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# **Introduction**

The first option that the company used was to hire various subcontractors to do cleaning activities. Major problem with these subcontractors was that there was a variation in level of services provided by various subcontractors. This affected the quality aspect of the company as well as the customer satisfaction aspects. Although there were sophisticated systems in place for managing software related issues, there is no alternative to excellent services provided to customers. The subcontractors were not the permanent employees of the company so they did not work with full enthusiasm and passion. This also contradicted the basic philosophy of the company that meant to make work equally satisfying for all employees working and all employees are showing a cohesive effort to achieve organizational goals. There was a joint effort needed from management and staff to achieve these goals. In order to improve the situation of workforce, a total rewards policy was needed to be implemented. A total reward strategy involves compensation, benefits and personal growth alternatives. As shown in the case, a cleaning operator was paid $12.50/hour and was given a $ 0.25 raise after every six months. There was health insurance provided and travel time during job was also paid to employees. In the following lines, there will be a detailed analysis of the company with respect to total rewards strategic process.

# **Assessment**

First step to a successful total rewards strategy is to assess the current resources of a company. Initially there is a need to assess how the whole process will be carried on. A proper project team will be required to take on the total rewards strategic process. There should be a designated leader to oversee the whole process. In my opinion, the HR manager should be given the responsibility to make and implement the whole process. This decision will be fruitful because the person has significant experience of handling different kinds of projects. The team leader will also prove to be a good means of communication between his team and the higher management so that all the updates are properly delivered to them. After the leader has been decided, he will have to select his team that will make out a total rewards strategy for the company. A consultant from outside the organization may also be taken as a part of this team because he will bring in his technical expertise to help the leader. However, as previously mentioned, company did not have a good experience with hiring independent contractors or consultants. A better alternative will be to train some of the own employees to learn the experience of various organizations and implement the same to this organization. However, the insiders may become biased at certain stages of process implementation (Y.Mandhanya). There should be ample representation of employees in the project team which will mean that their concerns will be met promptly. Since there is no union of employees in the organization under consideration, the project team should pick employees directly for representation. It should be considered that the employees chosen to represent are high performing and well-liked by all other employees. Team members will be needed from all parts of the organization including finance, employment, law and HR information and payroll systems. Similarly there should be representation of all levels of management from the lowest to highest. The next step will be to identify the roles of team members so that all members have a very clear understanding of what has to be achieved as a final output. The next step would need an assessment of the current total reward system of the company. There is a basic pay for all people working for the company. The project team will be indulged in a lengthy process including a series of tasks to be completed. Focus groups will be the first step for the team to start gathering data on the current appraisal system. There will be a certain number of issues which will be raised by different employees that should be noted down by team members. Separate focus groups will be required for management and employees to gather relevant information for making a system for total rewards. All participants have to raise their concerns about the present system that has been implemented in the organization. It has to be made sure that the employees included in the focus group study truly represent all the employees working in organization. The industry benchmark surveys can also be used to assess if company is paying lower or higher rewards to its employees as compared to industry standards. The team will go through relevant literature concerning total rewards strategy. After assessment, the team will be able to answer a large number of questions. In the current scenario, the employees maintaining highest quality will be deemed eligible for rewards. Dedication and ethical behaviours will be the most rewarded attributes along with customer satisfaction. The field staff will have a very strong participation in making the overall total rewards system because they are the ones who will ensure highest customer satisfaction (Alhmoud and Rjoub).

# **Design**

In this phase, it will be decided that which employees will be rewarded and the type of reward to be given. Compensation includes three basic types of payments; base salary, pay increases and cash bonuses. The company is already paying a basic pay and a biannual increase to its employees. The bonus aspect is missing from the current pay plan of organization. The company will have to assess the current job descriptions of all employees in order to set up a proper reward system. This will also include an assessment of relative importance of the work done by the employees. The employees should be given a flexible benefits package as opposed to a fixed benefits package. Especially the field staff, as it has been mentioned that they have to work overtime to complete their tasks. There should be a higher hourly rate applied to hours after 5 pm. The company should adopt a merit pay system for ensuring that employees with highest performance are given the highest increase in their rewards. Although there should be a minimum increment for all the employees but high performers will be rewarded as they are more valuable for the company. Company should introduce cash bonus incentives for the employees who outperform others. This can be in the form of titles of employee of the month and employee of the year (Jiang, Xiao and Qi). A minimum bonus will be paid to all employees but higher performance will be rewarded with higher bonuses. Another option is to pay incentives on the basis of organizational performance but this will not consider individual performances. It is very important that all the employees are fully aware of all benefits offered by the employer. A clear communication is needed between management and employees in this regard. Employees can be given option to choose between fixed and flexible pay plans so that there is no confusion later on. Company should also provide ample opportunities to employees to develop personally and professionally. This will help the employees to improve their skills over a period of time and help them earn bonuses. This will also help the company to convert its work force to a competitive advantage that competitors cannot copy.

# **Execution**

The execution phase includes the implementation of suggested changes in first two phases. The eligibility aspect includes the employees who satisfy the basic criteria for incentives. The organization considered should include the field workers and other line staff to the list of eligible members so that these front end employees are rewarded and stay satisfied with their rewards. There are a certain number of women and minorities working as front line employees, excluding them from reward system may create certain problems for organization. Top management support is a must for successful execution of the reward system (Heneman). There will be a set date from which the new plan will be fully operational and in case of the current organization, it is required to be operational very soon because the rate of job switch is very high. The company sees itself as providing high quality services to its customers so employees switching jobs will have more hazardous effects on it. Once the company is able to keep employees intact and provide higher level of services to customers on a consistent basis, it can also focus on achieving other strategic objectives. It is an important part of this stage that all employees are briefed properly about rewards policy in a detailed manner. This will require presentations from the project team to all departments separately. This is essential because level of satisfaction of employees will increase with their increase in knowledge about this system. All the concerns raised by the employees should be handled appropriately by project team. In fact there should be some members of the project team who are dedicated to resolving concerns of the employees.

# **Evaluation**

The last part of execution phase will include measurement of outcomes and their effectiveness to employees and organization as a whole. Another important aspect will be to decide about the availability of funds for this whole process. The strategies implemented for total rewards are compared to the desired outcomes and any discrepancies are noted. In case of the organization discussed, the comparisons will be made in terms of quality enhancement, customer satisfaction and decrease in turnover. In real world, there are not enough resources to pilot test each reward strategy and all combinations of reward strategies, thus there will be discrepancies when actual results are compared to the ideal or desired ones. The senior management in this organization is concerned about quality and employee turnover, thus there will be no time for pilot studies to be undertaken in this case. Evaluation on the field is a better option for company to compare the desired and actual outcomes. Some project team members must be specialized in evaluating results and comparing them to desired outcomes. This will not be a one-time process rather it will be an ongoing process that will continue time after time. This is because implementation of suggested outcomes will take time and even a longer time is required to see exactly what results are achieved from them. There can be some outside forces that have affected the process so immensely that the process has to be revisited from the scratch. If there is a considerable difference between desired outcomes and outcomes achieved, the process should be reviewed. There is a possibility that some important variable has been omitted from the discussion. The project team will have to add that variable and redo the whole exercise. Guidance can be taken from past literature as to how useful your chosen strategies have proved in other organizations. To summarise, this organization has to implement a bonus structure for all levels of employees with special focus on field staff and workers.

# **Works Cited**

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