Motivation and Company Benefits

<epam>

2020

About me

- 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
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.	A recognized need, enriched with ideas about how to meet it and to conduct to ensure her satisfaction.	A choice of action for realization of motive and satisfaction of a need

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
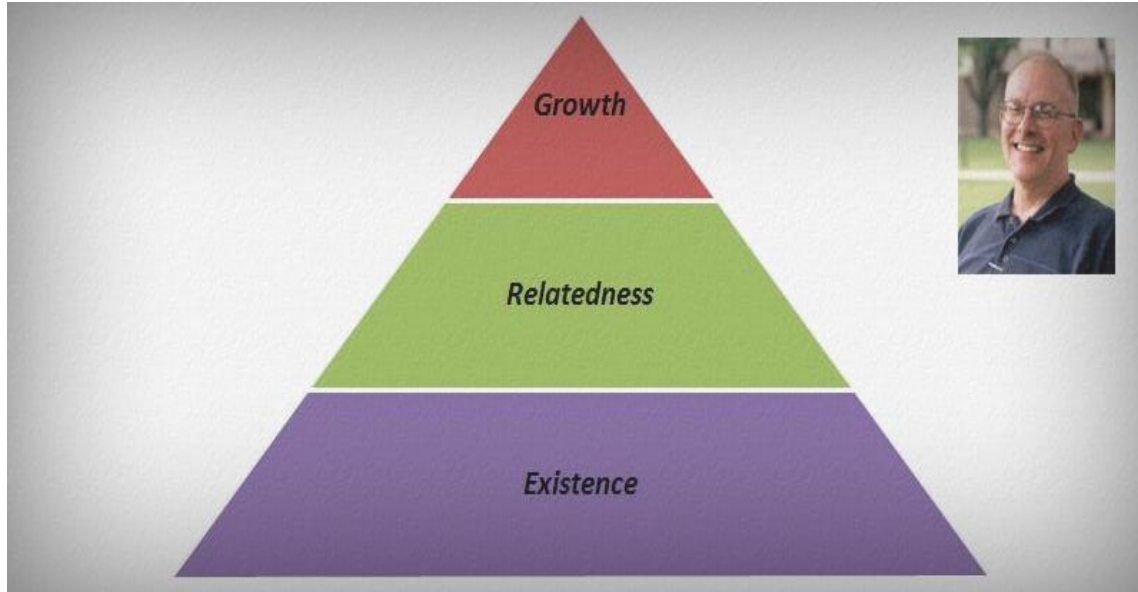
- THEE GROUP OF NEEDS

- MOVEMENT POSSIBLE IN

BOTH DIRECTIONS

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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

Motivation VS Demotivation

Demotivation

Motivation

Main Reasons of Demotivation & Tools for Improving

1. Not enough feedback

2. Lack of professional growth

3. Lack of career growth

4. Lack of information

5. Work requires more skills

6. Over qualification

7. Monotony

8. Not satisfied expectations

9. Relationships in a team

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

11. Level of control

12. Change leadership style, change leader

13. Changes

Feedback.epam.com;

Grow.epam.com;

Competency.epam.com ;

Asmt.epam.com ;

Townhalls; one-on-one meeting;

Learn.epam.com, videoportal.epam.com, courses.epam.com;

Rotation, staffing.epam.com

TYPE OF MOTIVATION

- Internal VS External

- Achieving success VS Avoiding failure

- Financial VS Non-financial

INSPIRE

Internal vs External Motivations (v2)

