

Using an All-in-One Engagement Hub to Create Connection and Community

How CPL used employee feedback to design relevant employee benefits, recognition and reward, and communication initiatives

 **RewardGateway**
the employee engagement people





Industry:
Healthcare



Number of employees:
2500+



Number of locations:
60 offices, along with client
and community sites



Male vs female:
73% female,
27% male



Online vs offline:
68% offline/mobile,
32% online

About the company

Choice, Passion, Life (CPL) achieves its mission to build an inclusive society for all people by providing support services for children and adults with disabilities across Australia. For over 70 years, CPL's team of Allied Health professionals, employment consultants, Direct Support Workers, volunteers, and business and finance employees have helped thousands of people of all ages chase the best in life, pursue new opportunities, and achieve amazing things.



choice • passion • life

The challenge:

CPL employees provide therapy, employment, home and community support services to thousands of individuals across various locations. Many work in client homes or spend their day in face-to-face consultations – often they’re not in an office or accessing a computer, and many of them don’t have CPL email addresses or access to the intranet.

“Having a dispersed employee demographic with a variety of roles and age groups across the business presents unique engagement and communication challenges,” explains Emma Elder, Employee Engagement Manager at CPL.

As a not-for-profit organisation that relies on the National Disability Insurance Scheme (NDIS) to fund its work, the budget assigned for employee engagement initiatives is limited. “We know it’s important so we have budget allocated, but it’s lean, and we need to be really smart about how we use it,” Emma says.

To ensure the organisation’s funds were spent on things that would have the highest impact on engagement, Emma’s team launched an employee survey to gather benchmark data about employee satisfaction of existing engagement initiatives, and how these could be improved to impact employee motivation and productivity, and ultimately, client satisfaction and business results.

“The survey results really highlighted that our people wanted better. There was a lot of dissatisfaction with our current benefits offering – it wasn’t complementing what was a very basic salary for many of our people,” Emma says. Employee recognition and reward, communication, and learning and development were also highlighted as other areas to improve. To help dive deeper into the survey results, CPL ran focus groups to get a clearer understanding of what employees wanted to change or improve, as well as things they wanted to keep and see more of.



Benefits

“Our current benefits offering wasn’t hitting the mark,” Emma admits, since many employees either didn’t qualify for or couldn’t access the benefits being offered to them. Instead of sporadic deals that took time to earn or redeem, employees indicated they wanted benefits that would impact their everyday lives.

“They told us they wanted something that would make their day-to-day expenses easier to handle because many were earning a fairly basic wage. So a programme that would help with everyday costs like discounts on groceries and petrol, something that is accessible and instant and doesn’t require a CPL email address, and didn’t require them to wait for gift cards in the post was important.”



Recognition and reward

CPL’s existing recognition and reward programme needed improvement too; recognition was ad hoc and rewards were manually administered and focussed mostly on tenure recognition, where people received physical gifts after five, 10 or more years of service.

“Often the gifts were irrelevant for the employee receiving it,” Emma says. “If you’re giving someone something that doesn’t excite them it can actually have a negative impact on engagement, so you have to be careful.”

“In the end we realised while reward was good, recognition was more important. The recognition that our people were after was nothing monetary; they just wanted to be recognised - or have the ability to recognise other people - for work well done.”



Communication

“Many CPL employees work in homes or out in the community, and some are assigned a single client, so they don’t interact with other staff members regularly,” Emma explains.

Email was the primary method of communication but the team didn’t want to flood inboxes with too many notifications, and the organisation wanted a way to create two-way conversations and convey more than just transactional information.

“It is really important for us to cultivate a sense of community; our people wanted to know more about who else worked at CPL outside of them.”

Challenges

- Geographically-dispersed, predominantly offline workforce
- Not all employees using a company email address
- Exclusive or inaccessible employee benefits
- Irrelevant and ad hoc employee rewards that took time to redeem or deliver
- Low engagement in company communications



The approach:

After reviewing the employee feedback, Emma conducted research into the solutions that might help the organisation address the key areas it wanted to tackle.

“We looked at a few things, including what programmes are available, what they cost, how much administration would be required from our end and the support available for our people, as well as the types of programmes that would be responsive to the needs of our employees and give us the most return on investment,” Emma says.

