

Fond Rewards Case Study: Overview

How Delta Dental Increased Employee Recognition 93% by Using Fond Rewards

“We see recognition and rewards as a culture where employees are acknowledged for their hard work and feel valued.”

— Becky Masters Director of Compensation, Benefits and HR Technology



SOLUTION



HIGHLIGHTS

93% Increase in Employee Recognition

72% of managers say employees feel more appreciated

97% of managers say recognition is easier to give

Company

Delta Dental of Washington is a dental insurance provider that offers a wide variety of dental benefit plans to fit the needs of a diverse range of clients. It is part of one of the largest dental benefits delivery systems in the U.S.

Challenge

Employee recognition is extremely important at Delta Dental but the giving process has been cumbersome and time-consuming. Management seeks a much higher volume of recognition, especially aligned with key company values.

Results

Employee recognition has almost doubled since starting to use Fond Rewards, and employees are feeling more appreciated as a result. Plus, key values are being reinforced with values-based recognition themes.

Fond Rewards Case Study: In-Depth

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Background

Delta Dental of Washington began as an oral care program for children and eventually pioneered a new industry. Dental benefits forever changed the way people care for their oral health. A decade after its founding, the company joined forces with other industry trailblazers, and today the Delta Dental system is the leading dental benefits provider in the U.S.

Innovation runs deep at Delta Dental of Washington. Leadership wants employees to think differently and encourages employees to take innovative approaches to oral health solutions. Delta Dental of Washington lives its core values and relies on the strength of its employees to drive the mission of “bringing a smile to everyone’s face.”

Challenge

While Delta Dental of Washington was rapidly innovating internally and externally for its customers, Becky Masters – Director of Compensation, Benefits and HR Technology – felt it was time to elevate the company’s approach to employee recognition. Masters identified four key areas of focus to drive the long-term happiness of its employees.

Engaging employees: Engagement is critical to everything that Delta Dental aspires to accomplish. The company needed to do more to strengthen company culture by actively engaging with employees to make them feel appreciated.

Aligning with company values: Living its values is why Delta Dental has remained an industry leader and why employees are excited to go to work every day. The central unifying value is “One Team.” A key part of this is aligning employees’ actions with the company’s values and business goals to drive better patient experiences and stronger business results.

Inspiring innovation: As a 60-year-old company, Delta Dental of Washington needs to constantly push the envelope to remain a leader. The company believes employees will be inspired to innovate if they’re recognized for transformative thinking, elimination of barriers and taking bold actions.

Reducing executional friction: To give recognition and rewards, managers were purchasing gift cards and submitting expense reports for reimbursement. This proved to be cumbersome and time-consuming, and as a result, recognition was infrequent and inconsistent. The company wasn’t able to consistently show employees how highly they were valued.

Solution

Masters developed a holistic recognition strategy to increase employee engagement and address the four key areas listed above. Key components of the recognition strategy included a CEO innovation award, manager-to-employee recognition, peer-to-peer recognition and service awards. The backbone of this strategy was a recognition and rewards platform that would remove the friction from giving recognition and offer a wide range of rewards from which employees could choose.

“The recognition solution needs to be consistent and reliable, accessible, easy to use and easy to manage.”

— Becky Masters

Delta Dental was looking for:

- Meaningful rewards that were relevant to people in any location
- A modern and engaging tool for employees, managers and HR professionals
- Valuable insights to track, measure and improve employee recognition

Masters researched leading employee recognition solutions, and Fond stood out for offering a comprehensive engagement solution with all of the functionality that they were seeking.

In addition, Fond included:

- Automatic engagement, reminding managers to give recognition
- Top-to-bottom alignment around core values

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- Ability to socialize recognition in the company
- A focus on continuous program improvement

Delta Dental was already working with Fond as its Perks provider, so there was an additional benefit of employees not having to learn a new user experience. Plus, the HR team didn't have to build relationships with a new team of people. On top of that, about a third of Fond's selection of rewards carried a 10%-25% discount, allowing employees to get more value from their rewards.

Results

In a short period of time, Fond has proven to be an important driver of Delta Dental's engagement efforts.

- Employee recognition has increased 93%.
- Employees are feeling more appreciated at work.
- Managers and employees are more aligned around the key values of demonstrating ownership, bold work and one-team behavior.
- Employees feel more rewarded from having a wider, more personalized selection of rewards.

Favorite Reward: Stevens Pass Lift Tickets

- Located between Seattle and Spokane offices
- Includes 25% Fond Discount

In addition, managers feel Fond Rewards has made it much easier to give frequent recognition to their team members. And the HR team has found Fond's analytics to be very helpful in encouraging less active managers to give more frequent recognition.

All-in-all, HR has found Fond to be both proactive and responsive in working with Delta Dental to reap the greatest benefits from its recognition and rewards platform.

“The people at Fond are super responsive and helpful. Plus, they're very agile in adding functionality based on new challenges or needs we have shared with them.”

— Becky Masters

In summary, Fond Recognition and Rewards has helped Delta Dental of Washington streamline the way it recognizes employees, empowering managers to give more frequent recognition and employees to feel more valued from that recognition. And, in the process, better aligning employees, managers, HR professionals and leadership around core company values. So they can focus on the mission of bringing smiles to everyone's face.



- Delta Dental of Washington