

Self-Study Assignment 1.6: Case Study-Rewards and Recognitions

Due Monday by 11:59pm

Points None

Available after Jul 8 at 10am

Learning Outcome Addressed

- State the major challenges that organisations are facing, along with the paradigm shift, currently and in future.

This is not a graded assignment and does not count towards programme completion.

However, we recommend you complete this assignment to gain a holistic learning experience.

Time: It is estimated that this assignment would require 60 minutes to complete.

Grade Weightage: This is a practice assignment and performance in this assignment does not count towards any of the evaluation component of this course.

Instructions:

- There are no right or wrong answers to this assignment.
- The approach/key pointers to this assignment will be provided at the end of the course.
- We encourage working on these practice assignments to help gain a holistic understanding of the topic.
- You may use the PL's office hours to clarify any doubts you have regarding the assignment.

Evaluation Details: This is a practice assignment and will not be graded.

Case Study

InSync Portal is a Learning Management System portal designed to support administrators, faculty and students. The organisation creates, distributes and manages training content for learning and development. In addition, schools, colleges and organisations use the portal to administer learning courses through training programs and assessments. The organisation has 500 employees in Asia and has offices in India (Bangalore, Chennai and Hyderabad), Singapore, Manila and Shanghai. The sales team includes 100 employees spread across the globe and a product development and maintenance team of approximately 350. The balance is spread across support functions, including HR, Finance, Admin and IT. The average age of the employees is about 35 yrs, with a male to female ratio of 60:40.

InSync Portal has been one of the few companies that have managed to stay ahead of the market needs. Editable course libraries, result-driven micro-learning templates, micro-learning tools and resources were first introduced by InSync Portal in schools in SE Asia. The customer feedback on their ability to provide IT support round the clock consistently stayed at a score of 4.5 on a 5-point scale. The values of InSync Portal are Transparency, Integrity, Excellence and On-Time Delivery. Their performance mantra was "Our Cloud Efforts Are Invisible." The effort is not imperative. The

experience that the customer has with the LMS is vital. The rewards and recognition program (My Recognition) at InSync Portal too focused on recognising individuals who displayed these values. There were two awards given every quarter, and the process for nomination and winning was stringent; however, much vied for.

1. Employee of the Quarter/Year: This is awarded to employees who strive for a high quality of work, promote excellence and are recognised by the customer for their effective and efficient participation in problem-solving and providing timely solutions at all times. The award comprised of a certificate and a gift voucher of USD 200.
2. Team of the Quarter/Year: This is awarded to a group of employees who have come together as a team and collaborated seamlessly across departments to ensure the delivery of a complex project in stringent timelines. The award consisted of a certificate to each member, a trophy to the team to be displayed at the workplace and a sponsored lunch/dinner at a restaurant of their choice.

InSync rolled out its employee satisfaction survey in March 2021, and the responses to the 'My Recognition' program were a surprise. Fewer than 2% of their total staff was recognised in the last three years, and fewer than 20% of employees had positively responded to the question, "I receive recognition when I do a good job." They wanted to be recognised and appreciated for the efforts put in and not just for outcomes. The education/learning & development landscape has changed over the last three years, especially during the previous two years due to the pandemic. Employees had stretched above and beyond to meet the needs of the educational institutions and the corporates. Efforts can no longer be invisible. The intent now was to:

1. Move away from fewer and large awards to smaller and more.
2. Make recognition happen on a more timely basis.
3. Move from a centralised reward and recognition program to local.
4. Maximise value from the existing budget.
5. Increase % of employees recognised from 2% to 10%.

The InSync team of 5 consisting of individuals from HR, Finance, Operations and Sales analysed feedback from the Employee Satisfaction Survey, conducted Focus Group Discussions with managers across the six cities and researched well-known rewards and recognition programs in other organisations. As a result, by June 2021, the new Reward program 'InSync with Aces all Day' began to take shape and featured multiple awards levels. It included:

1. Individual Excellence Award – Cloud 9 Collaborator (One Award per Function, per quarter)
2. Peer to Peer Recognition – Sidekick Salute (One Award per Function, per quarter)
3. Team Recognition Award – All for One, One for All (Three Awards per quarter)
4. Customer Appreciation – Making a Difference (All those who would have received appreciation from the customer will feature as part of this category. Names will be called out during the Reward and Recognition ceremony).

