Effective Total Reward Strategies for Increased Employee Engagement Across the Generations

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https://www.youtube.com/watch?v=meiU6T
xysCg
The Research
https://www.youtube.com/watch?v=y4nwoZ02AJM
From WorldatWork
(Study on the Impact of Total Rewards on Employee Engagement)

Organizations that encourage managers to engage employees by making it a performance criteria and rewarding engagement through incentive programs indicate that their organizations more effectively foster employee engagement and motivation than those organizations that do not.

- Develop performance metrics that measure the extent to which supervisors or managers encourage engagement among their subordinates.

- Reward supervisors and managers for developing employee engagement among their subordinates and peers.

- Specifically define employee engagement and include it as goal in the strategic plan.

When the impact of different categories of rewards programs on engagement was studied, it was discovered that base pay and benefits had the overall weakest relationship with the organization’s ability to foster high levels of employee engagement and motivation compared to incentives, intangible rewards and quality of leadership on engagement.

- Use pay packages to attract leaders who have demonstrated their ability to engage employees.

- Think in terms of total rewards and not just financial rewards. Develop employee engagement resources that are directed toward work environment or organization climate, work-life balance and the nature of the job and quality of the work, and career opportunities.
Respondents indicated that employee surveys were used by 80% of the organizations they represented.

• Although more frequent use of employee opinion surveys was associated with effectiveness in fostering high levels of employee engagement and motivation, the relationship was much stronger for organizations where employee opinion survey results generate action and change.

• As such it is not enough to conduct employee opinion surveys; management must respond to input and suggestions with concrete actions and change. Employees should be involved in those change efforts.

The gold standard in terms of building cooperation and commitment is involvement. The study indicated this was true for the design, implementation and assessment of total rewards programs.

• Although supervisors and managers are involved in the design, implementation and assessment of rewards programs more frequently than employees, their involvement is still relatively infrequent.

• Thus, involvement in the design, implementation and evaluation of total rewards programs offers a direct way for human resource professionals to enhance employee engagement.
SHRM/AON/Hewitt Engagement and Rewards Perception Study

• Among engaged employees, 60% said their total rewards overall are above or well above what other employers offer.

• Among engaged employees, 51% view their organization’s career development as better than what other employers offer.

• Paid time off (84%) and base pay (83%) were the most understood of all the total rewards programs.

• Bonuses (64%), career development (61%) and work/life balance (60%) were among the least understood.

• Among engaged employees, 77% feel that their employer encourages them to share ideas.

• Overall conclusion:
  
  “Engaged employees value a more balanced, less oriented toward pay only rewards package, compared to those who are disengaged.”
Discussion: How are we addressing Employee Engagement in the Workplace?
The Generations in the Workplace
We Are All Getting Old

DILBERT

BY

SCOTT ADAMS

INTERVIEW THIS CANDIDATE AND MAKE SURE HE ISN'T TOO OLD.

IT'S ILLEGAL TO ASK HIS AGE.

JUST STALL UNTIL YOU SEE THE TELLTALE SIGNS OF E.E.H.G.

E.E.H.G?

EXPLOSIVE EAR HAIR GROWTH.

HMM. NO WRINKLES. BUT MAYBE HE USES MOISTURIZERS AND STAYS OUT OF THE SUN.

WAIT... WAIT... CAN'T... HOLD OUT ANY LONGER.

GAAAA!!! LOOK AWAY! LOOK AWAY!

HA! LOOK AWAY!

THEN I WAITED AND WAITED...

