Jill LaPorte DEI

Sunshine Spotlight

This is a recognition program for all employees that rewards people doing things right. Customers, other employees, Managers & Supervisors can nominate someone when they notice someone giving fast, friendly service or going above & beyond to make the visit something memorable. At the end of each month Supervisors, Directors & the Owners vote on which scenario was the most impactful, and that nominee is scheduled to attend the next quarterly meeting. All three nominees are then brought on stage & we explain what they did in front of everyone, and also let them pick from one of three prize bags, which can be $100 in cash & gift certificates.

This type of recognition gets contagious when the crew sees someone they know getting rewarded, and it feels good to put their name in the pool. Customers love to hear that when they call in a compliment, it can result in that employee getting recognized and rewarded.

Planet Fitness

Best Practice

The best practice that we have implemented for 2014 at our business has been a program call STAR (Super, Talented, Achievers, Rock!). This has come to fruition from a survey that we did last year in getting feedback in regards to how our hourly employees enjoyed working for our company. We found that we needed to improve on recognizing their positive achievements on a more consistent basis. We had specialized white boards made up with each category to put in each facility to track how all of the employees are doing each week in total points. We also email a chart with all of the total points for all of the facilities so the managers can see how all of the other clubs and their staffs are performing. We also highlight the top ten point achievers in the email to recognize the top employees. This has resulted in friendly competition between the staff members to drive each other to achieve points in each category.

In the STAR program you can earn points on a weekly and monthly basis in many different ways. Once you accumulate a number of points you can purchase specific gifts that the company has to offer. The list of gifts were all chosen by the staff members themselves throughout the company. We have set some standard categories that will have an impact in different areas of our business. We added three categories that our Managers can award the staff on a weekly basis is in "Customer Service", "Difficult Customer" and "Taking Initiative". We feel that these categories will improve our customer service with our membership base and help retain and produce new members. The company has all set up monthly goals in categories for attendance, mystery shopper reports, operational benchmarks and financial goals.

This STAR program has been successful up to this point because of the positive impact it has had on our staff members. They appreciate that we listened to their feedback and ideas and then rolled out a program to address them. This has shown that we are recognizing them for their achievements and also providing incentives for them. This has also improved out customer relations, made us more efficient operationally, and increased our financial production.

DiPASQUA
ENTERPRISES

Best Practice(s)
Jayne-Lisa Manera
Human Resource Manager
DiPasqua Enterprises, Inc.

DiPasqua Enterprises, Inc. (DEI) Performance Pay Model

As DiPasqua Enterprises, Inc. grows as an organization, we add top performers to our team that will lead as leaders and drive our business as managers. 100% of our senior leadership team has been internally developed. To be a successful leader within our organization, you must be able to meet budgetary goals, drive your sales in a positive direction and manage an effective team.

Part of how we evaluate and identify talent for promotions is essentially the same way we pay and incentivize superior performers; which is through our Performance Pay Model. Every Store Manager is paid the same base salary, nobody is paid differently. Where those top performers shine above the rest is through the second component of their compensation package, where managers are evaluated on the following criteria:

- Meeting a cost of goods (or) food cost goal; manager must be at or below expected
- Meeting a productivity (or) labor goal; manager must be at or above expected
- Meeting and / or exceeding a sales goal based off of volume of any particular location

Managers that are above average performers and are doing a great job with driving their numbers and managing their business are very apparent via this model; the numbers are very telling. This model keeps compensation equal / fair and managers are compensated appropriately and incentivized for their individual performance.

As a result, this Performance Pay model is used as a tool to determine who is ready for progression within the organization.

Modern Plumbing

TEAM STRENGTH 2014

Best Practices.

Our effective practice was to scrap the old bonus system that rewarded individuals for their performance on a certain project. The Project Manager determined how the bonus was divided up among the participants on that project and usually the monies were only shared with the top tiered managers/supervisors of the project. To me this system penalized workers who were assigned to projects that were low margin projects or had estimating errors so there was no motivation to try and excel.

I assisted in developing a companywide bonus system that rewarded all workers on the yearly performance of the company and not just individual projects. A company goal for revenue and profit was agreed to and the savings potential was indentified at the beginning of our fiscal year. This information was shared with the entire company. We also identified how each person could have an effect on the bottom line. The payout was based on pay grade categories and supervisory positions. The reasoning was that not only would a team effort be given but it would motivate our young and "green" help to better their knowledge of our trade and move up in the ranks to receive more year end monies.