“We calculated that anywhere from a 3-5% increase in satisfaction or engagement would mean the investment paid for itself.”

CPL assessed whether implementing a technology-based platform for its engagement programme would be the most effective solution, given the dispersed and predominantly offline employee demographic.

“We know we have some employees who aren’t as technology-savvy as others, but technology is becoming a much bigger part of our lives and we want to embrace that,” Emma says. “With a very geographically-dispersed workforce it’s so hard to have effective two-way communication with our employees without using technology. So we knew if we were to introduce a new platform, it had to be one that was easy to use, didn’t distract people from their jobs, and that we could properly support our employees when we introduced it.”

CPL looked at a number of different platforms, including one that offered discounted household goods, luxury items and domestic flights to employees. However, as many of its employees are hired on a casual basis and earn a fairly base-level wage, offering such items was unlikely to appeal to most of their workforce. “I knew presenting an option that only catered to a few employees instead of the majority of them would have a really negative impact,” Emma said.

Emma decided to present Reward Gateway’s employee engagement hub as a preferred solution, as it gives employees access to benefits, recognition and reward, and communication from a single platform. It was also securely accessible without a company email address, and available

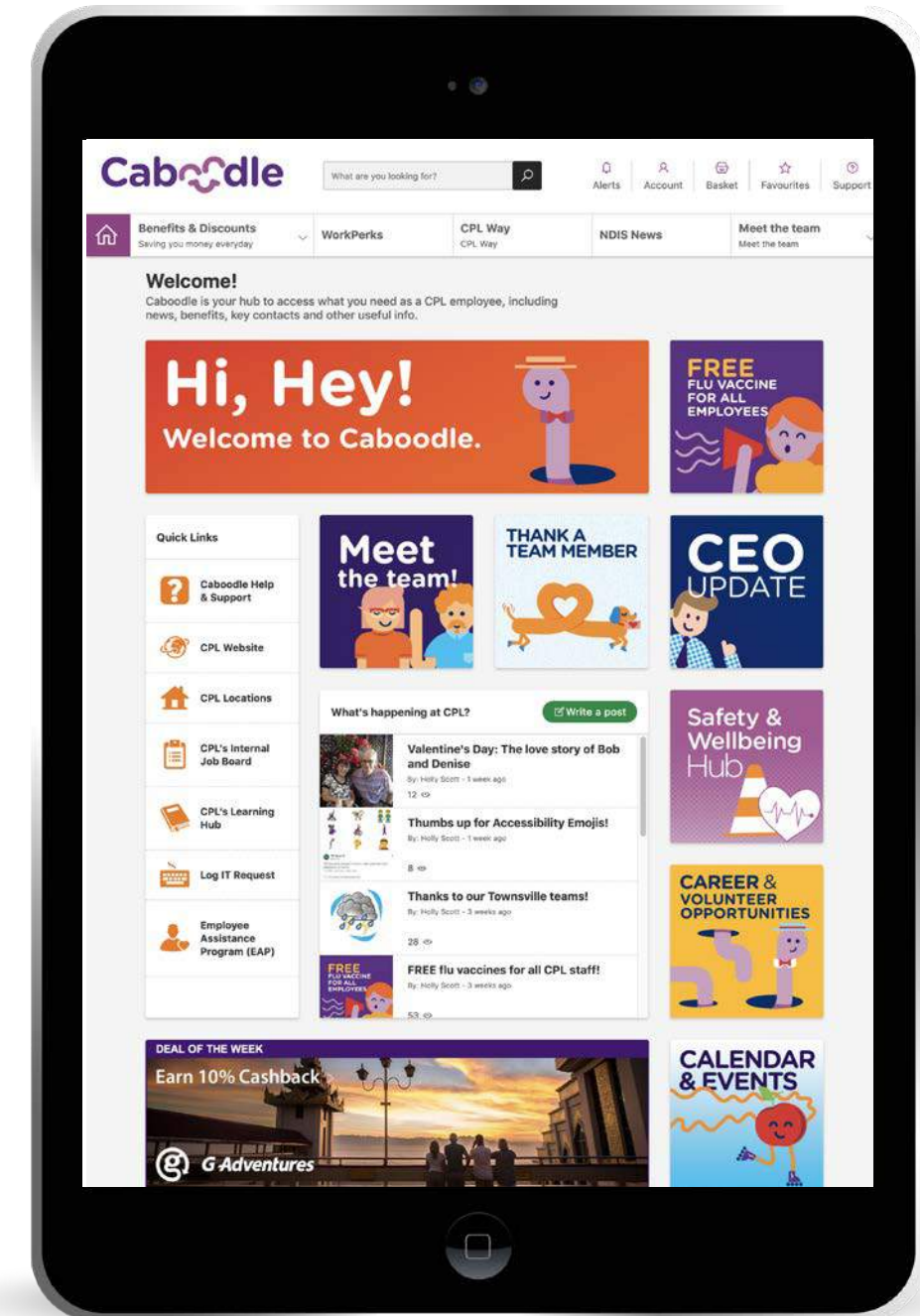
on smartphones, personal computers, or any internet-enabled device whether at home, travelling or in the office.

