

Baker Victory Services

Investing in a Connected, High-Retention Culture

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Challenges

- **Turnover:** Industry-wide, social work and health care support jobs have average turnover rates around 40% per year. Baker Victory Services was at 25%. Replacing each employee can cause a disruption in service and cost up to 20% of annual salary.
- **Low Program Participation:** Wellness, learning, safety, surveys and other initiatives were separate from each other with extremely low voluntary employee participation.
- **Disconnected, Disperse and Diverse Employee Base:** They wanted to connect their dispersed and diverse employee base through newly introduced corporate values.
- **Manual Recognition System:** The company's manual recognition system was time-consuming, required nominations and committee approval, delivered recognition privately, and didn't resonate with employees. Supervisors were concerned over the lack of timely and appropriately valued recognition.

Approach

- Unify service, recognition and reward programs onto YouEarnedIt platform.
- Use the YouEarnedIt platform to do real-time, peer-to-peer recognition of behaviors that support core values.
- Amplify retention efforts such as onboarding, training, service awards, and team-building programs by integrating them with YouEarnedIt Recognition and Behavior Bonuses.
- Incentivize participation in surveys and wellness programs with Behavior Bonus.
- Gamify recognition by sharing who is getting and giving the most recognition.
- Gauge and build employee engagement with Surveys feature.

Profile

- Baker Victory Services offers a diverse array of social, health and human services to children, families, and adults in the greater Buffalo area. Their services include home-based support, residential care, family support, foster care, dental care, schools, child care, and more.
- **Industry:** Non-Profit
- **Size:** 950 employees
- **Location:** 1 central office, 5 Schools, 2 dental clinics, 2 residential facilities and various foster home and in-home care facilities around the Greater Buffalo Area

Results

30% reduction in both voluntary and involuntary terminations

Only 13.5% of estimated rewards budget used in first 8 months

10X more employee recognition than expected with usage staying consistent since launch

94% increase in responses to corporate surveys expected

2X participation in wellness and team-building programs



Baker Victory Services: Investing in a Connected, High-Retention Culture

Baker Victory Services (BVS) is one of Buffalo, New York’s largest providers of social services. BVS provides a broad range of behavioral, educational, and medical support services for children, adults, families, and the community. Their dispersed work environments span a broad variety of settings, including individual homes, residential facilities, schools, daycares, and a dental clinic.

“The type of employee we have is compassionate and cares about one another,” says Jordan Benkelman, Organizational Development Coordinator. But nevertheless, they are in a high-burnout industry, with industry-wide estimates of 40% turnover for social workers. This turnover comes with a high cost to quality of service, replacement, and training — estimated at up to 20% of an employee’s annual salary.

BVS wanted to create a supportive employee experience so employees feel more connected to one another and the company, get appreciation for the work they do, and see the meaning and impact of their day-to-day jobs. They figured, by default, this would boost engagement and retention. To achieve these results, they adopted YouEarnedIt.

“We looked at three different packages. YouEarnedIt was the most cost-effective, which as a non-profit we had to look at. But even more, it was more focused on the recognition and engagement than on the rewards part,” said Patricia Randle, Chief Administrative Officer.

Prior to YouEarnedIt, BVS had a manual rewards and recognition process that required each piece of recognition to be reviewed by a committee that would decide what kind of reward the recognition deserved. Each piece of recognition took nearly a month to get to an employee and required work from a full committee of people to execute. While some managers used it heavily, others didn’t bother. “When we removed the [manual reward system] icon from the desktops, it took nine months before anyone asked where it went,” said Benkelman.

Using YouEarnedIt, BVS slashed those man hours in favor of instantaneous, authentic, public, peer-to-peer recognition. And it gained immediate popularity. “We expected to get 600 pieces of recognition in the first quarter, but we got 6,000,” said Jordan. “Our recognition volume today is the same as the first day we implemented YouEarnedIt.”

YouEarnedIt’s Behavior Bonus functionality has amplified other BVS programs. BVS doubled participation in an annual fun run and can track increased participation in training programs. “When I put a Behavior Bonus on a training program, and 29 people take it, almost everyone redeems the Behavior Bonus.”

On top of that, YouEarnedIt has been budget friendly. “Our most-redeemed reward is to redeem points to get more points to give away,” says Randle. **In the first 6 months of implementing YouEarnedIt, BVS has only spent 11% of their rewards budget.**

Since implementing YouEarnedIt, BVS has cut their number of voluntary terminations by more than 25% — to a total voluntary turnover of only 19%. “To address retention, we’ve revamped many of our HR programs — including hiring, core values, and training — but YouEarnedIt is integral to all those efforts,” says Randle.

“Any survey we incentivize in YouEarnedIt, we get over 100 responses. We used to get only 6 or 7.”

— Jordan Benkelman, Organizational Development Coordinator