

## REWARD & RECOGNITION FOR HIGH PERFORMING EMPLOYEES

### INTRODUCTION

In general, we know that employers who offer enhanced benefits to their employees will generally attract more people to work for their organisation. However, this does not guarantee all employees will perform well.

### PERFORMANCE

For example, the Bell Curve System of Performance Appraisal is a forced ranking system where the management attempt to segregate the top, average and poor performers. It can present some difficulties for managers as they struggle to categorise each member of their team while considering all aspects of the performance.

### REWARD FOR PERFORMANCE

The Bell Curve System does clearly identify the top performing employees in the company and employers need to act decisively in taking steps to reward these employees in a way that benefits the employees most on an individual level.

### MATCHING BENEFITS TO THE INDIVIDUAL

This requires good leadership and relationship skills from the managers in the organisation.

If there is a good relationship the manager will normally already know what benefit is most attractive to individual employees. This is important as employees have different needs depending on their age, lifestyle etc. For example, some employees value additional paid time off rather than a simple salary increase or bonus.

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There are several studies on this topic.

### PAY & BONUSES

Other research from American companies still indicate that pay and bonuses are the most preferred benefits albeit in companies that do have good healthcare and pension plans in place.

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It is important to note that the same benefits may be more associated with organisational performance rather than individual specific.

Sigmar Recruitment carried out a recent study on just under 3,000 employees asking what the employees valued most as a benefit:

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Private Health Insurance

Pension Contributions

Paid Sick Leave

Educational Support

Flexitime

Other popular options would be the following.

Paid Maternity Leave	Paid Paternity Leave	Paid Parents Leave	Paid Parental Leave	Life Insurance Cover
Long Term Illness & Disability Cover	Share Options In The Company	Additional Annual Leave	Employee Assistance Program	Onsite Medical Services
Onsite Recreational Room	Free Intern Hosuing	Free Gym Membership	Free/Subsidised Canteen	Onsite Laundrette
Paid Leave for Volunteer Work	Onsite Nail Technician	Onsite Hairdresser	Salary Advance For New Hires	Annual Leave day on their Birthday
Onsite Childcare	Onsite Pet Care	Matching of Employees Charity Donations	Student Loan Pay Down	Employee Discounts
Massage Therapist Onsite	Death Benefit	Paid External Mentorship & Life Coaching	Career Breaks	Paid Mental Health Days

While many of the above benefits are considered organisational benefits, there are several examples which are suitable for performance related benefits including:

Additional Annual Leave	Gift Cards	Student Loan Pay Downs	Greater Choice of Assignment	Dedicate 20% of time to personal innovative projects
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## SALARY REVIEWS

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In most companies the appraisal system may be linked to a salary review. These types of salary increases are seen as the norm and high performing employees don't really see them as rewards.

To really reward and show recognition to your high performers an additional increase later in the year can be considered. This is then perceived as an additional step by the employer to reward the employee as it is not part of the usual annual appraisal process.

### **MORE RESTRICTIVE BUDGETS**

While smaller companies have more restricted budgets this can be managed by linking poor performance to salary reviews. For example, where an additional increase is awarded to a top performer, a poor performer may have their increase deferred until such time as the performance improves. Another consideration for employees on the higher end of the salary scale it to be given a lump sum bonus equivalent to a salary increase.

As always employers must always be cautious that all employees are treated fairly and are offered equal opportunities to progress in the work place. Any additional benefits should be clearly documented with a policy setting out the purpose and implementation of each benefit type.

If you have any further queries please contact The HR suite on [info@thehrsuite.com](mailto:info@thehrsuite.com) or call 066 7102887.

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