

<epam>

# Motivation and Company Benefits

2020



## About me

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- 2+ years at EPAM
- 5+ years as a manager
- 7+ years as HR
- 12 + years with motivation



# Key points

- 1 MAIN MOTIVATION THEORIES
- 2 TYPES OF MOTIVATIONS
- 3 MOTIVATION TALK. PRACTICE
- 4 EMPLOYEE ENGAGEMENT. WHAT IS FOR?
- 5 COMPANY BENEFITS OVERVIEW



# Employees Motivation as a Managerial Function

The process of inspiring, motivating the staff to perform an effective activity through forming the motives of the employee's behavior to achieve the employee's goals for the benefit of the organization.

- Understand what is the basis of the employee's behavior, what him/her needs and motivators are relevant now
- Set working goals that will help employee meet his/her needs, with the help of resources that the company offers



# Need and Motive

NEED	MOTIVE	GOAL
<p>An internal state caused by need for objects necessary for the existence and development of human and acting as the deep source of all forms of his activity.</p>	<p>A recognized need, enriched with ideas about how to meet it and to conduct to ensure her satisfaction.</p>	<p>A choice of action for realization of motive and satisfaction of a need</p>

## 1.1. MASLOW THEORY



**SELF-ACTUALIZATION AND SELF-EXPRESSION**

**ESTHETIC NEEDS**

**COGNITIVE NEEDS**

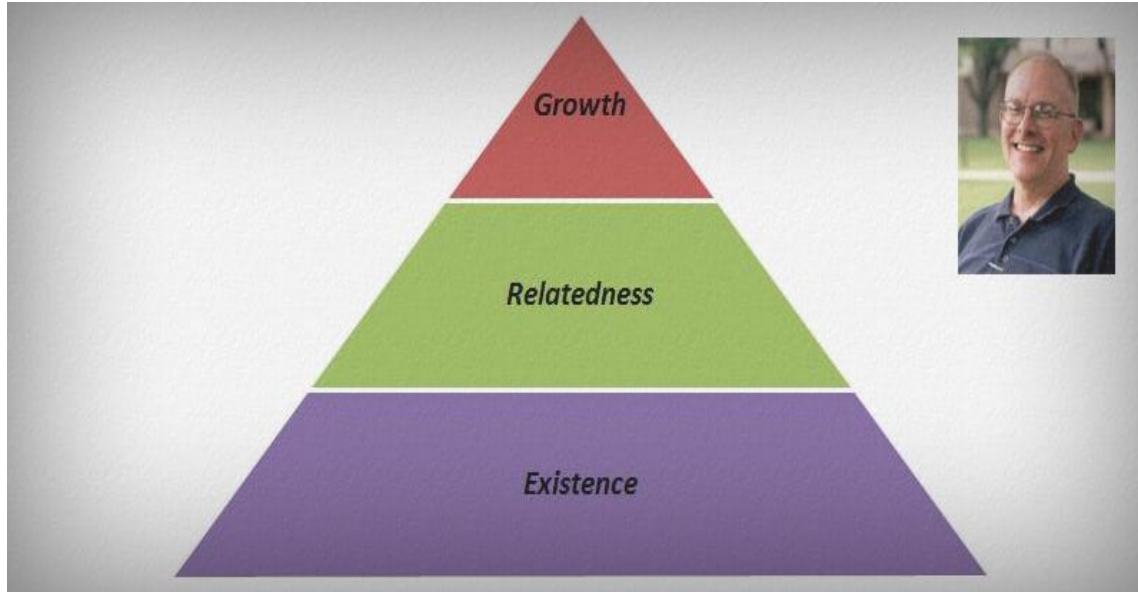
**RECOGNITION AND RESPECT**

**AFFILIATION AND INVOLVEMENT, LOVE**

**SECURITY AND SAFETY**

**PHYSIOLOGICAL NEEDS**

## 1.2 Alderfer's ERG Theory



### MAIN DIFFERENCES WITH

### MASLOW THEORY

- THREE GROUP OF NEEDS
- MOVEMENT POSSIBLE IN BOTH DIRECTIONS



## 2.THEORY MCCLELLAND

### NEEDS

1. Need for power
2. Need for affiliation
3. Need for achievement



### 3. FREDERICK HERZBERG – HYGIENE FACTORS AND MOTIVATING AGENT



***Factors***



# Herzberg – Hygiene Factors and Motivating Agent (v1)

## Hygiene factors

- Salary
- Policies and procedures
- Work conditions

Doesn't motivate, but  
their absence  
demotivates

## Motivators

- Recognition
- The content of the work
- Achievements
- Professional growth
- Career
- Area of responsibility
- Stability
- Status

Absence of motivators  
doesn't lead to  
dissatisfaction, however  
their presence causes  
satisfaction and  
motivates employees to  
the necessary actions  
and increase of  
efficiency.