WHAT?
https://www.youtube.com/watch?v=5xdum8MO6LY
Engagement and the Generations

- **Veterans**: Blind Loyalty/Sacrifice (Board Members)
- **Boomers**: Teamwork/Competition/Results (Senior Leadership)
- **Generation X**: Focus on Effort over Results/Honesty (Department Managers)
- **Generation Y**: Career/Technology/Text Speak/Competition (Gamers)/Results/Selective Disclosure (Recent New Hires)
- **Generation Z**: Fear/Trust/Full Disclosure/Technology Dependent (Future Employees)
Overview

• **VETERANS** (born between 1909 and 1945)
  - Have a sense of accomplishment and strong sense of self
  - Are motivated by their pride in knowing what they can accomplish
  - Act to take charge, make decisions and delegate responsibility
  - Operate in a command-and-control decision-making system – may translate to others as “having all the answers”

• **BOOMERS** (born 1945 – 1965)
  - Get involved because it is the right thing to do, because one should give back to their community
  - Hold a strong sense of hope
  - Value tradition, teamwork and loyalty
  - Have time to give to volunteer, as many women stayed home to raise a family
Overview

- GENERATION X (born 1965 – 1980)

  - Drawn to opportunities that offer them opportunities to learn, enjoy, and be recognized
  - Describe themselves as caring, committed and seeking opportunities for learning and leadership
  - Value frequent feedback on their performance, recognition, increased responsibility and exposure to decision-makers
  - Attracting and retaining these members will depend upon an organization’s ability to be flexible, adaptive and responsive to their needs.
Overview

  - Most valued traits are individuality and uniqueness
  - Have a global and diverse perspective that other generations did not have
  - Can be cynical and driven by a need for instant gratification
  - Strengths are their adaptability, innovativeness, efficiency, resiliency, tolerance and commitment
  - Challenge is motivating them to get involved and retaining them for a sustained period
  - To engage this group, organizations need to tell the truth, explain the why, tune in to their frequency, make them a star, and look for rewarding opportunities
Overview

• GENERATION Z (born 1995 - 2010)

• The Internet, technology, war, terrorism, the recession, and social media shape their lives.
• Gen Zs are tech savvy.
• Social media has connected them globally to their peers.
• The internet has connection them globally to knowledge.
• They are bright, and their IQ scores are higher than previous generations.
• They are flexible in nature and expect flexibility from institutions.
• They are accepting of diverse populations.
Projected population by generation

*In millions*

<table>
<thead>
<tr>
<th>Year</th>
<th>Millennial</th>
<th>Gen X</th>
<th>Boomer</th>
<th>Silent</th>
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<tr>
<td>2015</td>
<td>75</td>
<td>66</td>
<td>30</td>
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<td>2028</td>
<td>81</td>
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<td>2050</td>
<td>81</td>
<td>65</td>
<td>10</td>
<td>5</td>
</tr>
</tbody>
</table>

Note: Millennials refers to the population ages 18 to 34 as of 2015.
Source: Pew Research Center tabulations of U.S. Census Bureau population projections released December 2014 and 2015 population estimates

PEW RESEARCH CENTER
Discussion: How are we addressing Generational Differences in the Workplace?
Bringing Generations Together: Gamification
Gamification Defined
(Wikipedia)

- Gamification is the use of game thinking and game mechanics in non-game contexts to engage users in solving problems. Gamification is applied to improve user engagement, return on investment, data quality, timeliness, and learning.

- Gamification techniques strive to leverage people's natural desires for competition, achievement, status, self-expression, altruism, and closure.

- A core gamification strategy is rewards for players who accomplish desired tasks. Types of rewards include points, achievement badges or levels, the filling of a progress bar, and providing the user with virtual currency.
5 Ways Gamification Can Improve HR Management

By Steve Sims, Vice President of Badgeville

Gamification applies behavior-motivating techniques from traditional and social games to non-game environments.

1. Improve Talent Acquisition and Management

   – You can easily turn the hiring process into a gamified experience by rewarding prospects with both acknowledgement and tangible perks for completing each step, from application to start date.

2. Cultivate Corporate Culture and Retain Valued Employees

   – You can use gamification to promote a positive corporate culture by rewarding employees for cross-departmental collaboration, providing process or product improvement suggestions, or even participating in company-wide volunteer programs, for example.
3. Motivate Employees to Learn and Participate in Training

- Motivating them to take time out of their busy day to complete these programs in a specified time period can be challenging.

