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We decided to make it more fun to track all the surveys that come back by putting each tech's name into a hat every time he gets a survey returned via mail or our web survey.

We draw four names out of the hat each week for a \$10 tool gift card. The gift cards are simply my business card with a \$10 insignia and my initials next to it that are redeemable with our purchasing coordinator.

This program has been successful because it awards excellent service and also allows our techs to save up for that special tool he has been wanting and helps to keep our techs' tools up-to-date. Additionally, we've been meeting our goal in increasing customer feedback. We typically run 50 or more calls a day, but it's not uncommon to get four or five surveys returned by customers.

□ *Sherry Erickson, vice president of operations, Campbell and Company, Pasco, WA, the **Contracting Business.com** 2012 Residential HVAC Contractor of the Year.*

□ MESSENGERS □ MERIT ATTENTION & PRAISE

Making certain our employees deliver the Hobaica message clearly and consistently every time is our key to success and profitability.

In order to be certain this happens, we know that our most important customer, first and foremost, is always our employee.

Without a satisfied and happy employee, it's impossible to be certain that our culture is delivered precisely the way we want it to be delivered every time.

Here are some ways Hobaica's recognizes their employees:

Most importantly, employees are recognized in front their peers, the entire company, on a consistent basis
Birthdays & anniversaries are celebrated every month. Celebration cards are signed by all employees and presented to the employee with \$25 in □Hobaica Bucks□ enclosed, which they can exchange for a gift card of their choice. In addition, the entire company sings □Happy Birthday/Anniversary.□ We sound awful, but we have fun.

We also trumpet:

Certifications and training achieved
Position advancement and promotions
Monthly sales goals achieved



Bonuses earned. Monthly bonus checks are awarded during a meeting. We announce bonus check amounts, and bring any employee receiving \$500 or more up front to be recognized. Vacation points are awarded to employees based on performance and awarded individually on a monthly basis. Employees exchange their points for a vacation of their choice. In 2011, we had 20 employees that earned personal vacations, from a week in the Bahamas, a cruise, or Disneyland with their kids. We have a "vacation picture of the year" contest, and employees submit their favorite picture from their vacation for a chance to win \$250 toward their next vacation

Employees choose an "Employee of the Month" each month, based on memorable moments created by that person. The winner gets a signed, framed award certificate, an "Employee of the Month" lapel pin, and \$25 in "Hobaica Bucks" for a gift card of their choice. Monthly recipients are added to our framed winners of the year, which is posted in the front reception area. The same recognition is given to our monthly "Raving Fan Champ" based on customers' "rave reviews" of that employee's service.

Company breakfasts and barbeques are always a great time to celebrate and build relationships

Company social events such as an annual Christmas party and spring picnic, with our "world championship" horseshoe tournament are great ways to build teamwork and friendships. Our "Hobaica Wall of Fame" displays a picture of every employee, with a listing of their accomplishments.

We consistently get our employees involved in every meeting, and a different employee each time leads the company in our Hobaica cheer, our mission statement, our motto, and even singing our jingle. Employees share experiences, role play, and educate other team members. Employee involvement is huge in our company, as we enable all to participate. We strongly encourage every employee to get out of their comfort zone and have fun.

"Louis Hobaica, president, Hobaica Services, Phoenix, AZ, the **Contracting Business.com** 2011 Residential Contractor of the Year.

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