# Herzberg's Motivation-Hygiene Theory (V2)

## Job Dissatisfaction

Influenced by HYGIENE factors

Working Conditions  
Coworker Relations  
Policies and Rules  
Supervisor Quality  
Salary

Improving the Hygiene  
Factors  
Decreases Job  
Dissatisfaction

## Job Satisfaction

Influenced by MOTIVATOR factors

Achievements  
Recognition  
Responsibility  
Personal Growth  
Career Path  
Advancement  
Work Itself

Improving the  
Motivator Factors  
Increases Job  
Satisfaction

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# Motivation VS Demotivation

Demotivation



Motivation

# Main Reasons of Demotivation & Tools for Improving

1. Not enough feedback

[Feedback.epam.com](https://feedback.epam.com);

2. Lack of professional growth

[Grow.epam.com](https://grow.epam.com);

3. Lack of career growth

[Competency.epam.com](https://competency.epam.com) ;

4. Lack of information

[Asmt.epam.com](https://asmt.epam.com) ;

5. Work requires more skills

6. Over qualification

Townhalls; one-on-one meeting;

7. Monotony

8. Not satisfied expectations

[Learn.epam.com](https://learn.epam.com), [videoportal.epam.com](https://videoportal.epam.com),  
[courses.epam.com](https://courses.epam.com);

9. Relationships in a team

10. The personality of the manager and the style of management

Rotation, [staffing.epam.com](https://staffing.epam.com)

11. Level of control

12. Change leadership style, change leader

13. Changes

## TYPE OF MOTIVATION

- Internal VS External
- Achieving success VS Avoiding failure
- Financial VS Non-financial



# Internal vs External Motivations (v2)

## Intrinsic Motivation



## Extrinsic Motivation



## External (Extrinsic) Motivation

the outside driving force that triggers you in achieving your goal

## Internal (Intrinsic) Motivation

the inside force that leads you to achieve a goal because of personal satisfaction or desire

# Motive to Achieve Success and Motive to Avoid Failure





# Role of Money in Motivation

1. Money is a means of satisfying the need

2. Money is a hygienic factor

3. Money affects performance only if they are tied to the KPI

4. After a certain level of demand is reached at low levels, the motivation for money acquires another context (professional growth, self-actualization)