Intrinsic Motivation

- sense of achievement
- curiosity
- interest
- pride

Extrinsic Motivation

- money
- grades
- praise
- career
- exams

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

Employees' goals

Company goals
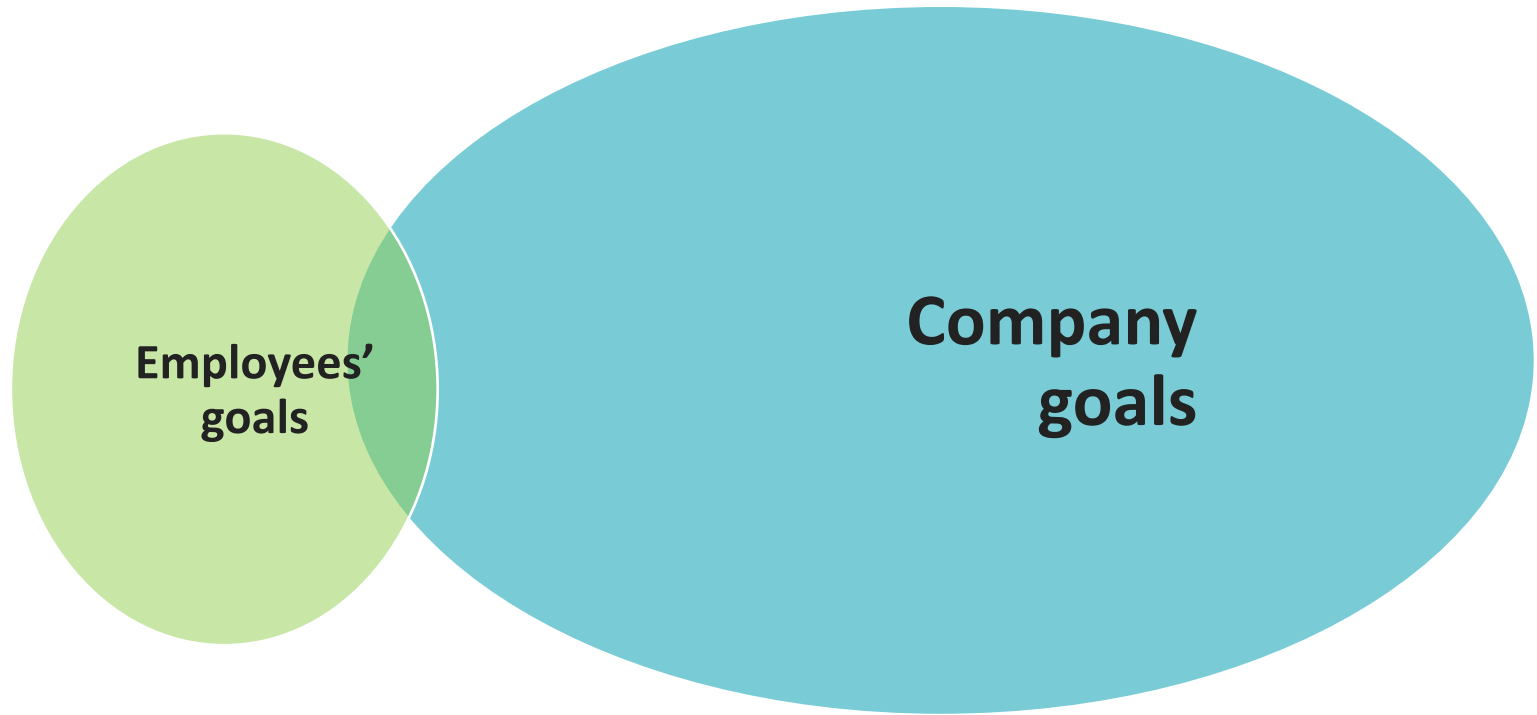
METHODS TO IDENTIFY NEEDS AND MOTIVATORS:

- Monitoring

- Motivation talks

- Tests & surveys

Motivation Talk

What is important?