“I sat down with our CEO and convinced him that, based on our research and the employee feedback, there was a better solution out there for our employees,” Emma says. “I also explained that because the Reward Gateway platform was a complete hub, we’d have an in-road so employees would want to go in to access their discounts and benefits, but they’d also see the latest communication while they are there, which is great!”

Designing CPL’s engagement hub

“We wanted to make sure the platform would grab people as soon as they logged in,” Emma says. “Branding is just as important for internal marketing – the programme must be relevant and appealing for our employees.”

Emma partnered with her internal communications manager and an external brand advisor to develop the programme name, and the look and feel of their platform. The name **“Caboodle”** stood out as it reflected the “all in one” intention for the hub, and was aligned with the CPL brand. The colours and language they use throughout the hub were developed from that name.



To launch the hub, Emma worked with CPL's Executive team, to develop the messaging and videos that explained the Caboodle programme, how to access it, and how it was designed so CPL employees would get the maximum benefit from one platform. Over a six-week period CPL ran over 35 roadshows in key locations, where members of the team demonstrated the different elements of the programme, answered questions, and set up mobile phones and tablets so employees could register and log into Caboodle and start using it straight away.

"I made sure that there were at least one or two people within each group who were really enthusiastically on board, and had them as a champion in each location," Emma says, "If ever a colleague said they weren't sure they'd get on board, we'd use those champions as an example and

