is based on our yearly goals as well as our organization's yearly goals. If we meet both, staff receive \$300 per quarter. If only one or two goals are met, then a percentage is given out.
- Fun team activities such as mini-golf or movies are sometimes offered during regular work hours.
- We have casual dress days, casual dress passes, pot lucks, celebration days, and parties for meeting certain goals/objectives.
- Miscellaneous celebrations take place throughout the year; plus we have monthly anniversary celebrations.
- Top performers win tokens for the prize bucket.
- Reps can get gift cards, movie tickets, lottery tickets, etc., and there is a drawing each quarter for free air travel.
- We have team incentives for reaching training goals, creation of Knowledge Base items, etc.
- Commissions are paid to reps for any closed referrals to the sales team.
- The president and CEO provides a catered lunch based on the highest customer service satisfaction survey results system-wide. Information Services (137 staff, supporting 8,000 end users) has had the highest results of any department for three years running.

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28 West 25th Street — 8th Floor • New York, NY 10010-2705

Telephone: (212) 228-0246 • Fax: (212) 228-0376 • Email: info@CustomerServiceGroup.com • Website: www.CustomerServiceGroup.com

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