Setting your compensation strategy to enhance the employee work “experience”

Presenter: Michael F. Maciekowich, Astron Solutions
National Director
Astron Solutions, LLC
New York, New York
michaelm@astronsolutions.com
Introduction

- Job satisfaction includes challenging work, interesting job assignments, equitable rewards, competent supervision, and rewarding careers.

- Employees desire compensation systems that they perceive as being fair and commensurate with their skills and expectations.

- Pay, therefore, is a major consideration in HRM because it provides employees with a tangible reward for their services, as well as a source of recognition and livelihood.

- Employee compensation includes all forms of pay and rewards received by employees for the performance of their jobs.

- Both HR professionals and scholars agree that the way compensation is allocated among employees sends a message what management believes is important and the types of activities it encourages.

- A sound compensation program is essential so that pay can serve to motivate employee production sufficiently to keep labor costs at an acceptable level.
Compensation Objectives and Policies

- To achieve these goals, policies must be established to guide management in making decisions. Formal statements of compensation policies typically include the following:

  1. The rate of pay within the organization and whether it is to be above, below, or at the prevailing community rate

  2. The ability of the pay program to gain employee acceptance while motivating employees to perform to the best of their abilities

  3. The pay level at which employees may be recruited and the pay differential between new and more senior employees

  4. The intervals at which pay raises are to be granted and the extent to which merit and/or seniority will influence the raises

The pay levels needed to facilitate the achievement of a sound financial position in relation to the products or services offered
A strategic plan for employee compensation determines how much you want to pay employees and what type of employees you want to attract.

Your compensation plan entails a variety of aspects including pay scales, reward programs, benefits packages and company perks.

A successful strategic compensation plan allows your business to compete in the market for the best employees in your industry.
<table>
<thead>
<tr>
<th><strong>Total Rewards “Tools”</strong></th>
<th><strong>External Position Equity</strong></th>
<th><strong>Internal Position Equity</strong></th>
<th><strong>Employee Pay and Recognition Equity</strong></th>
<th><strong>Total “Non-Cash” Compensation – Benefits/ Retirement</strong></th>
<th><strong>Ability to Fund all Aspects of the Program</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Competitiveness in terms of Geography.</td>
<td>• Competitiveness in terms of industry.</td>
<td>• Level of competitiveness by organization and position.</td>
<td>• Recruitment and Retention Trends.</td>
<td>• Funding all aspects of the program understanding the impact of current industry trends.</td>
</tr>
<tr>
<td></td>
<td>• Competitiveness in terms of Geography.</td>
<td>• Competitiveness in terms of industry.</td>
<td>• Level of competitiveness by organization and position.</td>
<td>• Recruitment and Retention Trends.</td>
<td>• Determining the “ROI” of all programs to demonstrate the impact on effective recruitment and retention of staff required for the organization to succeed.</td>
</tr>
<tr>
<td></td>
<td>• Determinate organizational value of positions regardless of market value.</td>
<td>• Determine value of positions not matched to the market.</td>
<td>• Determine the differences among “families” of jobs.</td>
<td>• Determinate internal pay levels of employees based on seniority, performance, or other methods.</td>
<td>• The need for flexibility in addressing “generational” differences in both benefit and pension design.</td>
</tr>
<tr>
<td></td>
<td>• Understanding the impact of “Generations” in compensation decisions.</td>
<td>• Understanding the impact of “Generations” in compensation decisions.</td>
<td>• Understanding the impact of “Generations” in compensation decisions.</td>
<td>• The need for flexibility in addressing “generational” differences in both benefit and pension design.</td>
<td>• Proactively developing strategies that reduce cost impacts while remaining effective.</td>
</tr>
</tbody>
</table>
Attracting Quality Employees

• Your strategic plan for compensation plays a large role in attracting competent employees.

• Paying wages at or above the prevailing wage in the market for your company's industry allows you to demand workers with more experience and positive work histories.

• **Employing more qualified workers leads to better results, including higher productivity and customer service interactions.**

• This can increase your company's revenue and help your business establish its identity with consumers.
Rewards for Performance

• A compensation strategy may also include rewards for employees based on workplace performance.

• This may include a commission-based system that rewards employees for total amount of sales or for consistent positive feedback from customers.