Rephrasing

Motivator

Criteria

Possible Question to identify motivation

- 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
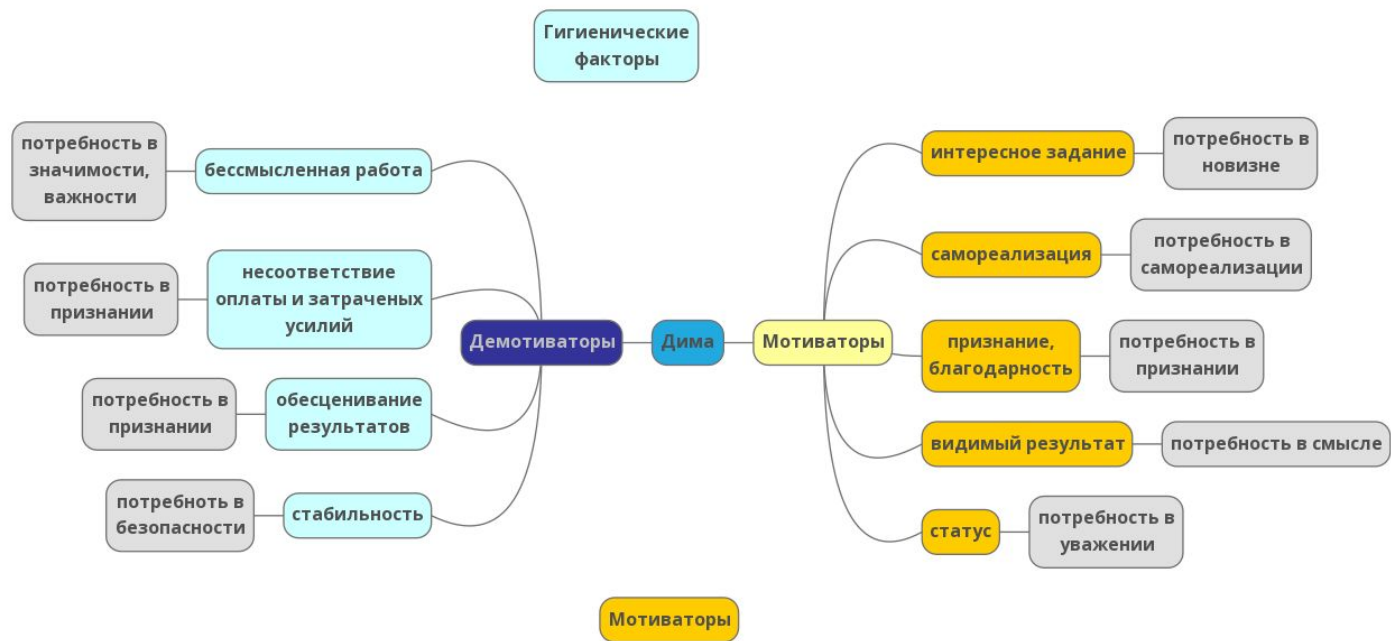
HYGIENE & MOTIVATOR
FACTORS

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
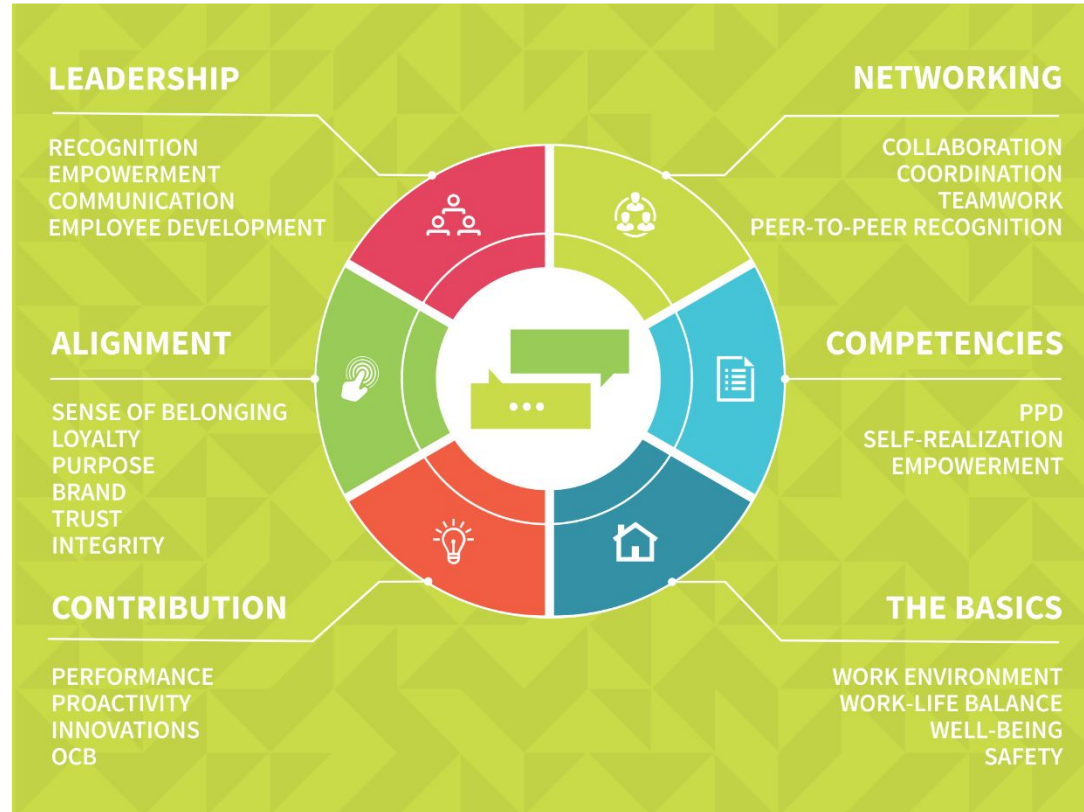
How EPAM Measures Employee Engagement?