The rewards consisted of a certificate, an Amazon Gift voucher of USD 50, and recognition of the individuals on the InSync Portal's social media handles (LinkedIn and Instagram). Most of the employees were working from home, and hence the details of the program were shared through emails, social media posts, screensavers and text messages.

The first 'InSync with Aces All Day' ceremony happened at the end of Quarter 3 (Sept 30, 2021). It was a live event, with all employees logged in via their internal video conferencing platform. A total of 100 nominations had come through, and 50 Individuals across various locations were awarded across the categories of Individual Excellence, Peer-to-Peer Recognition and Team Recognition. In addition, the list of employees featured in the Customer Appreciation Category was a total of 60! The impact of effort put in to recognise and appreciate employees a lot more and in a timely fashion was huge and was felt across the organisation.

Problem Statement

As a well-recognised LMS services provider, InSync Portal needs to review, develop and implement a reward and recognition strategy that is relevant, motivating and recognised by its peers.

Case Questions

Read the Case carefully, refer to the module notes and video, complete your readings, and do any associated research required before you attempt to answer the questions given below.

1. What do you think was the concern with the 'My Recognition' program that InSync previously had?
2. What are the advantages and disadvantages of a Centralised vs a Decentralised Reward and Recognition Program?
3. Identify and explain the research methods that InSync Portal used to revise its Reward and Recognition program.
4. What would be your recommendations to InSync Portal to assess the success of 'InSync with Aces All Day'.
5. How often do you think should an organisation revisit its Reward and Recognition program? Elaborate with reasons.

Suggested time: 60 minutes

This is not a graded assignment and does not count towards programme completion. You can however use the rubric given below to help you grade your work.

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Criteria	Ratings					Pts
Understanding and Analysis of the Key Issues.	5 pts Full Marks Identifies, Understands, and has presented a thorough analysis of all the key issues	3 pts Partial Marks Identifies, Understands, and has presented a thorough analysis of most of the key issues	2 pts Partial Marks Identifies, Understands, and has presented a thorough analysis of just one issue.	0 pts No Marks Incomplete analysis OR hasn't understood the issues presented in the case study	5 pts	
Observations and /or recommendations on solutions provided in the case study.	5 pts Full Marks The solutions provided or analyzed are well-reasoned and accompanied by logical and relevant observations towards most of the issues.	3 pts Partial Marks The solutions provided are well thought through and recommendations made on at least 2 of the issues.	2 pts No Marks The solutions provided are shallow and recommendations presented are not presented in an effective manner.	0 pts No Marks Superficial observations and recommendations.	5 pts	
Alternate solutions and /or options provided by participant. Provide method of comparison between alternatives.	5 pts Full Marks Participant has provided alternatives and recommended in order of priority with rationale. Has also suggested a method to evaluate the alternatives provided.	3 pts Partial Marks Participant has provided alternatives and recommended in order of priority with rationale. However, evaluation method hasn't been provided.	2 pts Partial Marks Participant has provided alternatives. However, hasn't recommended an order of priority. Evaluation not included	0 pts No Marks No alternatives or evaluation method provided	5 pts	
Literature Research and Review.	3 pts Full Marks	1.8 pts Partial Marks Has read and referenced at least 5 or more articles written and published in the last 10 years. Associations made are presented well. Connections are made; however, participant at times struggles to articulate it well	1.2 pts Partial Marks Limited Research and associations between the problem and key course concepts.	0 pts No Marks Incomplete or no research done	3 pts	
Writing Skills/ Professional Presentation.	2 pts Full Marks No grammatical and spelling errors. Ideas are presented with	1.2 pts There are a few grammatical errors. However, the errors don't compromise on the meaning to	0.8 pts Several grammatical and spelling errors. The concepts referenced from the module are presented well.	0 pts No Marks	2 pts	

Criteria	Ratings				Pts
	clarity of expression and appropriately referenced	be conveyed. There is no ambiguity.	However, the participant struggled to present ideas on potential solutions. Limited references used.		
					Total Points: 20