• A reward system should be easy for employees to understand and attainable enough at its lower levels to encourage employees to work harder to reach higher goals.

• A reward system with performance levels too high for employees to reach early on in the process won't encourage harder work because employees will simply ignore it.
Encouraging Employee Retention

- Retaining quality workers requires a strategic plan for compensation that rewards employees for company loyalty.

- Compensation based in part on seniority with the company shows new employees that your business values workers who choose to remain with the company long-term.

- This encourages new employees to make a commitment to build a career with your business and deters established employees from jumping to other companies.

- Experienced workers will think twice about pursuing another opportunity if the new job also comes with a pay cut.
Perks and Benefits

- Perks and benefits can make or break your company's ability to attract the best and brightest in your industry.

- Offering health insurance benefits to full-time workers should be a goal of your strategic compensation plan.

- You can combine health insurance with other company perks, including paid holidays and guaranteed paid vacation time, to attract more qualified workers to your business.

- Your decision to offer these benefits is also contingent on the success of your company.

- You may choose to add health care coverage and paid time off to your benefits package only after your company is showing profitability or makes it past the first year.
Part I: Employee Engagement Strategies
Top 5 Drivers to Attract Employees of Choice (Willis Towers Watson)

<table>
<thead>
<tr>
<th>Driver</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career Advancement</td>
<td>90%</td>
</tr>
<tr>
<td>Work-Life Balance</td>
<td>83%</td>
</tr>
<tr>
<td>Pay for Performance</td>
<td>52%</td>
</tr>
<tr>
<td>Starting Pay</td>
<td>38%</td>
</tr>
<tr>
<td>Health-Care Benefits</td>
<td>0%</td>
</tr>
</tbody>
</table>

Legend:
- **Yellow**: Career Advancement
- **Green**: Work-Life Balance
- **Blue**: Pay for Performance
- **Red**: Starting Pay
- **Light Blue**: Health-Care Benefits
Top 5 Drivers to Retain Employees of Choice (Willis Towers Watson)

- Effort of Organization to Retain Quality Staff: 67%
- Manager Motivation: 82%
- Reputation of Employer: 72%
- Opportunities to Learn: 43%
- Fairly Compensated for the Work: 35%
Top 5 Drivers of Employee Engagement (Willis Towers Watson)
Deloitte University Press 2017 Engagement Study

• Organizational culture, engagement, and employee brand proposition remain top priorities in 2017; employee experience ranks as a major trend again this year.

• Nearly 80 percent of executives rated employee experience very important (42 percent) or important (38 percent), but only 22 percent reported that their companies were excellent at building a differentiated employee experience.

• Fifty-nine percent of survey respondents reported they were not ready or only somewhat ready to address the employee experience challenge.
Figure 1. Percentage of companies that feel they are excellent in each area

<table>
<thead>
<tr>
<th>Area</th>
<th>2017</th>
<th>2016</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Helping employees balance personal and professional life/work demands</td>
<td>23%</td>
<td>19%</td>
<td>21% better</td>
</tr>
<tr>
<td>Aligning employees and personal goals with corporate purpose</td>
<td>24%</td>
<td>23%</td>
<td>4% better</td>
</tr>
<tr>
<td>Providing programs for younger, older, and a multi-generational workforce</td>
<td>11%</td>
<td>11%</td>
<td>Flat</td>
</tr>
<tr>
<td>Understanding and using design thinking as part of the employee experience</td>
<td>10%</td>
<td>13%</td>
<td>23% worse</td>
</tr>
</tbody>
</table>
### Deloitte University Press 2017 Engagement Study