5. The limit of monetary motivation

6. Monetary motivation is an external motivation

7. Money transforms internal motivation into the external



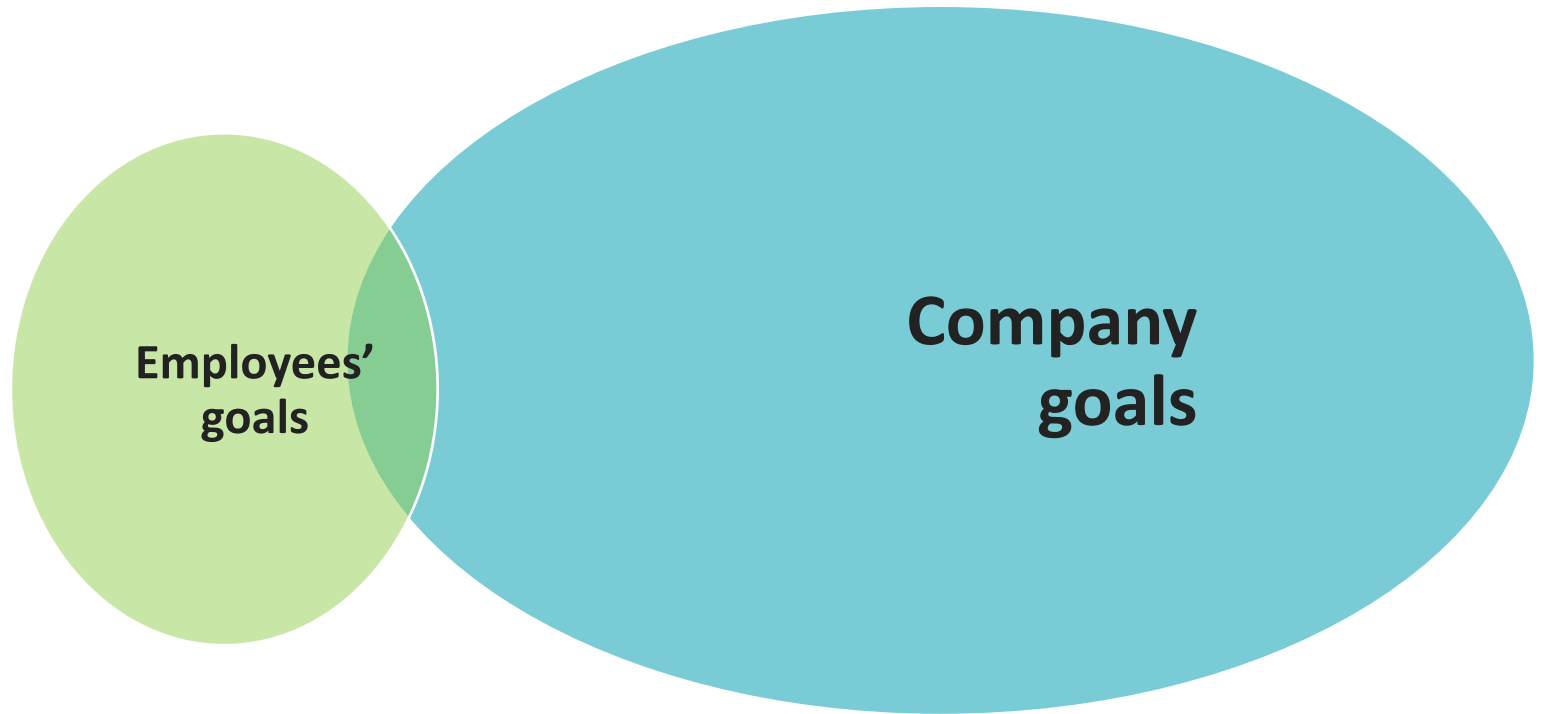
## Other Typical motivators

- Power and influence
- Development
- Recognition
- Work in the condition of change
- Creation and creativity
- Achievements
- Social contacts
- Relationship
- Structuring
- Stability and safety
- Interesting and useful work



## Motivation as a negotiation process

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## METHODS TO IDENTIFY NEEDS AND MOTIVATORS:

- Monitoring
- Motivation talks
- Tests & surveys



# Motivation Talk

What is important?

Rephrasing

Motivator

Criteria



## Possible Question to identify motivation

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- What were your expectations when you just came to the company?
- How fully they have been met?
- What is the main for you now from that?
- What is not important any more?
- What tasks are of a greatest interest to you?
- How fully you are agree that what you are doing now inspires you, brings satisfaction?
- Why is this important to you?
- How balanced is your workload?
- What would you like to change in your work? ... in relationships with other employees? ... in interaction with me?
- Are there any situations that demotivate you?
- How do you understand the performance evaluation process in the company?
- What conditions may encourage you to work with maximum contribution?
- What keeps you working in the company?