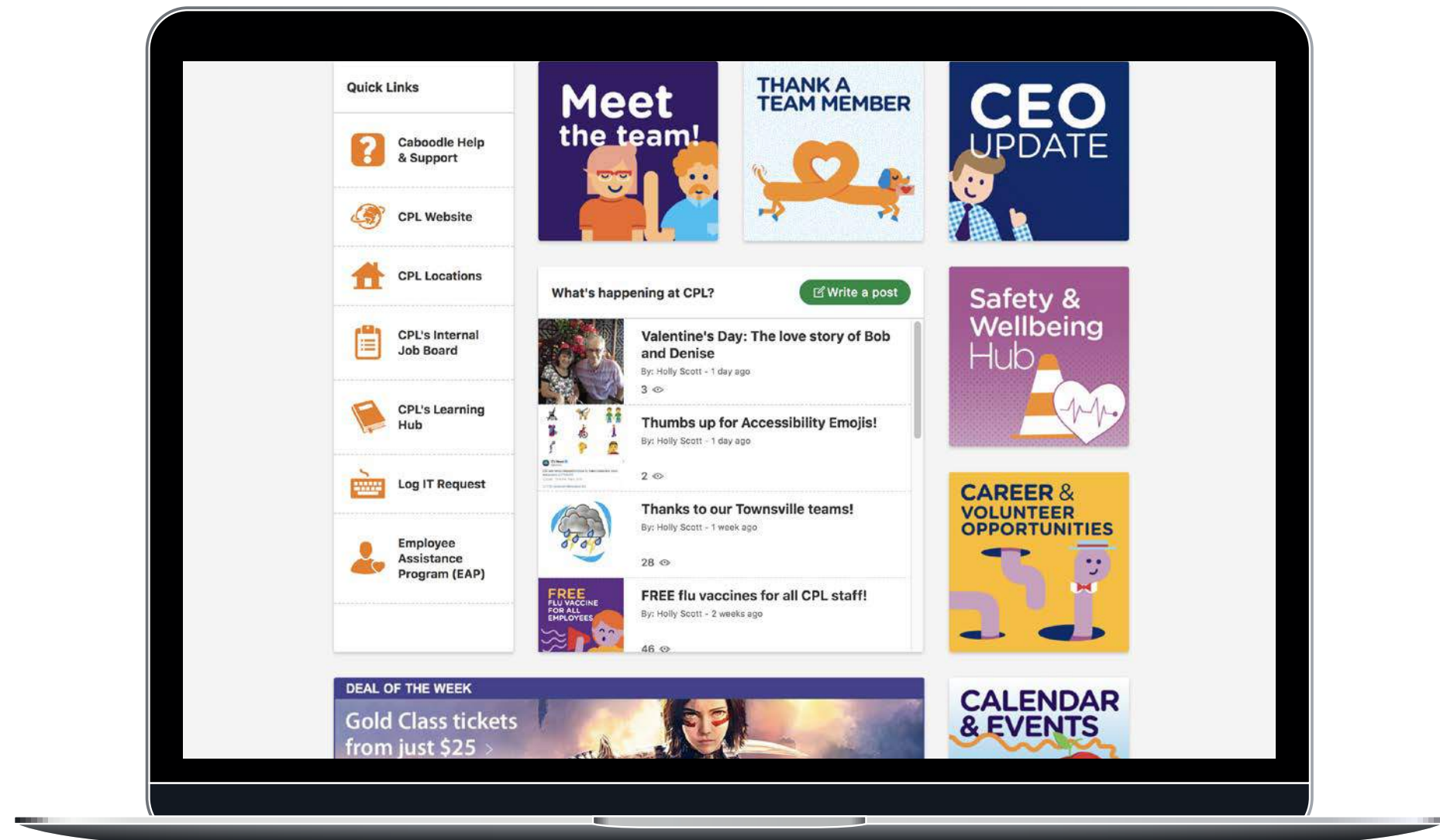
explain their success at using a discount or sending an eCard. Also, we had lots of different contact points so they could call and email us to get in touch."



The results:

Today, Caboodle is a central communication tool for CPL employees. “We use Caboodle as our communications hub, and we developed “Caboodle Comms” as our internal employee newsletter, which gives a quick snapshot into news, stories, events and other things, then employees can go into the platform to read more.” Emma says. “We’ve used it to create a bit of a sense of community by filming some of our own employees, their stories and what they do to bring everyone together.”

When it came time to launch a new learning hub, CPL also announced it via Caboodle, which gave it more visibility and helped increase usage.



Every time we communicate something or we have a project planned, Caboodle is part of that," Emma says.

CPL employees also have a choice of different eCards to send to each other through Caboodle, which have become a popular way of recognising peers from anywhere, at any time.

"We have four [eCards] that are based on what we call our CPL Way pillars, plus some generic thank you cards and a virtual Toblerone eCard for people who have outdone themselves," Emma explains. "More and more people are using them, which is great. And one of the reasons why we picked the Reward Gateway platform is because it has the capability of doing more as our recognition program evolves and matures."



CPL's General Manager, Wendy, would buy Toblerone bars for individuals who outdid themselves and give giant bars to teams she wanted to recognise. Now, Wendy and her Toblerone have been immortalised into a Caboodle eCard.