**Figure 3. Respondent ratings of sub-capabilities related to employee experience**

<table>
<thead>
<tr>
<th>Sub-capability</th>
<th>Weak</th>
<th>Adequate</th>
<th>Excellent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understanding and using design thinking as part of the employee experience</td>
<td>48%</td>
<td>42%</td>
<td>10%</td>
</tr>
<tr>
<td>Using design thinking in developing HR and talent programs</td>
<td>46%</td>
<td>43%</td>
<td>11%</td>
</tr>
<tr>
<td>Providing programs for younger, older, and a multi-generational workforce</td>
<td>39%</td>
<td>49%</td>
<td>12%</td>
</tr>
<tr>
<td>Considering diverse employee preferences when designing work</td>
<td>38%</td>
<td>49%</td>
<td>13%</td>
</tr>
<tr>
<td>Building a strong and differentiated employee experience brand</td>
<td>22%</td>
<td>57%</td>
<td>22%</td>
</tr>
<tr>
<td>Aligning employees and personal goals with corporate purpose</td>
<td>22%</td>
<td>55%</td>
<td>23%</td>
</tr>
<tr>
<td>Helping employees balance personal and professional life/work demands</td>
<td>23%</td>
<td>54%</td>
<td>23%</td>
</tr>
<tr>
<td>Integrating social, community, and corporate programs</td>
<td>25%</td>
<td>52%</td>
<td>23%</td>
</tr>
</tbody>
</table>

- **Color Legend:**
  - Blue: Weak
  - Green: Adequate
  - Red: Excellent
Compensation Program Design Focusing on Employee Engagement

Hay Group/WorldatWork
Go beyond compensation and benefits to a total rewards mindset

- Understand that rewards extend well past compensation and benefits and build the core organizational messages, such as an employment value proposition or employer brand, around total reward offerings.

- Develop tools for managers so they can effectively reward employees beyond the confines of compensation and benefits and develop and reinforce communications around total rewards.
Gamification Defined
(Wikipedia)

• Gamification is the use of game thinking and game mechanics in non-game contexts to engage users in solving problems.[1][2][3] Gamification is applied to improve user engagement, return on investment, data quality, timeliness, and learning.[4]

• Gamification techniques strive to leverage people's natural desires for competition, achievement, status, self-expression, altruism, and closure.

• A core gamification strategy is rewards for players who accomplish desired tasks. Types of rewards include points,[5] achievement badges or levels,[6] the filling of a progress bar,[7] and providing the user with virtual currency.[6]

• Competition is another element of games that can be used in gamification. Making the rewards for accomplishing tasks visible to other players or providing leader boards are ways of encouraging players to compete.[8]

• Another approach to gamification is to make existing tasks feel more like games.[9] Some techniques used in this approach include adding meaningful choice, onboarding with a tutorial, increasing challenge,[10] and adding narrative.[9]
Looking Outside the Paycheck
Tailor total rewards to workforce segments.

- Recognize that different employee groups value different rewards and build managers’ rewards tool kits based on this understanding.

- Focus on the ways in which managers can use career development, organization and job design, non-financial recognition programs and organizational work climate to reward employees in different roles and different stages of their careers.
Decentralization of Total Rewards

- By Generation
- By Profession
- By Market
- By Strategic Contribution
- Implications for the HR Professional and Employee Morale
Include employees and managers in rewards design and launch.

- Reward programs are most successful when they effectively balance the needs and wants of the organization and its employees.

- However, many organizations do not have a good handle on what their employees value in rewards.

- Most organizations listen to their customers to learn what they value in products and services.

- This mindset should also apply to their most important internal customers, the employees.

- Reward professionals indicate that engagement is enhanced when employees and managers are involved in the design and launch of reward programs, despite the fact that they seldom are in practice.
Communicate the value of what you have.

- Total rewards statements are powerful tools for communicating rewards offered by the organization.

- The HR function should be actively involved in helping line managers understand and communicate the value of both tangible and intangible rewards.
General Conclusions-Potential Reward Strategies

– Create a common language of recognition by requiring all employee behaviors, actions or attitudes that are recognized be tied to your company’s values and strategic goals.

– This reinforces employee understanding of their value within the organization and how their actions impact the company’s success.

– Make appreciation a habit and recognize deserving employees “in the moment” so the reason for recognition is at top of mind.

– Give all employees individual ownership of bringing your company values to life by allowing employees to formally recognize each other.

– Give the reward of choice to cater to the desires of every generation and every culture by ensuring rewards offered are culturally relevant and personally meaningful.
Part II:

Addressing the Needs of the “High Performing” Employees
Who Are The High Performers?
Korn Ferry Hay Group Workforce Effectiveness Study

- **Customer Dedication**: Is committed to meeting/exceeding customer expectations and establishes and maintains strong customer relationships.