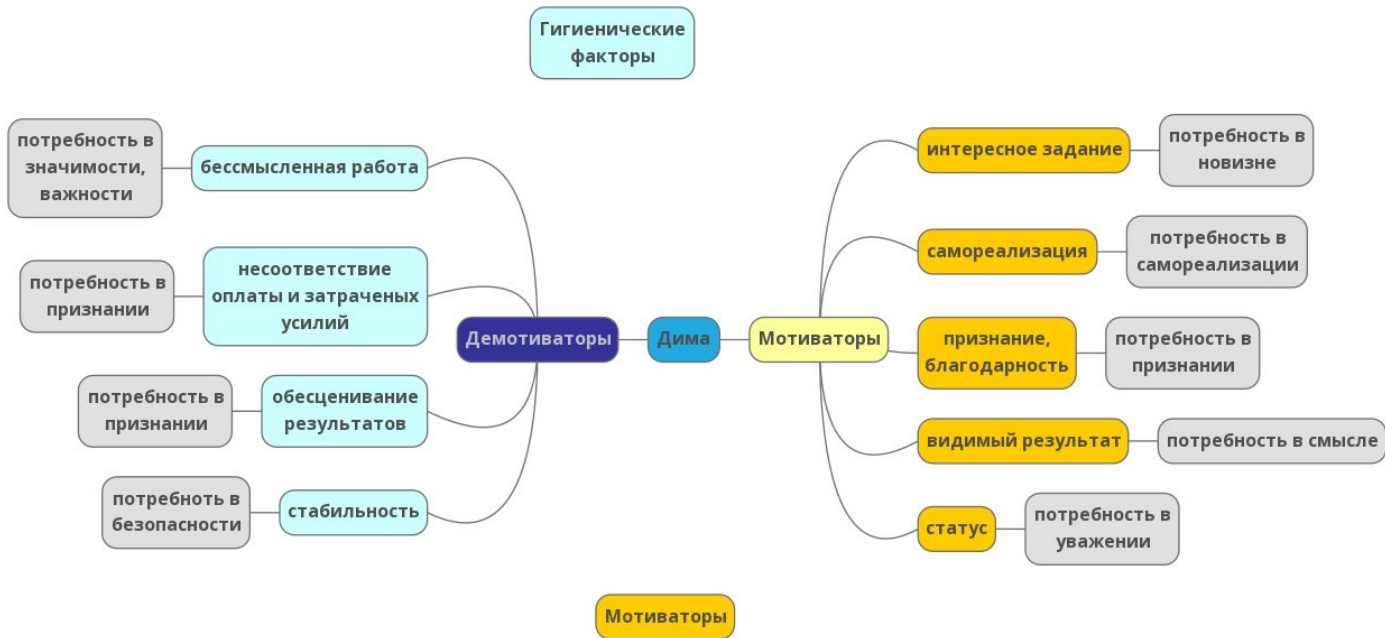
## PRACTICAL TASK

### *Identify your teammate's motivation*

- Work in a group of 3: manager, employee, observer
- Identify the main motivation points
- Range them – 5 minutes
- Give feedback - 3 minutes



# Motivation map. Example





# Role of Motivation in Employee Engagement

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HYGIENE & MOTIVATOR  
FACTORS

Is

A BASE FOR EMPLOYEE  
ENFAGEMENT



# What Is Engagement?

**Employee engagement** is actually the level of enthusiasm and dedication an employee feels toward his or her job.

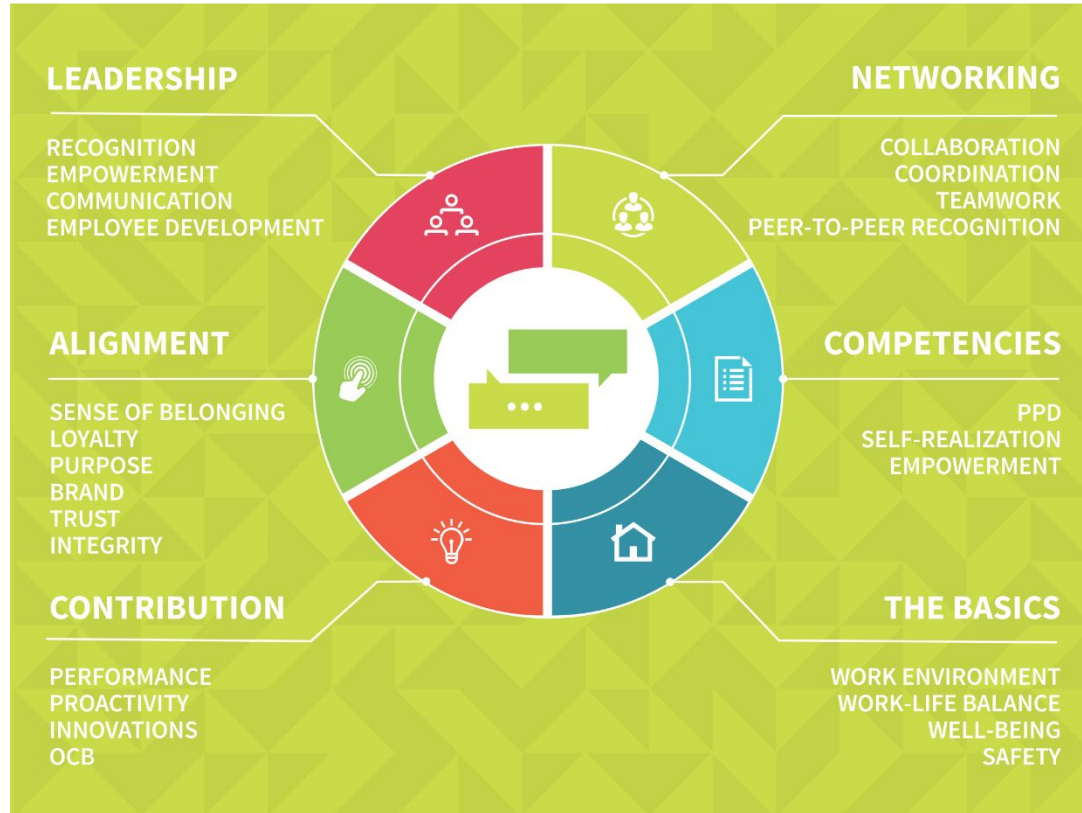
Engaged employees:

- Take care about their work and about the performance of the company
- Want to feel that their efforts could make a difference
- Tend to go an extra mile in the company without being asked
- Often establish a common responsibility for themselves to the roles they took up
- Do want to feel appreciated by the company.

