



Employee Incentive Case Study: Above & Beyond

Client: Faye O' Donnell
SCOTTRADE
St. Louis, Missouri

Incentive Professional: Louise Anderson, CPIM
ANDERSON PERFORMANCE IMPROVEMENT
Hastings, Minnesota

Business Mission: Scottrade was built on the philosophy of doing what's right. For nearly 30 years, the company has provided exceptional customer service to help investors make their own investment decisions through its tools and services and taken pride in caring for their Associates like family. Scottrade has experienced exponential growth and is in the midst of continuing to [hire](#) Associates to support that growth. Now, with more than 2,700 associates, Scottrade works to make sure it maintains a ["family-like" culture](#) where Associates feel respected and appreciated by their peers as well as management.

Objectives:

- Engage Associates in a culture of reward and recognition by encouraging them to recognize each other's accomplishments and contributions;
- Improve Associate retention and satisfaction.

Solution: The **Above & Beyond** program was designed to give Associates at all levels in the firm - from intern to executive - the opportunity to earn awards and to recognize their fellow Associates. The program's theme reinforced the concept of rewarding and recognizing individuals for going "above and beyond" what is expected and capitalized on Scottrade's national ad campaign that featured a soaring helicopter.

The **Above & Beyond** program, successfully launched in 2007, continues today and rewards:

- Outstanding customer service;
- Consistent superior quality of work;
- Exceptional teamwork;
- Exemplifying the firm's core values;
- Initiative;
- Innovation; and
- Taking responsibility of individual learning.

The initial program launch incorporated a variety of communications including a light-hearted video that provided a glimpse of what was to come. It was followed by a second video starring the firm's founder and CEO, Rodger

Riney, and other executives who explained the goals and rules of the program. An “I Scream -You Scream” ice cream social marked the official kick-off at the St. Louis headquarters office, where the executive committee scooped ice cream sundaes. Branch office managers across the nation received a party box to host their own localized events. All Associates received a company-branded helicopter toy and an **Above & Beyond** ice cream sundae dish.

Ongoing communications, including articles in the company newsletter, e-mail blasts and Web site home page updates, continue to keep the **Above & Beyond** program top of mind.

Award options include E-cards, Individual Awards, Team Awards and Discretionary Awards given by the firm’s management. Each type of award comes with a number of points appropriate for the achievement being recognized. Points are redeemed online from a selection of more than 4,400 rewards, including electronics, home furnishings, and travel vacations. The large and diverse award offering captures the attention of the Associates, the majority of whom are of the X and Y generations.

Associates recognize each other at their own discretion with E-cards. There is no limit to the number of E-cards associates can receive. They can give a maximum of three E-cards a month that contain point values and a limitless number of E-cards that do not include a point value. Individual awards go through a nomination process and are approved by the nominator’s supervisor prior to the Associate being notified of their award. Team award nominations are approved by the executive committee so all team members receive executive recognition.

The firm’s management also utilizes **Above & Beyond** scratch-off cards to immediately recognize Associates for doing the “right thing.” Each manager receives 10 scratch-off cards per quarter, and they are encouraged to use them during the course of day-to-day activity; no approval is needed for this “on-the-spot” recognition. In addition, the Above & Beyond program is used to reward Associates who participate in training and wellness programs.

The **Above & Beyond** program is clearly a part of the Scottrade culture, as highlighted by the following results:

- In 2008, 95.2% of the Associates earned **Above & Beyond** points. The ease of awarding **Above & Beyond** recognition points is evidenced by the high participation in the 2008 program: 87.4% of managers issued “on-the-spot” scratch-off cards; 87.8% of Associates received peer-to-peer E-cards; 72.2% of Associates were recognized in a formal nomination as an individual or a team member; and 63.5% of Associates gave E-cards to fellow Associates.
- Associate retention has increased since the **Above & Beyond** has been in place. Turnover in 2008 decreased from 8.7% to 8.3%.
- In 2009, Scottrade was named to *Fortune* magazine’s “100 Best Companies to Work For” list and *Computerworld*’s “100 Best Places to Work in IT” list – both for the second consecutive year.”

About Scottrade

As a leading online investment firm, Scottrade offers a full line of investment products, online trading services and market research tools to help investors take control of their financial future. Scottrade provides customers the convenience of buying many stocks online at just \$7 per trade and the support of the largest branch network among online investment firms, with more than 425 nationwide branch offices. Named Highest in Investor Satisfaction by J.D. Power and Associates, Scottrade is dedicated to exceptional customer service and unprecedented value. Scottrade is also one of *FORTUNE* magazine's "100 Best Companies to Work For" in America. For more information, visit www.scottrade.com.