4. Incentivize Paperwork and Other Administrative Requirements

- Similar to training applications, rewarding employees with either peer or management recognition — or even tangible incentives — for completing required forms can create a friendly competition where employees try to out-do one another for the title of best expense reporter or quickest to complete benefits update forms.

5. Map the Path to Career Success

- Using gamification, HR departments can create transparent, mission-based career paths that show the steps employees have taken to level up in the organization. For example, perhaps the top salesperson completes refresher training annually, turns in expense reports within a week of travel, keeps his/her prospect pipeline up to date, logs 5 new leads every week and follows up on two.
https://www.youtube.com/watch?v=vInCVUliq6g
Client Employee Recognition System

First Place!

Congratulations! Your Performance Appraisal score of 5.0 came in first place in your department. Click below to choose your award!

Available Awards

March's Winner!

Michelle Wilson
Administrative Assistant

Tasks to Complete

10 Tasks
Complete your tasks before your competitors to ensure a higher score

View My Scores
View your badges, prizes, and which awards you are eligible for

Current Quarter Sales Goals
90,000.00
47,035.00

Your Department Leading Scores
Client Employee Recognition System

Michelle Wilson Scores

Trophies Awarded

- 2 Gold Trophies Awarded for:
  - Performance Appraisal Score
  - Competencies Completed

- 1 Silver Trophy Awarded for:
  - Probationary Performance Appraisal Score

- 1 Bronze Trophy Awarded for:
  - On-Boarding Completion

Badges Awarded

- 1 Gold Badge Awarded for:
  - All Performance Appraisals Completed

- 1 Silver Badge Awarded for:
  - Career Advancing Score

- 0 Bronze Badges Awarded
Client Employee Recognition System

Your Appraisals Game Progress

<table>
<thead>
<tr>
<th>Employee Last Name</th>
<th>Employee First Name</th>
<th>Job Title</th>
<th>Department</th>
<th>Supervisor Last Name</th>
<th>Supervisor First Name</th>
<th>Appraisal Score</th>
<th>Badges</th>
<th>Trophies</th>
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<tbody>
<tr>
<td>Hoiz</td>
<td>Edmond</td>
<td>Entertainer</td>
<td>Recreational Services</td>
<td>Fallar</td>
<td>Michelle</td>
<td>5</td>
<td>Gold</td>
<td>Silver</td>
</tr>
<tr>
<td>Doyleman</td>
<td>James</td>
<td>Entertainer</td>
<td>Recreation Therapy</td>
<td>Fallar</td>
<td>Michelle</td>
<td>5</td>
<td>Gold</td>
<td>Gold</td>
</tr>
<tr>
<td>Martinson</td>
<td>Robert</td>
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<td>Recreational Services</td>
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<td>Gold</td>
<td>Bronze</td>
</tr>
<tr>
<td>Adler</td>
<td>Rachel</td>
<td>Recreation Therapy Assistant</td>
<td>Recreation Therapy</td>
<td>Neese</td>
<td>Marsh</td>
<td>5</td>
<td>Gold</td>
<td></td>
</tr>
<tr>
<td>Akuba</td>
<td>Nonven</td>
<td>Home Care Nurse, RN</td>
<td>Administration</td>
<td>Fields</td>
<td>Rhonda</td>
<td>4.3</td>
<td>Silver</td>
<td></td>
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<tr>
<td>Anup</td>
<td>Sini</td>
<td>Licensed Practical Nurse</td>
<td>Nursing</td>
<td>Daragutti</td>
<td>Leslie</td>
<td>4</td>
<td>Silver</td>
<td></td>
</tr>
<tr>
<td>Avitta</td>
<td>Frederick</td>
<td>Director, Plant Operations</td>
<td>Plant Operation and Maintenance</td>
<td>Francis</td>
<td>Mary</td>
<td>4.56</td>
<td>Gold</td>
<td></td>
</tr>
<tr>
<td>Basccomb</td>
<td>Michelle</td>
<td>Supervisor of Nurses</td>
<td>Nursing</td>
<td>Perrotta</td>
<td>Sandra</td>
<td>4.26</td>
<td>Silver</td>
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<tr>
<td>Battiste</td>
<td>Ray</td>
<td>Supply Chain Manager</td>
<td>Supply Chain</td>
<td>Byrne</td>
<td>Sean</td>
<td>4.08</td>
<td>Silver</td>
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<tr>
<td>Becerra</td>
<td>Sonia</td>
<td>MDS Coordinator</td>
<td>Nursing</td>
<td>Nonahan</td>
<td>Michael</td>
<td>4</td>
<td>Silver</td>
<td></td>
</tr>
</tbody>
</table>
Client Employee Recognition System