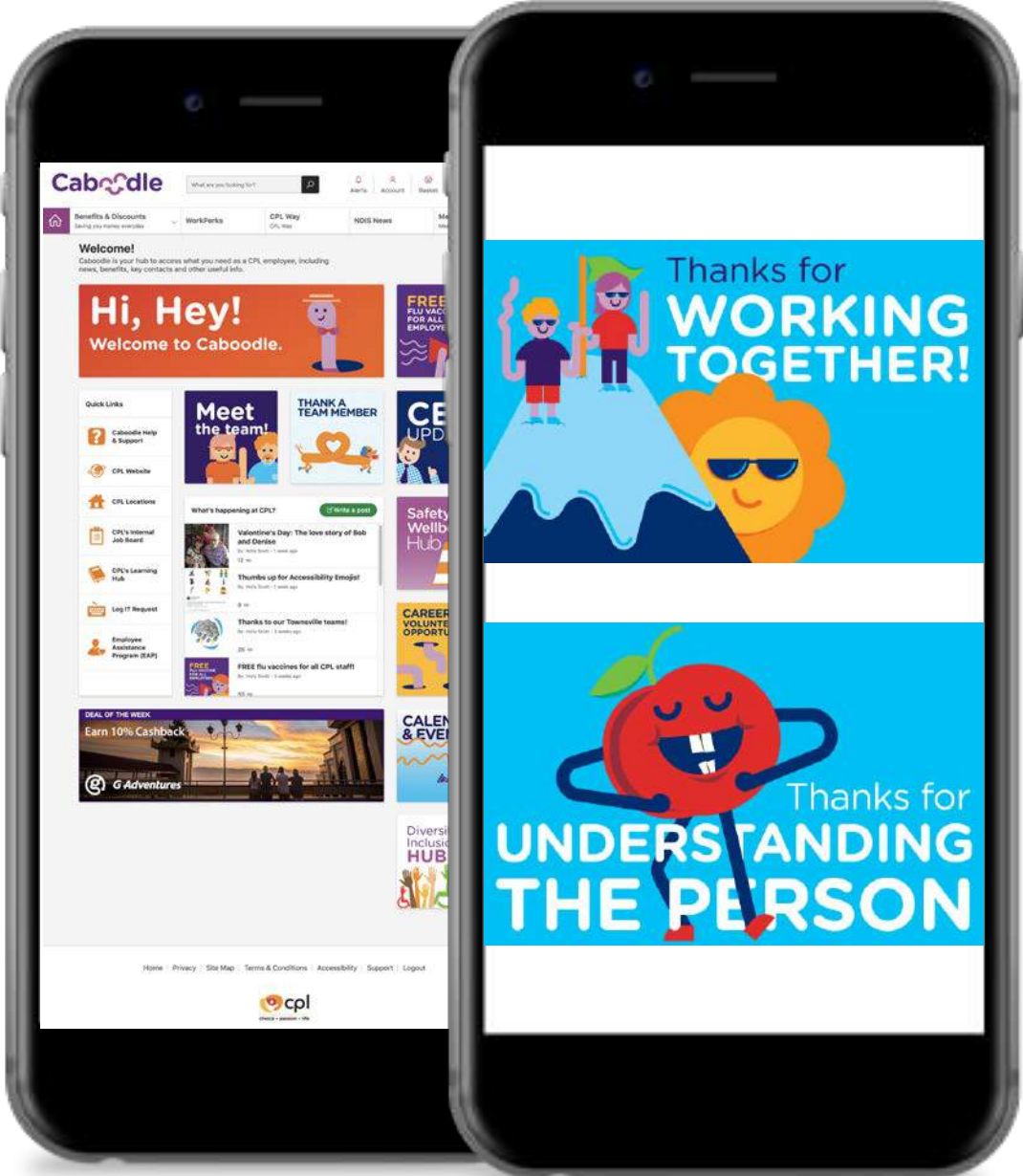
Emma has also found that employees regularly using employee discounts through the hub receive hundreds, sometimes thousands of dollars worth of savings, which is well over the allocated annual investment per head. "In that sense, the hub has definitely paid for itself," she says.

One year after launching Caboodle, results from the employee engagement survey showed satisfaction with employee benefits rose 16%, and satisfaction with communication rose 7%. "Anything from 3% to 5% is significant so we are celebrating those wins," Emma says.

Some people are using this platform after they finish work, when they're on their phone on the bus or when they're at home with a bit of down time. "They're having a look on here, catching up on the new stories that we have and looking at the videos of

other people in the organisation, and the great success stories that we're sharing. Caboodle has allowed us to show what is great about working at CPL, and how that's translated into our day-to-day work,"

“At the end of the day, our employees do a great job and we want to recognise and share that.”