- **Results Oriented**: Isn't happy until the job is done and goals are met and usually exceeded; motivates self and others to get needed results; pursues results relentlessly.

- **Technically Competent**: Has technical know-how to get the job done; problem-solves and analyzes complex issues with ease; continuously picks up and integrates new knowledge and ideas; has intellectual inventiveness.

- **Aptitude for Learning**: Learns new skills and competencies quickly and assimilates learning to fit potential organization/client needs; is open to change and versatile in the midst of changes; enjoys learning and seeks to learn from experience.
Who Are The High Performers?

- Common attributes observed in high performing employees include:
  - Enthusiasm for the organization and personal role.
  - A strong desire to contribute.
  - Appreciation for and commitment to their work.
  - Maintenance of high personal standards.
The Three Factors that Reveals the Most Information About Retaining Stars
(Cornell Study)

• First, compared to their co-workers, employees with more ability to send stronger signals to the job market appear to be more sensitive to dissatisfaction.

• Second, pay-for-performance is, by far, of greater consequence to the retention of stars than to the retention of all other employees. Paying stars well keeps their turnover likelihood low, while failing to reward them for their high value inevitably, and understandably, leads stars to capitalize on their mobility.

• Finally, the availability of other jobs, often measured with unemployment rates, is relatively unimportant for employees with the most human capital. There is always a market for stars. In contrast, the turnover behavior of other employees is considerably more dependent on a friendly job market.
Cornell Study Key Finding
380 Organizations Nation-Wide

- Study demonstrated that a high pay-for-performance strategy did pay off in terms of an organization’s bottom line.

- The considerable costs of programs were more than compensated for by high-performer retention and by replacing low-performing employees who departed with average performers.

- Thus, at least under the circumstances present in the research, paying stars according to their performance can be not only a powerful tool for retaining them, but an investment with positive returns to the company.

- Indeed, thinking about retention from the perspective of returns on investment, rather than costs, is essential to understanding how employee performance and turnover fit into the bigger picture of company performance.
The "CAR" Approach
“CAR” Approach

• This approach is a coordination of:
  - Competency Development
  - Achievements Measurement
  - Recognition of those Achievements
“CAR” Approach

- Recruiting tools that screen and assess candidates based on a set of defined competencies that are linked to business needs.

- Recruiting plan that addresses immediate and projected skills gaps

- Retention plan that utilizes the appropriate mix of the learning curriculum offerings.

- Allow individuals to self-assess and receive ongoing performance feedback and coaching.
“CAR” Approach

- Pay-for-Performance plan that ties pay, bonuses and other incentives to the achievement of personal and business objectives. Objectives must be specific, measurable, meaningful and mutually understood.

- Career Path plan that links learning and proficiency of a critical business competency to pay, bonuses or other compensation incentives.

- Recognition Program (formal and informal) that recognizes creativity, innovation and risk-taking.
Two Potential Problems with Simply Paying Stars as Stars

• **Strong pay-for-performance systems are difficult to design well** and the employee fallout costs associated with the failure of such pay plans are substantial.

• **There is the fundamental question of whether it is worth the investment** to pay stars more in order to keep them from leaving.
“CAR” Template for Success

Three Parts:

A. Competency Based Interviewing

B. Competency Based Performance Assessment
   (Including Competency Maps and Skill Tables)

C. Competency Based Pay for Performance and Incentives
A. Competency Based Interviewing
Competency-Based Interviewing

- What made you decide to apply?
- Tell me about yourself and your last/current job/class.
- When we call your previous employer or references what are they likely to tell us in regards to your dependability/attendance?
- Tell me about a time when you demonstrated your trustworthiness or integrity in school or at work.
- Tell me about a time when you were working hard to complete a task and you were asked to leave that task before completing it and start a different job.
- Tell me about a time when you had to go above and beyond the call of duty to get a job done.
Competency-Based Interviewing

- Give me an example of a time when you had set a goal for yourself and tell me how you went about accomplishing it.

- Give me a specific occasion on which you followed a policy with which you did not agree.

- Give me an example of a time when you were able to successfully communicate with another person even when that individual may not have personally liked you (or vice versa).

- Tell me about a time when you improved a task or job you were working on.