Choose Your Award!

Your Available Points: Using your earned point total, choose your award from the available options below.

1,610.00

Starbucks Gift Card ($10)
50 Points
Choose Award

2,000.00

iTunes Gift Card ($25)
100 Points
Choose Award
Quick Teamwork Games to Engage Employees at Work

http://www.refreshleadership.com
Office Celebrity

- The game Celebrity is great for parties, but this play off of this classic is bound to break any barriers between coworkers and lead to knowing one another better. When workers know more about each other, they tend to work better together!

  - Break your office into two teams.
  - Write everyone’s name on separate pieces of paper and place them in a bowl.
  - Round One: The first team has one member get up and pull a name from the bowl. He or she tries to get their team to guess which worker it is by giving characteristics of that person. After the team guesses it, another name is chosen and so on until a minute has passed. After one minute, the second team picks one member to try and get their team to guess as many names as possible during a minute. This goes on, switching teams and rotating players until all of the names have been guessed. Replace all names back into the bowl. Keep a tally of how many names each team correctly guessed.
  - Round Two: Same as round one, but each moderator can only use ONE word to describe each name drawn.
  - Round Three: Same as the previous rounds, but each moderator can’t use words to describe drawn names, but instead must act them out. The team with the most correct names tallied after three rounds wins!
One great way to loosen up a stiff work day is to have an office-wide scavenger hunt! Although you could just have a simple search-and-find checklist, this is a great opportunity to engage workers by simple problem solving.

- Create an in-depth series of clues with each clue leading to a different one. (This works best in riddles, like “The best way to cure a case of Monday morning tiredness to get you ready for the day.” And then hide the next clue by your office coffee maker.)
- Break your office into three to five teams, giving each one the first clue.
- Set a time frame for the office to complete the scavenger hunt.
- As each team finds the next clue by figuring out where the previous clue was directing them, encourage teams to involve each person during the problem solving process.
- This is a competition after all, so offer a prize for the first team that finishes the hunt.
Trivia

- Trivia is one of the most simple to set up and most enjoyable. From history to current events to business questions, engaging in a simple game of trivia will **sharpen minds** and encourage teamwork and office competition.

  - Split your employees into teams of three to six people.
  - Choose three rounds of topics (i.e., World History, Art and Music, Movies, Company History, Company Products/Services, etc.).
  - Ask five questions involving the first topic. After each question, have a member of each team silently write down an answer on a piece of paper with their team name and turn it in to the trivia moderator.
  - After each round, give the answers to questions so the teams can keep a tally of how they’re doing.
  - After three rounds, the team with the most right answers wins. (You may need to have a “lightning round” for a tie breaker.)
Exercise: Let’s Design and Employee Recognition Game
Gamification and Performance Management and Rewards
https://www.youtube.com/watch?v=1hjnBnY8uno
Areas in HR Best Suited for Gamification

- On-Boarding
- Competency Enhancement
- Rewards & Recognition
- Compliance
- Career Advancement
Sample Performance Management “Game”

Organizational Success
Quarterly Score 0 - 55

Financial Performance
• Utilization of Resources
• Core Competencies Required 0/1 Pt
• Score 0 – 10 Pts