All-in-one hub creates community



16% increase

in satisfaction of employee benefits offering



£632k

spent through the platform



2k

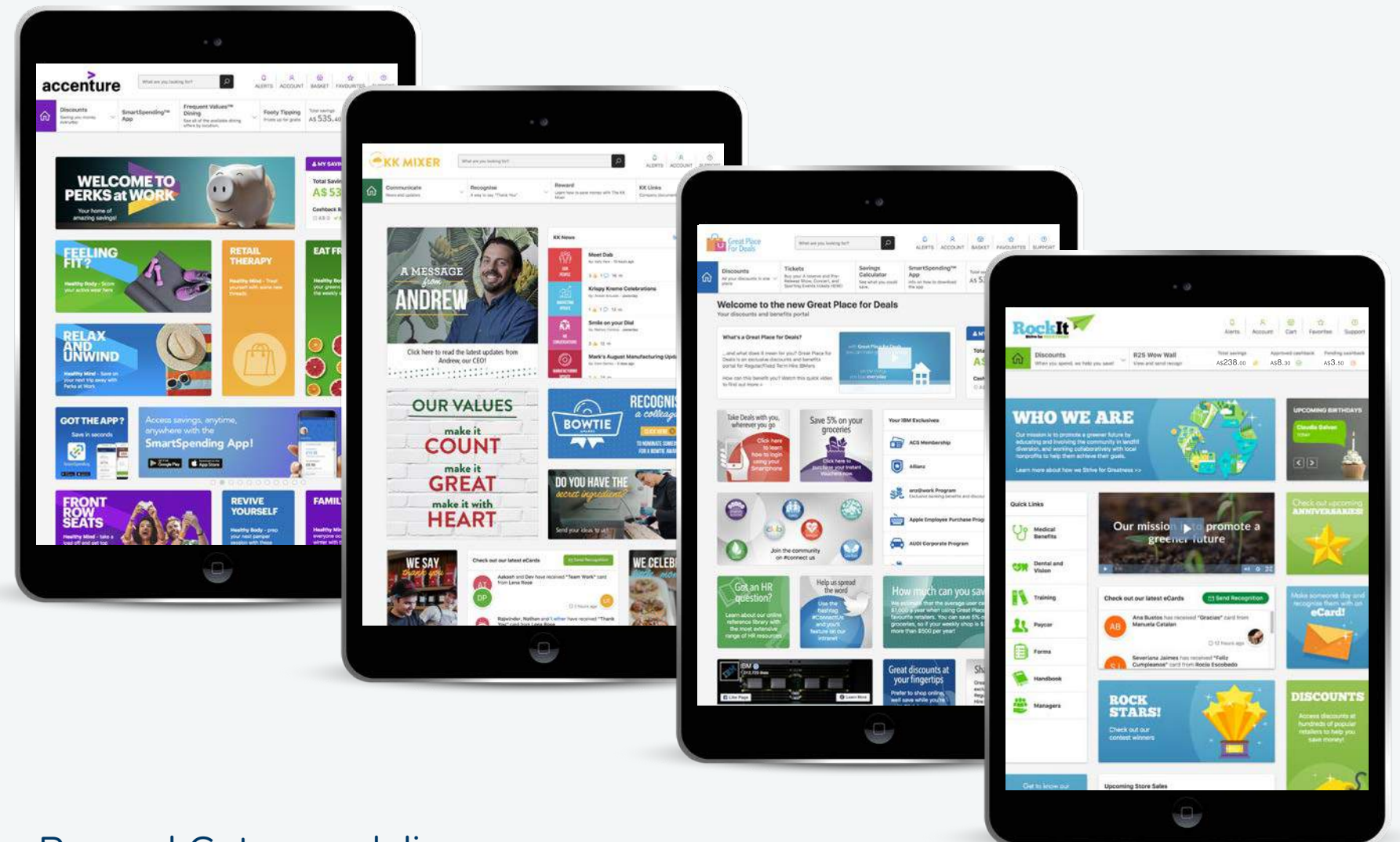
ecards sent

Interested in your own employee engagement solution?

Reward Gateway's employee engagement products are powered by a centralised hub tailored to your organisation, giving your employees better access to tools such as benefits, recognition, surveys and more. We'd love to help you get started on solutions to help attract, retain and engage your people.

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