**You as a Manager have to find ways of keeping employees involved and feeling valued in the company**



# EPAM Employee Engagement Model





## How EPAM Measures Employee Engagement?

# Pulse survey

## ADAPTATION EXPERIENCE MODULE

includes the questions related to employees' first impressions, expectations, understanding of their role and responsibilities

Q1 Welcome to EPAM!  
What are your first impressions?  
when asked: 1 week at EPAM



Q2 It's so nice to have you here!  
How do you feel about your first month at EPAM?  
when asked: 1 month at EPAM



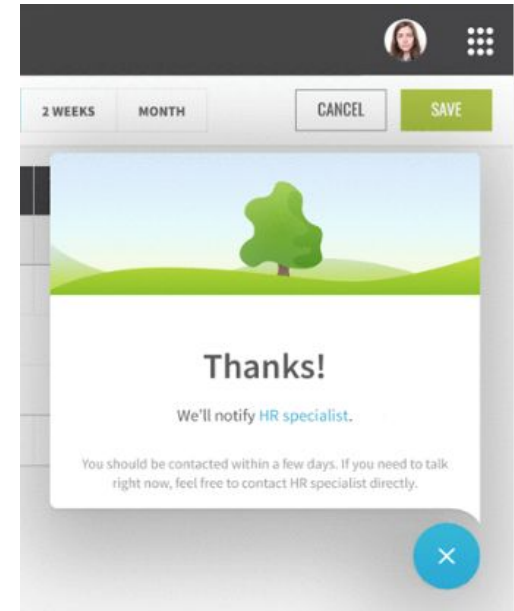
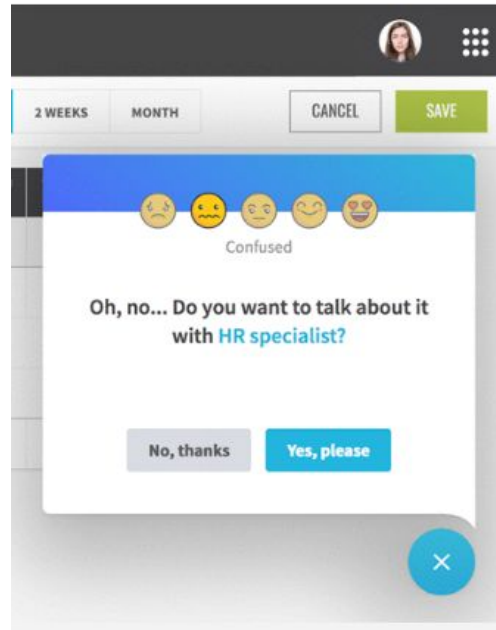
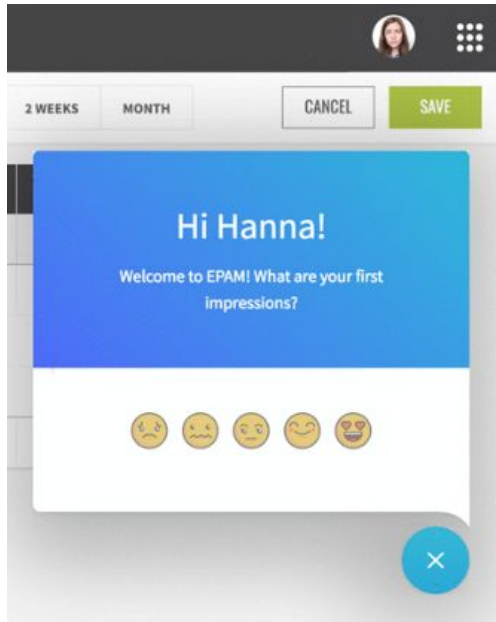
Q3 Congratulations on passing your probation period!  
Do you understand what's expected of you at work?  
when asked: passed probation



Q4 You've been at EPAM for five months!  
Is the work at EPAM meeting your expectations?  
when asked: 5 months at EPAM