Customer Performance
• Customer Interactions
• Core Competencies Required 0/1 Pt
• Score 0 – 10 Pts

Quality Performance
• Process
• Core Competencies Required 0/1 Pt
• Score 0 - 10 Pts

Growth Performance
• Proposed Improvements
• Core Competencies Required 0/1 Pt
• Score 0 - 10

Human Resources Performance
• Teamwork/Interaction
• Core Competencies Required 0/1 PT
• Score 0 – 10 Pts
**Sample Performance Management Scorecard**
Quarterly Maximum = 55/ Annual Maximum = 220
Note: Must obtain a (1) in the category competency to be scored.

<table>
<thead>
<tr>
<th>Category</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>Total</th>
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<tbody>
<tr>
<td>Financial</td>
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<td></td>
<td></td>
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<tr>
<td>0 -11 Pts</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customer</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>0 - 11 Pts</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quality</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>0 – 11 Pt</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Human Resources</td>
<td></td>
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<tr>
<td>0 – 11 Pts</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Growth</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>0 - 11 Pts</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>
Sample Performance Management
Points and Awards

<table>
<thead>
<tr>
<th>Quarterly Points Earned</th>
<th>Annual Cumulative Points Earned</th>
<th>Annual Performance Shares Earned</th>
<th>$ Value of Shares (Based on $10 per Share)</th>
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</thead>
<tbody>
<tr>
<td>(Titanium Level)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>44 – 55</td>
<td>176 - 220</td>
<td>50</td>
<td>$500</td>
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<tr>
<td>(Platinum Level)</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>33 – 43</td>
<td>132 - 172</td>
<td>40</td>
<td>$400</td>
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<tr>
<td>(Gold Level)</td>
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<td></td>
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<tr>
<td>22 – 32</td>
<td>88 - 128</td>
<td>30</td>
<td>$300</td>
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<tr>
<td>(Silver Level)</td>
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<td></td>
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<tr>
<td>11- 21</td>
<td>44 - 84</td>
<td>10</td>
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<tr>
<td>(Bronze Level)</td>
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<tr>
<td>0 – 9</td>
<td>0 - 36</td>
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Salary Based Reward System

• The heart of this employee reward system is that employees earn points for day-to-day achievements and the accumulation of those points is what drives salary increments.

• There are two kinds of points: ordinary points for performance of their regular job and extra points for taking on special projects.

• Employees can also lose points if they make a mistake—just like a failure might show up on a performance review; however instead of spending a year wondering how the mistake will affect their progress they are docked the points right away and they can set about earning them back.

• When employees have earned enough points, they go up a level and get the associated salary increment. The system is designed so that the average employee can go up a level each year based on ordinary points. Star employees go up much faster.
Salary Based Reward System

- This can be seen as a way of moving someone up, through a broad salary band. **A significant promotion cannot be earned by point accumulation alone, that takes approval of a committee, just as it would in any other company.**

- The seasoned reward professional can immediately imagine all the ways this could spin out of control, but rather than dismissing it, ask yourself what governance mechanisms would be required to keep it sane.

- It does have controls; for example, there are not an unlimited number of points available and the system is regularly tweaked both to keep it engaging and to tamp down problems.

- All the work around deciding what ordinary and extra points are available can be seen as a means of goal setting. Employees are given goals. **The importance of goals** is made explicit. Employees are rewarded for day to day achievement of those goals. It is a good fit of employee reward system design to the organizational context.
Gamification and Competency/Career Development Maintenance Example
# Job Complexity Worksheet

<table>
<thead>
<tr>
<th></th>
<th>Bronze (Entry Complexity) 15 pts</th>
<th>Silver (Moderate Complexity) 30 pts</th>
<th>Gold (High Complexity) 60 pts</th>
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</thead>
<tbody>
<tr>
<td>Technical Activities</td>
<td>5 pts</td>
<td>10 pts</td>
<td>20 pts</td>
</tr>
<tr>
<td>Customer Activities</td>
<td>5 pts</td>
<td>10 pts</td>
<td>20 pts</td>
</tr>
<tr>
<td>Collaboration Activities</td>
<td>5 pts</td>
<td>10 pts</td>
<td>20 pts</td>
</tr>
</tbody>
</table>
# Individual Competency Worksheet