- In what kind of a work environment do you do your best work?
B. Competency Based Performance Assessment
The Balanced Scorecard Competency Based Performance Management Model to Identify High Performers

Financial Performance
- Utilization of Resources
- Core Competencies Required

Customer Performance
- Customer Interactions
- Core Competencies Required

Quality Performance
- Process
- Core Competencies Required

Growth Performance
- Process Improvement
- Core Competencies Required

Human Resources Performance
- Teamwork/Interaction
- Core Competencies Required

Organization Success
Develop Competency Maps

• A competency map is a visual representation (similar to a chart) of the links, or the line of sight, between a role (job), the critical competencies for that role and the overall organization goals.

• Competency maps identify how each role within a department directly impacts the success of the overall organization. They also identify the critical competencies employees need to master within a role if they are going to help the organization meet its performance objectives, or business scorecard.

• Competency maps display how each employee plays a role in reaching organization goals. This emphasis on individual contribution helps employees understand the importance of their key competencies.
Competency Map Example

*Red* = Position Specific Technical Competencies to be defined.
*Green* = Strategic and Core Value Competencies to be defined for each position.
### Competency Map Example

Form to Filled out for Each Position – Focus on Roles and Technical Competency (Strategic Score Card Sample)

<table>
<thead>
<tr>
<th>Scorecard Element</th>
<th>Department Expected Outcomes</th>
<th>Role of Position</th>
<th>Technical Competencies Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Expectations</td>
<td>Define the scorecard in specific “departmental” terms</td>
<td>Define the overall responsibility of the position in achieving the scorecard element</td>
<td>Define the technical skills (communication/knowledge etc) required to achieve the scorecard element</td>
</tr>
<tr>
<td>Quality Expectation</td>
<td>Define the scorecard in specific “departmental” terms</td>
<td>Define the overall responsibility of the position in achieving the scorecard element</td>
<td>Define the technical skills (communication/knowledge etc) required to achieve the scorecard element</td>
</tr>
<tr>
<td>Growth/Competency Improvement Expectations</td>
<td>Define the scorecard in specific “departmental” terms</td>
<td>Define the overall responsibility of the position in achieving the scorecard element</td>
<td>Define the technical skills (communication/knowledge etc) required to achieve the scorecard element</td>
</tr>
<tr>
<td>Financial Expectations</td>
<td>Define the scorecard in specific “departmental” terms</td>
<td>Define the overall responsibility of the position in achieving the scorecard element</td>
<td>Define the technical skills (communication/knowledge etc) required to achieve the scorecard element</td>
</tr>
<tr>
<td>Human Resource Expectations</td>
<td>Define the scorecard in specific “departmental” terms</td>
<td>Define the overall responsibility of the position in achieving the scorecard element</td>
<td>Define the technical skills (communication/knowledge etc) required to achieve the scorecard element</td>
</tr>
</tbody>
</table>
Conduct Star Performer Focus Groups

- Once the competency maps are created, the next step is to conduct focus groups with star performers to validate the maps and further clarify the key competencies. The star performers are employees who continually succeed in the core organizational values.

- The focus groups are conducted similar to the format of a behavioral interview. Star performers are asked to provide specific examples of how they perform the critical competencies identified on the competency map for their role.
Focus Group Notes
Same Outline as Competency Map with Focus on “Behavioral” Competencies
(STRATEGIC SCORE CARD SAMPLE)

<table>
<thead>
<tr>
<th>Scorecard Element</th>
<th>Behavioral Competencies Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Expectations</td>
<td>Define the behavioral skills (compassion/commitment etc) required to achieve the scorecard element</td>
</tr>
<tr>
<td>Quality Expectation</td>
<td>Define the behavioral skills (compassion/commitment etc) required to achieve the scorecard element</td>
</tr>
<tr>
<td>Growth/Competency Improvement Expectations</td>
<td>Define the behavioral skills (compassion/commitment etc) required to achieve the scorecard element</td>
</tr>
<tr>
<td>Financial Expectations</td>
<td>Define the behavioral skills (compassion/commitment etc) required to achieve the scorecard element</td>
</tr>
<tr>
<td>Human Resource Expectations</td>
<td>Define the behavioral skills (compassion/commitment etc) required to achieve the scorecard element</td>
</tr>
</tbody>
</table>
Document Skills Tables for Key Competencies

• Based on information gathered from the focus groups, the competency maps are finalized and summary skills tables are created that clearly define the key competencies.