This system was a twofold success for us because it brought our company together with the all for one, one for all mentality. It also motivated our less skilled employees to better themselves. Our employees now look out for each other and more openly share their ideas on how to do things quicker and to be more efficient in what we do. Our employees from the top to the bottom all realize that they can make a difference in how we do busniness.

Fun strategy to improve the company in 2014...

In keeping with the horse racing background of our owners, we decided to get a little competition going this year between the service centers by equating the results to a horse race. Each quarter each service center's horse moves around the track based on the % of their net profit budget reached. In addition, each service center leader was given a miniature horse to take back to his service center to sit on his desk as a reminder of the "horse race" for him and his team. Some of them have even named their horse. Attached are the results after the first quarter which was published in our company newsletter, which we will continue to do each quarter. It is all in fun, and a way to hopefully get the teams to pull together to "win" the race.

We haven't defined the "prize" yet but will announce that at the 2nd quarter meetings next week.

By motivating the teams to "win" the race this could impact all areas of improving the company: increasing productivity, saving money, growing sales, improving morale, and uniting the team.

CERTIFIED SLINGS E-Supply

Connie B. Gahnz
Chief Financial Officer

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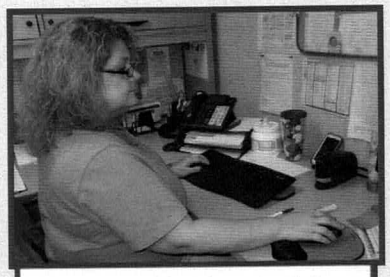
News from your CFO: Connie Gahnz

CERTIFIED SLINGS	5-22-14
CUSTOMERS 90+ DAYS PAST DUE	
Branch	Amt
5	4,219.58
8	871.58
3	91.15
7	36.34
TOTAL (W/O INTRN'L)	$5,218.65

I would like to take a moment and congratulate Wendy Gross on her one year anniversary. Wendy has been an awesome addition to our team. As part of her duties she has the somewhat difficult task of collecting past due money owed to us. Her extensive customer service experience has shown through in her interactions with external and internal customers.

Our past due aging has improved tremendously with her on board.

Keep up the Great Work, Wendy!



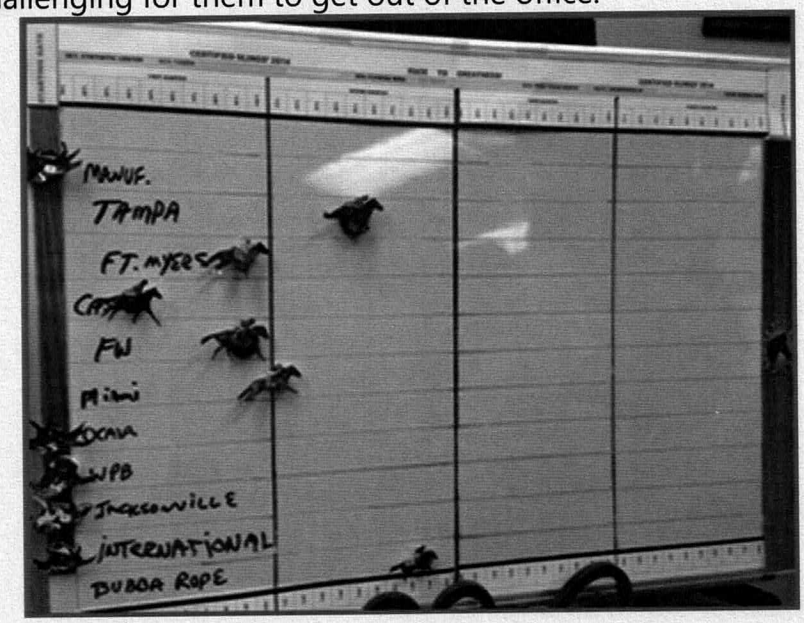
Wendy working her magic!

The race is on...good luck to all!

In April, we had our first 2014 quarterly meetings at the Service Center Support Office with each of the Service Center Leaders reviewing their financial results. I think this new approach to the quarterly review meetings worked very well and I'd like to thank the Service Center Leaders for their participation, as I know it is very challenging for them to get out of the office.

As you can see, we have a little competition going on between the Service Centers in the form of a horse race. Each quarter the Service Center's "horse" moves across the track based on the percentage of their net profit budget reached.