<table>
<thead>
<tr>
<th></th>
<th>Bronze (Entry/Learning) 15 pts</th>
<th>Silver (Fully Competent) 30 pts</th>
<th>Gold (Expert/Role Model) 20 pts</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Education</strong></td>
<td>5 pts</td>
<td>10 pts</td>
<td>20 pts</td>
</tr>
<tr>
<td><strong>Experience</strong></td>
<td>5 pts</td>
<td>10 pts</td>
<td>20 pts</td>
</tr>
<tr>
<td><strong>Specialized Skills</strong></td>
<td>5 pts</td>
<td>10 pts</td>
<td>20 pts</td>
</tr>
</tbody>
</table>
## Individual Scorecard

<table>
<thead>
<tr>
<th>Review Quarter</th>
<th>Job Complexity Score</th>
<th>Total Points Earned</th>
<th>Level Attained</th>
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<tbody>
<tr>
<td></td>
<td>60 pts Maximum</td>
<td>120 pts Maximum</td>
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<td>1</td>
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<td></td>
</tr>
<tr>
<td>4</td>
<td></td>
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</tbody>
</table>
Final Thoughts-Other Generational Programs
Sample Programs By Generation

• **Boomer Programs:**
  – Longevity Leave Sabbatical
  – Additional Fitness/Wellness Bonus
  – Retiree Sometime Worker Program

• **Gen X & Y Programs:**
  – Employee Leadership Academy
  – Formal Mentorship Program
  – Chance Behind the Wheel
  – Streamlined Recruitment
  – Intranet Bulletin Board Open Access

• **Gen Z Programs:**
  – Integration of Social Media in Workplace Communication
  – Career Development and Advancement Opportunities from Day 1
https://www.youtube.com/watch?v=2lXh2n0aPyw
Michael F. Maciekowich

Michael F. Maciekowich is a National Director for Astron Solutions. His areas of expertise include the development, design, and implementation of executive, physician, and employee base pay, short and long term incentive programs, sales incentive programs and performance management systems in all industries. His primary focus is the integration of compensation and human resource strategies with organization-specific missions, visions, values, and strategic operating plans.

Michael has over thirty years of consulting and industry compensation experience. Prior to Astron, Michael was the National Director of Healthcare Rewards Consulting and the Metro New York Operations Manager for Rewards Consulting for the Hay Group. He was also compensation consultant with a number of consulting firms, including Towers Perrin (Senior Consultant), Hartstein Associates (Vice President), Adams, Nash & Haskell (Vice President), The Omni Group (Vice President and Partner), and Modern Management (Senior Consultant). In these roles, he focused on the role compensation plays in human resources and labor avoidance strategies. He has assisted hundreds organizations in his twenty plus years of consulting. Prior to his consulting career, Michael was responsible for compensation services at the American Hospital Association, Honeywell International, and Zenith Electronics.

Michael is a sought-after speaker in compensation program design. He is a regular speaker for the national conference of the American Society of Healthcare Human Resource Administration (ASHHRA) regarding healthcare compensation and performance management strategies. In addition, he has presented to numerous local ASHHRA and Society for Human Resource Management (SHRM) chapters.

Michael is an active member of WorldatWork (former American Compensation Association), American Society of Healthcare Human Resource Administration, Society for Human Resource Management, and SHRM’s Consultants Forum. He is also a member of various local and state human resource associations in Massachusetts, Connecticut, Upstate New York, Greater New York City, and Louisiana. Michael is a member of the International Who’s Who of Professionals. He received a lifetime achievement award from WorldatWork. Michael received bachelor’s degrees in political science and philosophy and a master’s degree in industrial relations from the Loyola University of Chicago.