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!
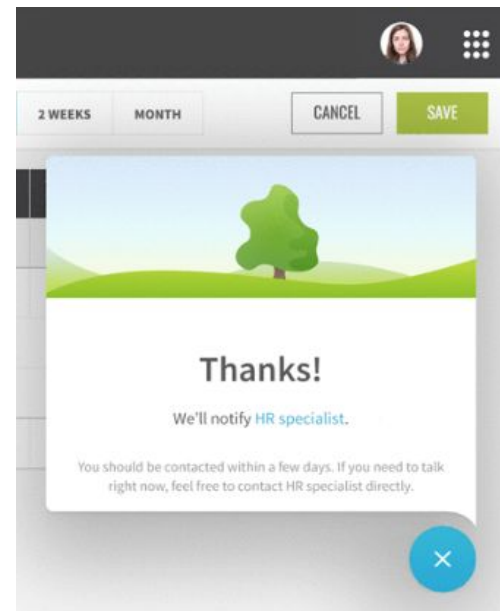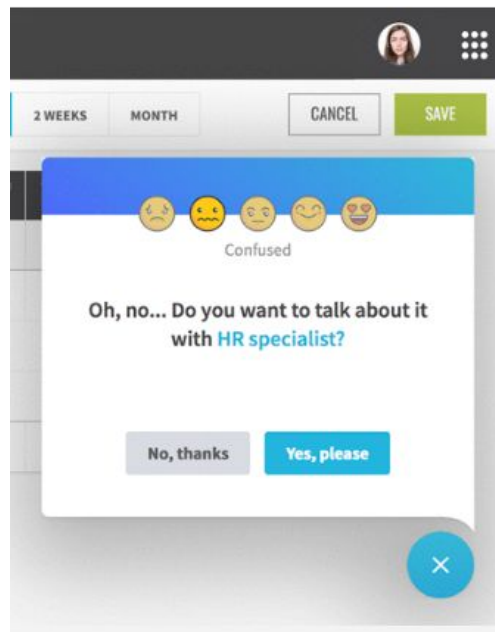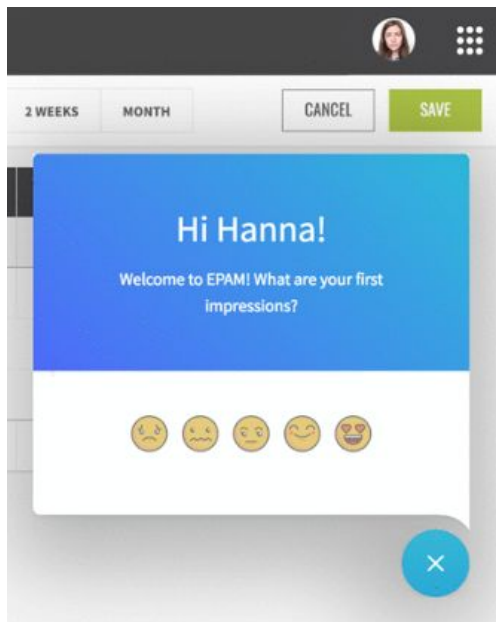How do you feel about your first month at EPAM?
when asked: 1 month at EPAM

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 EMPLOEE?