After the first quarter, Bubba Rope is in the lead reaching 189% of their first quarter budget.



So everyone pull together and do your part to help your service center run a great race!

WAYNE
Automatic Fire Sprinklers, Inc.
Celebrating 35 Years of Life Safety Service

We here at Wayne Automatic believe that our best asset is our employees. We have a program that we call the "R and R" program, or recognition and reward. Each manager or supervisor is given a goody box full of gift cards, movie tickets and our most coveted prize, free personal time off or PTO. The manager or supervisor is able to give these gifts to their team members for whatever reason they deem fit. I personally do not promote a competitive environment in my department so I give them out for reason such as saving a lot of money on an order or helping a new designer list building packages better. It is a scientific fact that if an employee feels respected and needed then they will work harder. I will say that this was a particularly hard subject to write about. We have so many personal incentive plans that it was hard to choose just one.

Thank you,

Marilynn Meyer

Lead Buyer

Wayne Automatic Fire Sprinklers

WAFS

Best Practice

Performance Incentive Program

We practice an open book philosophy with all aspects of our company. Particularly about the financial information on our jobs. Budgets and cost sheets are shared openly with all our field team members. Everyone clearly understands the bonus structure that pertains to them. This allows each employee to realize how their performance directly impacts, not only the company but their personal finances directly.

Money is without a doubt, a motivator. However, it is only part of the benefits we receive from this program. It also promotes a strong sense of ownership with each team member. This program encourages everyone to work more efficiently and to work together as a team. When the whole team truly feels their name is branded into each job they do - positive moral will be a by-product.

Efficiency, Team Work, Ownership and Positive Moral together give our sales staff the confidence they need to continue to make promises to our customer.

get a bonus for each job they finish

sales guys
install guys
closers

Question:

What is the number one thing your company does to boost morale?

designers

Best Practice

Quarterly Incentive Contest

We challenged our agents to bring in a certain amount of Listings and encouraged them with the following payoff:

For each listing an agent brought in they got to put their name in the pot.

65-70 Listings = 3 drawings of $200
71-75 Listings = 3 drawings of $250
76-80 Listings = 3 drawings of $300
81-90 Listings = 3 drawings of $500
90+ Listings = 3 drawings of $1,000

Our monthly goal is 26 listings a month so 78 would have been a very good number. We secured 101 Listings in the first quarter compared to 67 in the first quarter last year so we had 3 $1,000 winners!

For the second quarter we did the same, but for contracts.

130-145 Contracts = 3 drawings of $200
146-155 Contracts = 3 drawings of $250
156-165 Contracts = 3 drawings of $300
166-190 Contracts = 3 drawings of $500
191+ Contracts = 3 drawings of $1,000

Our goal was 50 contracts a month so 150 would have been great. We wrote 215 contracts in the second quarter compared to 171 in the second quarter last year. Again we had 3 $1,000 winners.

The third quarter incentive will be a combination of both with an added category.

Best Practice: Anniversary Recognition

Our company implemented a recognition program that gives the manager an opportunity to recognize an employee's accomplishments annually on their Anniversary date.

- On the actual Anniversary date we have a company wide meeting to recognize the employee. The manager has an opportunity to identify any accomplishments over the last year. This gives insight to co-workers about the employee and their job.

- The company gives out a Service Award plaque to those employees who meet our years of service milestones. 5 years and 10 years. This is given to the employee in the Anniversary recognition meeting.

- Monthly the President of the company will take the employees as a group out to lunch. This is for anyone who had an anniversary in that given month. This gives the President a chance to learn more about the employee and show our appreciation as a company for their service.

- The company offers a Gift Certificate for those employees who reach our years of service milestones. We use giftcertificates.com for our gift certificates.
  We are able to set amounts that can be spent by using the different types of certificate books depending on their years of service. 3 years, 5 years, & 10 Years

- The company increases the company contribution to medical benefits when employees reach 3 years or more of service.

Best Practice- Monthly Production Incentive

Members of our support staff receive a piecemeal incentive based off of the volume handled by their department the each month. The incentives are tailored to each department depending on their specialty.

For example: Each employee in our shipping department receives $.25 per package shipped.
Our purchasing department receives $.35-$1.00 per purchase order generated depending on the type.

The monthly incentive encourages employees to support our Sales Team by processing orders in a correct and timely manner. If complaint expenses become excessive in a department we will deduct a portion of the monthly incentive to recoup some of the loss and remind employees to pay attention when processing orders.