# HOW IT WORKS FOR EMPLOYEE?

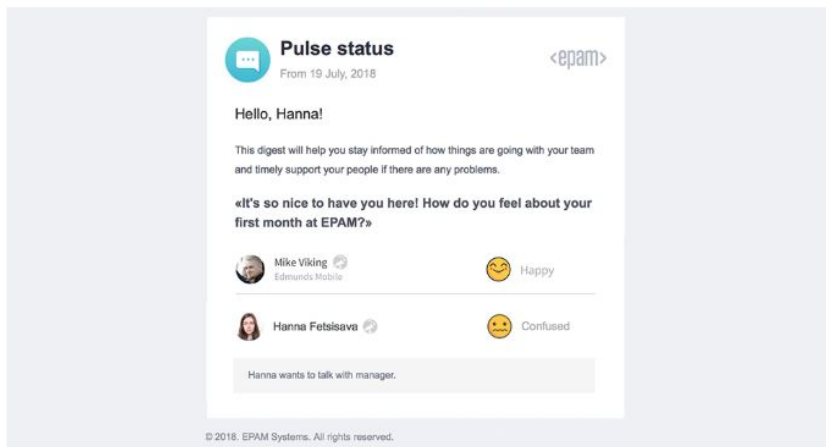


# HOW IT WORKS FOR MANAGER AND HR?

## PULSE DIGEST

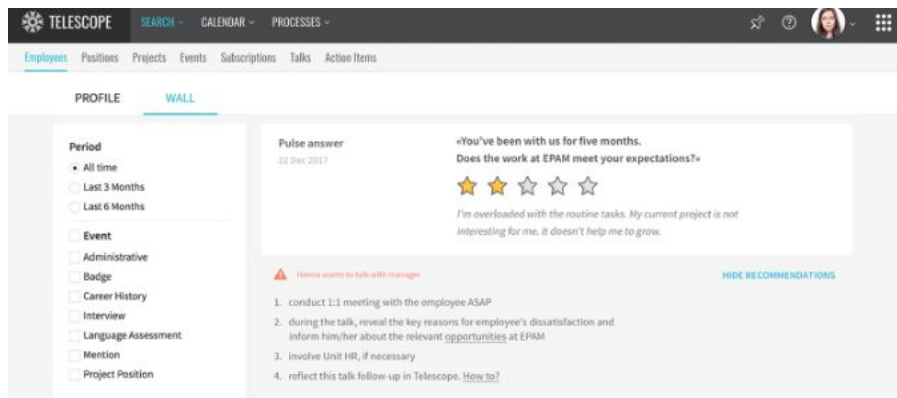
**Pulse digest** is sent via email at the beginning of the day if new answers are collected in the last 24 hours. The digest contains a special note if someone wants to talk with manager or HR. This allows not to miss the problem cases.

### Pulse digest



The screenshot shows an email titled "Pulse status" from EPAM, dated 19 July, 2018. The email content includes a greeting "Hello, Hanna!", a message about staying informed, and a survey question: "«It's so nice to have you here! How do you feel about your first month at EPAM?»". Two responses are shown: Mike Viking (Edmunds Mobile) is "Happy" and Hanna Fetsisava is "Confused". A grey box at the bottom states "Hanna wants to talk with manager." The footer contains "© 2018, EPAM Systems. All rights reserved."

## TELESCOPE



The screenshot shows the Telescope web interface. The top navigation bar includes "TELESCOPE", "SEARCH", "CALENDAR", and "PROCESSES". Below the navigation bar are tabs for "Employees", "Positions", "Projects", "Events", "Subscriptions", "Talks", and "Action Items". The main content area is divided into "PROFILE" and "WALL". The "WALL" section displays a "Pulse answer" from 22 Dec 2017. The question is "«You've been with us for five months. Does the work at EPAM meet your expectations?»" with a 3-star rating. The answer text is "I'm overloaded with the routine tasks. My current project is not interesting for me. It doesn't help me to grow." Below the answer is a red warning icon and the text "Hanna wants to talk with manager". A list of recommendations follows: 1. conduct 1:1 meeting with the employee ASAP; 2. during the talk, reveal the key reasons for employee's dissatisfaction and inform him/her about the relevant opportunities at EPAM; 3. involve Unit HR, if necessary; 4. reflect this talk follow-up in Telescope. [How to?](#)