• The skills tables contain examples gleaned from star performers during the focus groups.

• The skills tables should clearly communicate the actions star performers execute on a regular basis that enable them to excel within their positions.
### Skill Table Example
Form to Filled out for Each Position – Combination of Roles, Technical and Behavioral Competencies (Strategic Score Card Sample)

<table>
<thead>
<tr>
<th>Scorecard Element</th>
<th>Department Expected Outcomes</th>
<th>Role of Position</th>
<th>Technical Competencies Required</th>
<th>Behavioral Competencies Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Expectations</td>
<td>Define the scorecard in specific “departmental” terms</td>
<td>Define the overall responsibility of the position in achieving the scorecard element</td>
<td>Define the technical skills (communication /knowledge etc) required to achieve the scorecard element</td>
<td>Define the behavioral skills (compassion/commitment etc) required to achieve the scorecard element</td>
</tr>
<tr>
<td>Quality Expectation</td>
<td>Define the scorecard in specific “departmental” terms</td>
<td>Define the overall responsibility of the position in achieving the scorecard element</td>
<td>Define the technical skills (communication /knowledge etc) required to achieve the scorecard element</td>
<td>Define the behavioral skills (compassion/commitment etc) required to achieve the scorecard element</td>
</tr>
<tr>
<td>Growth/Competency Improvement Expectations</td>
<td>Define the scorecard in specific “departmental” terms</td>
<td>Define the overall responsibility of the position in achieving the scorecard element</td>
<td>Define the technical skills (communication /knowledge etc) required to achieve the scorecard element</td>
<td>Define the behavioral skills (compassion/commitment etc) required to achieve the scorecard element</td>
</tr>
<tr>
<td>Financial Expectations</td>
<td>Define the scorecard in specific “departmental” terms</td>
<td>Define the overall responsibility of the position in achieving the scorecard element</td>
<td>Define the technical skills (communication /knowledge etc) required to achieve the scorecard element</td>
<td>Define the behavioral skills (compassion/commitment etc) required to achieve the scorecard element</td>
</tr>
<tr>
<td>Human Resource Expectations</td>
<td>Define the scorecard in specific “departmental” terms</td>
<td>Define the overall responsibility of the position in achieving the scorecard element</td>
<td>Define the technical skills (communication /knowledge etc) required to achieve the scorecard element</td>
<td>Define the behavioral skills (compassion/commitment etc) required to achieve the scorecard element</td>
</tr>
</tbody>
</table>
C. Competency Based Pay for Performance and Incentives
# Rewards Matrix

<table>
<thead>
<tr>
<th>Pay Range Position:</th>
<th>Competency:</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3 (Midpoint (P50 Market Average))</th>
<th>Q4</th>
<th>Q5</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Expert/Role Model</td>
<td>Budget + 6%</td>
<td>Budget + 4%</td>
<td>Budget + 2%</td>
<td>Budget</td>
<td>Budget - 2%</td>
</tr>
<tr>
<td></td>
<td>Fully Competent</td>
<td>Budget + 4%</td>
<td>Budget + 2%</td>
<td>Budget</td>
<td>Budget - 2%</td>
<td>No Adjustment</td>
</tr>
<tr>
<td></td>
<td>Learning/Developmental</td>
<td>Budget + 2%</td>
<td>Budget</td>
<td>Budget - 2%</td>
<td>No Adjustment</td>
<td>No Adjustment</td>
</tr>
</tbody>
</table>
The Balanced Scorecard
Individual High Performing Incentive Model

Financial Performance
• Utilization of Resources
  • Outcome or Result
  • $ Value

Customer Performance
• Customer Interactions
  • Outcome or Result
  • $ Value

Quality Performance
• Process
  • Outcome or Result
  • $ Value

Growth Performance
• Process Improvement
  • Innovation
  • Outcome or Result
  • $ Value

Human Resources Performance
• Teamwork/Interaction
  • Outcome or Result
  • $ Value

Organization Success
“You have to take care of your best. If you don’t embrace your stars, someone else will.”

Jack Welch