Lori Dillon
Purchasing Manager
Gallagher Promotional Products

TeamStrength Meeting – July 16, 2014

Mary Zagers White / Account Operations Director / MarketLauncher, Inc.

Best Practice: OOT

OOT is "Out of Office for Training". Most companies offer training, however, with MarketLauncher it needs to be done virtually and so we established OOT each quarter for each employee. They mark themselves OOT for half day to full day and focus on training.

What makes OOT unique?: During the quarterly self-review, the employee makes suggestions on training they would like to do and then the manager signs off on it. **It's driven by the employee!** The employee can choose between core skills and motivational/developmental skills. They have options for this training from courses on Lynda.com, reading a book, webinar, or in person courses.

Once training is complete, each employee puts together a summary about their training and how they will apply it to their job. This is sent to their manager as well as myself and our COO. Reading these summaries shows us first-hand how this training is having an impact on productivity as well as team building with self-discovery and learning.

Our most popular option is **Lynda.com**. ($1800 year for 5 licenses that can rotated to different users). They offer a variety of courses online and add new courses every week. Employees can improve their core skills to learn programs such as Outlook, Excel or PowerPoint. Then for motivational/developmental skills – they offer courses such as time management, mentoring others, leading with emotional intelligence, how to delegate, etc.

For productivity – you don't know what you don't know and there are always more tips/shortcuts to learn and apply. And then we also get comments about self-realization which can benefit the team overall. Some specific comments include:

- *There is always a lot of change happening at ML. I get frustrated at times that I don't adapt as quickly as others on my team. On the video I realized I'm a conserver. I need lots of info and ask questions to make sure I understand the entire process. Then I need time to process, I don't make impulsive decisions. I realize now that on a team it's good to have all 3 types of people as each one brings a different aspect.*
- *I didn't realize all the many choices of columns that you could choose from and have adjusted my screen to my needs.*
- *I thought it offered some solid, straightforward, and useful tips on mentoring.*
- *The section on TEAM SOURCING was good too and reinforced the need to ask your employees often what they want to learn? What inspires you?*
- *I like the specific guidelines and work sheets Crenshaw provided as well as the 7 steps he gives to achieve the goals.*

One of ML's core values is **improvement** and this gives each employee an opportunity to improve by giving them the time and resources to train in a variety of areas each quarter.

The Bagel Strategy

The Strategy: On a regular schedule – at least once a month – you take employees you want to motivate, engage or reward out for a breakfast bagel or morning or afternoon coffee. You pay.

The Purpose: You want to develop people around you who share a common goal and who understand what you – and the organization – wants to accomplish. In addition, the goal is to develop people around you that will walk on hot coals for you when times get tough, and that only comes from people who trust you and believe in your direction and in what you are doing.

How It Works: You want to have a conversation. This can be all business or it can be all personal. Regardless, you simply want your t colleague or employee to feel comfortable letting their guard down and to be able to trust you with things they might not ordinarily say. You want them to be able to relax in your company and to know that what they say will not come back to bite them if they do happen to gossip.

The Details: These impromptu meetings can never been about the same thing. They cannot always be about work or about gossip. It must be a blend. It must not always be a fact-finding mission also. That is, you must open up about things about you, about work, about your life. This is a give and take, and you do have to give to get.

Spread the Wealth: This strategy must involve more than one or two people in your group. You should not let it become, "Well, there goes the boss with Jane on their daily break." That is counterproductive.

Why It Works: This is not rocket science. Rather, this is human relations. This works because you are pushing forward on getting to know the people you work with and who work for you. You gain insight into their personalities, how they tick, how they like to work and what is important to them. You discover what motivates them at work and what is significant to them away from work. By learning these things, you have ideas for them related to new projects, new positions, promotions, raises, etc.

Best Practice

This program was for safety and security of employees at night. We started this practice a couple years ago. Safety has always been a challenge. We put this program in place called security night shop. We start it each year a couple weeks before Thanksgiving, and continue until end of January. All managers, supervisors and directors goes out at night and visit stores for all security and safety issues. From visibility, to outside lighting, to service door issues, to money in register. If any thing violated policy, coaching would get done on the spot and the stores would receive another shop soon. If all safety policies were followed, employee(s) would get cash award on the spot. We have managed to have many years of going through holidays safe and sound.