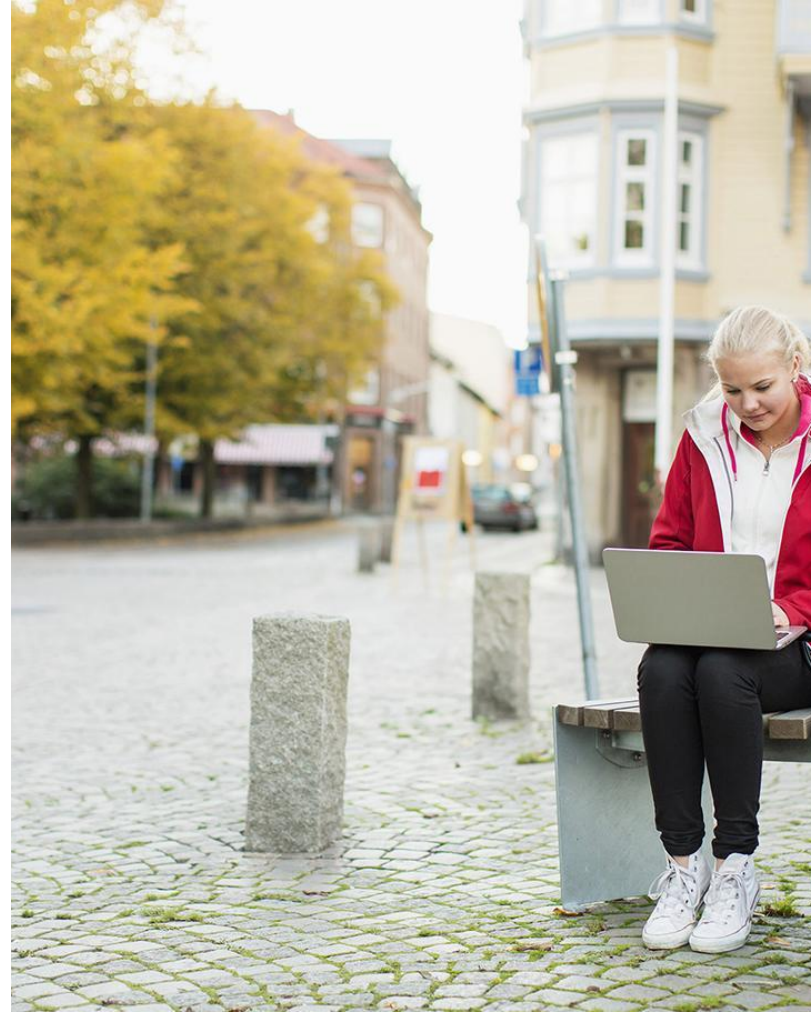
## EMAM BENEFITS OVERVIEW



## EPAM Benefits:

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- Professional Trainings
- English classes
- Life Event Benefits Program
- Referral Program
- Internal Mobility
- Vacation
- Sick Leave
- Overtimes
- Health (Medical) Insurance
- Programs for Children
- Corporate Events & Gifts
- Work Environment
- Discounts



## Life Event Benefits - Marriage

### Voluntary Medical (Health) Insurance Package, 1 year duration:

- for a new family member (spouse)
- or upgrade Insurance Program if both newly married are EPAMers

The request should be submitted not later than 2 months after the event date

### Exceptional Vacation:

- up to 3 working days
- up to 5 days if both are EPAMers

Should be taken within 1 week before or after the event date

### Additional details:



## Life Event Benefits – Child Birth or Adoption

### Voluntary Medical (Health) Insurance Package, 1 year duration:

- Standard Insurance Program for Kid of 0-1 age for child birth OR of 0-1 or 1-16 age in case of adoption)
- or Lux Program for Kid if both parents are EPAMers

The request should be submitted not later than 2 months after the event date

### Exceptional Vacation:

- up to 3 working days

Should be taken within 1 week before or after the event date

Additional details:



# Death of a Close Family Member

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**Financial Support:** equivalent to USD 500 (in UAH)

**Exceptional Vacation:** up to 3 working days

Should be taken within 1 week before or after the event date

## **WORKFLOW:**

Within 2 month after the event date the Employee is [fill the form](#) and to send required documents to the responsible person.

All related payments will be processed during the soonest compensation payment period.

## **Additional details:**

General Approach - @[Employee Handbook](#)

How to submit a request - [Instruction](#)

### Vacation / Leaves Types

#### Paid Vacation

- Regular Vacation
- Exceptional Leave
- Overtime Vacation

#### Unpaid Vacation

- Leave without Pay

### RM Responsibilities:

- Agree on dates of the Vacation
- Check if TL and PM/customer has no objections
- Check if your team member has submitted VAC in [Vacation.epam.com](https://vacation.epam.com)
- Approve VAC request in [Vacation.epam.com](https://vacation.epam.com)

# Terms & Conditions: Maternity Leave

## Maternity Leave

### Sick leave

- **Paid** as per Medical Certificate (126 calendar days) + additional 14 days might be added in case of complicated delivery
- Medical Care During Pregnancy can be applied for Insured employees upon request
- Employee status to be changed to Maternity Leave in UPSA
- LEB can be requested within 2 months after delivery

### Child care leave

- **Unpaid**
- Maximum duration - until the child turns 3 years of age
- Maternity Leave status prolonged automatically after Sick leave period ends

*The Employee being in the Maternity Leave and planning to leave to the next Maternity Leave without any working period between Leaves, is not eligible for any payment and/or compensation.*

*Benefits are not available and could not be provided to an employee who is in the exit process.*

## RM Responsibilities:

### Leaving for Maternity Leave:

- Submit request at the EPAM Support portal - “Employment status change from Regular Employee to Maternity/Extended Leave” from the first date of actual leave
- Review carefully Employee’s Sick Leave Request in [Vacation.epam.com](https://vacation.epam.com) (medical certificate, dates, PE details)
- Approve Sick Leave Request in [Vacation.epam.com](https://vacation.epam.com)

**Important!** In case of any **complications during childbirth (extended Medical Certificate)**, the Sick Leave period for the Employee can be prolonged as per Medical Certificate dates.