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.

TELESCOPE

EMAM BENEFITS OVERVIEW

EPAM Benefits:

- 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
- Well-Being communities
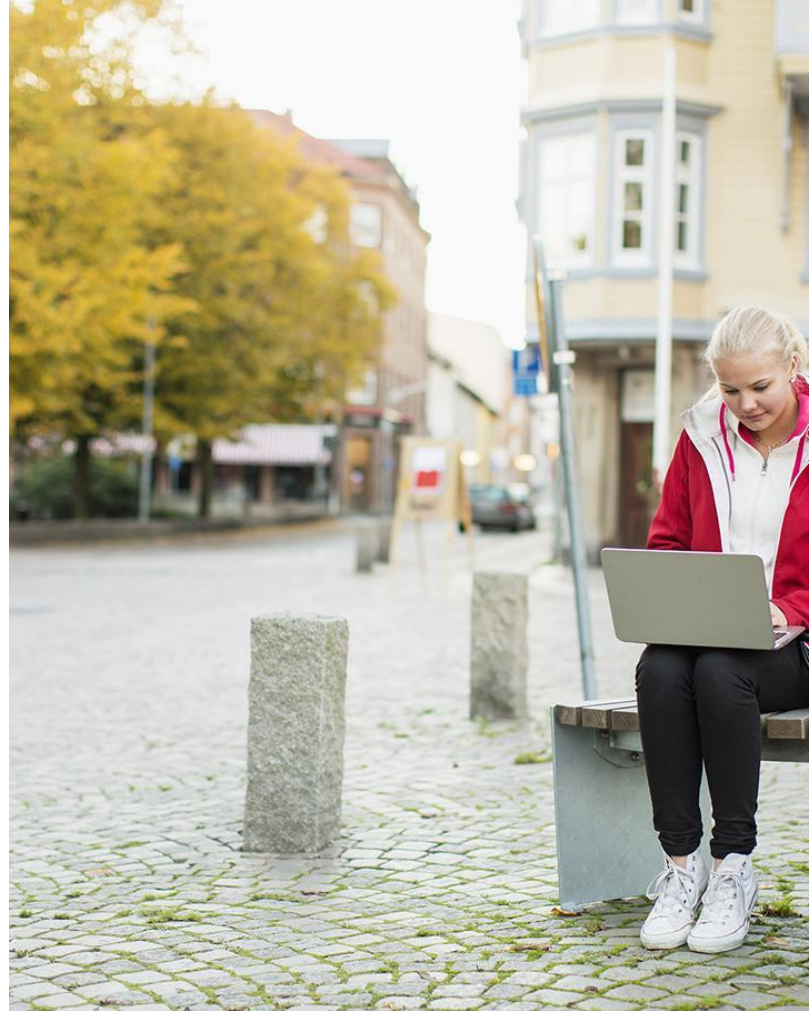
Life Event Benefits - Marriage

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:

General Approach - @Employee Handbook

Death of a Close Family Member

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

Terms & Conditions: Vacations and Leaves

Vacation / Leaves Types

Paid Vacation

- Regular Vacation
- Exceptional Leave
- Overtime Vacation

Unpaid Vacation

- Leave without Pay

Terms & Conditions: Regular Vacation

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

- Approve VAC request in 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 (medical certificate, dates, PE details)

- Approve Sick Leave Request in 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 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

- 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"

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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

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**._

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Terms & Conditions: Extended Leave VS Exit

Area	Extended leave	Exit
Compensation for unused VAC/OVT (standard workflow)	- *It is recommended to use Overtime Vacation/unused Regular Vacation that has been accumulated for worked period till the start date of Extended Leave.	+
Health Insurance	+ 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)
Internal mobility or new project opportunity	+	-
PE Administration	+	-
Re-hiring check + probation period	-	+
Years of Service Count (+ related benefits)	+	-
Possibility to participate in trainings	+	-
Access to EPAM applications/ systems	+	-
Deduction for received relocation bonus	-	+

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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!

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Terms & Conditions: Sick Leave

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

- 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!