RM creates request to [Support.epam.com](https://support.epam.com) in order to submit **new Sick Leave Request** in the Vacation System



# RM Responsibilities:

### Child Care leave:

- Close Sick Leave request in [Vacation.epam.com](https://vacation.epam.com)
- Maternity Leave term in UPSA is automatically set for the 3 year period from the effective date (approximately up to time when the child reaches 3 years).  
Additional actions are not required
- Re-check that compensation in Compensation Portal has been synchronized and is set to "0"

# RM Responsibilities:

### Back from Maternity Leave:

- Discuss with employee her returning back from Maternity leave at least 1 month in advance
- Submit a request at the EPAM Support portal: “Employment status change from Extended/Maternity Leave to Regular Employee”
- Change Employee’s **compensation in Compensation** Portal starting from first day of her return to work
- Ensure that employee re-integrates back to working and team environment smoothly.

# Terms & Conditions: Extended Leave

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**Can be proposed to PE only**

**Possible Reasons** for Extended Leave:

- › **Health Issues** (which can not be covered by Medical Certificate)
- › **Company needs** (there is no workload on the project for certain period of time but Company would like to retain employee for future projects)
- › **Employee's personal desire** to take long vacation caused by certain personal reasons (solve domestic issues, have a break, etc.)

**Extended Leave duration limit - up to 6 calendar months maximum\***

*\*Any extension of Extended Leave (more than 6 calendar months) must be confirmed by HR Director and/or Head of GDO Ukraine.*

# Terms & Conditions: Extended Leave VS Exit

Area	Extended leave	Exit
<b>Compensation for unused VAC/OVT (standard workflow)</b>	- *It is recommended to use Overtime Vacation/unused Regular Vacation that has been accumulated for worked period till the start date of Extended Leave.	+
<b>Health Insurance</b>	+ active by the end of the paid period (Amount deducted before EL start date and will be reimbursed after employee gets back to work)	+ active by the end of the paid period (deduction will be made)
<b>Internal mobility or new project opportunity</b>	+	-
<b>PE Administration</b>	+	-
<b>Re-hiring check + probation period</b>	-	+
<b>Years of Service Count (+ related benefits)</b>	+	-
<b>Possibility to participate in trainings</b>	+	-
<b>Access to EPAM applications/ systems</b>	+	-
<b>Deduction for received relocation bonus</b>	-	+

### RM Responsibilities:

- Submit a request at the EPAM Support portal: “Employment status change from Regular Employee to Extended/Maternity Leave ” no later than in 2 weeks before Extended Leave start date
- If Extended Leave duration exceeds 6 month receive approval of HR Director and/or Head of GDO Ukraine and submit a request at EPAM Support portal for agreed period
- Re-check that compensation in Compensation Portal has been synchronized and is set to "0"

# RM Responsibilities:

### Back from Extended Leave:

- Check if employee is ready to come back from Extended leave
- Check the project assignment date/positions availability
- Submit a request at the EPAM Support portal: “Employment status change from Extended/Maternity Leave to Regular Employee”
- Change Employee’s **compensation in Compensation** Portal starting from first day of his/her return to work
- Provide additional adaptation actions if required
- Provide a confirmation on a possibility to renew Medical Insurance (if required)

# RM Responsibilities:

### Exit from Extended Leave:

- Create the Exit request in UPSA\*
- Make sure that the person closed all related issues – PE, access card, workstation, etc. (if applicable)

***\* Please pay your highest attention – Exit Request should not be submitted backdated!***

### Sick Leave Types

#### W/o Certificate

- 7 days per year
- Not more than 3 days in a row

#### With Certificate

- In accordance with the Medical Certificate



## Terms & Conditions: Sick Leave

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- 7 days are NOT an addition to the regular vacation and CANNOT be taken for any other purpose rather than sickness
- In case of inappropriate usage of these 7 days, RM may change sick leave to Leave w/o pay in Vacation System
- Check the **comment** field before verifying Sick Leave w/o medical certificate in Vacation System
- Check if the medical certificate attached is correct: official blank, PE specified, all stamps are presented

**THANK YOU!**