

## Key changes to the Pay Plan in B&PS

Members will know that Prospect has been in discussions with Sam Flower, Head of Sales Reward, and her team, and we are now able to report back on the changes proposed to the way the Pay Plan will work for H2 in B&PS. These changes apply only to SME and Corporate at the present time. There are no major H2 changes for M&PS, as there is still design work to do. The results of the Corporate / SME changes will of course be assessed as part of the pay plan design work for 17/18 in BPS, GS and W&V.

The Prospect Sales Network Steering Group generally welcomes these changes which we see as broadly positive. Key changes will include:-

1. A move away from ICV as a measure and be replaced with Gross Margin (GM) for new business. There is work to be done to ensure that all salespeople are aware of what the bookable value of an opportunity will be, either through knowing the GM measure or using a proxy value. This will not apply to Field Sales to start with as there is more work required to get a robust GM measure in place.
2. For a few years now, many salespeople will not have had a Customer Satisfaction target. It was generally felt that the Cust Sat measure was unreliable. Salespeople will now be targeted against a new measure (it will count for 10%) - Net Promoter Score (NPS), which is an industry standard measure. Initially the target will be to get responses from customers to establish the customers' baseline NPS and there will then be a move towards rewarding any improvement in the NPS. We are still in discussion with BT to clarify exactly what happens if a customer gives a high score to start with. For the rest of this year the Field and ITS Specialists are unlikely to see an introduction of NPS.
3. A couple of years (or so) ago, salespeople saw the imposition of the Primary Gate to pay plans, that denied them any bonus if the main target wasn't achieved. The Steering Group are very happy to report that the Primary Gate is going and that salespeople can now earn against each individual target once the relevant threshold has been reached. There are no changes for DBAMs at the moment.

(See proposals on page 2....)

### Steering Group Members



**Andrew Macdonald (Chair) BT Global Services**

**Andy Bailey (Vice-Chair) BT Global Services**

**Ian Varnes BT Global Services**

**Colin Lightfoot BT Global Services**

**Sean McMahon BT Wholesale**

**Chris Moyle BT Group**

### So what do you think?

We're keen to get feedback from salespeople on these changes to the pay plan:-

- *Are we moving in the right direction?*
- *Will these changes make a difference to you for the better?*
- *Are there other things we should be looking at?*

Send your views to [sales@prospect.org.uk](mailto:sales@prospect.org.uk)



# Pay Plan Harmonisation – Design Change Summary

Key Changes	SME			Corporate			MB&PS		
	Field	Desk	Acquisition	ITS Specialists	Specialists	AM	Acquisition	Specialists	AM
1) Use GM for New Business	No - Ongoing work to identify proxy/ other method for GM	Yes - 90% "Points" (to approximate GM and strategic priorities)	Yes - 90% GM	Partially - Already had 80% GM in payplan, however not "incremental"	Yes - 70% GM	Yes - 40% GM	No changes to pay plan or measures proposed for H2 whilst operating model still being bedded in.		
2) Align Revenue Measures and Pay-out Profile (85% threshold; starting @ x0.5)	No - Ongoing work to include revenue lines for PSM/AM	N/A	N/A	Partially - 20% Revenue retains existing 85% threshold @ x0.8	Yes - 20% Revenue & Proposed Threshold / Pay-Out	Yes - 50% Revenue and Proposed Threshold / Pay-Out	Ongoing work to refresh targets in line with latest outlook		
3) Include NPS / Agent Sat	No - Ongoing work to include NPS	Yes - 10% Agent Sat included	Yes - 10% NPS Included (response rate for H2)	No - Ongoing work to include NPS	Yes - 10% NPS Included (response rate for H2)	Yes - 10% NPS Included (response rate for H2)			
4) No Primary Gate Linkage	Yes	No - 30% payment for "other products" bucket to depends upon primary bucket	Yes	Yes	Yes	Yes			
5) No Thresholds and Decelerators on Incremental New Business	Yes	No - Threshold retained	Yes	No - Cannot measure incremental new business	Yes	Yes			
6) No accelerator 200% cap, subject to successful CFO review	Yes	No - retain current accelerator/ lump sums	Yes	No - retain until closer alignment with core specialists plan	Yes	Yes			



## Responding to ITTs

The Sales Network Steering Group have had a considerable amount of feedback about the ability we have in BT to respond to ITTs and RFPs. We all want to give justice to both BT and our customers in responding to a complex customer request. These invariably have strict deadlines which have to be met, and members will know the final few days will traditionally be quite stressful.

In the last couple of years we have seen the response timescales set by customers become increasingly more demanding, often a turnaround time of as little as three weeks. With reductions in BID management support and technical support, salespeople are finding it increasingly harder to respond to customer request in time.

In addition, the processes that BT have in place that enable a customer BID are designed around meeting lead times for responses that are much longer.

These processes are important but they originate from a time when customers typically gave much longer leeway.

When a BID lands most salespeople are often already booked up with scheduled work. Responding to ITTs is often left to daily conference calls which many struggle to attend. Completing text for customer responses is often left to late nights and early mornings. Unfortunately the quality of responses suffers and objectives become solely about returning a response rather than send the best quality response possible.

The Steering Group are of the view that additional resource is needed to ensure the highest quality is maintained. This would be a win for BT, our customers and our salespeople.

This is an issue we will be pressing with BT- if you have practical examples then let us know.

## Booking your time

There are various systems, in most lines of business, that allow salespeople to show the business how much time they have worked each week. For many, on top of existing workload, this can be seen as a chore. Maybe as a consequence of this challenging workload not enough time is spent putting in the true detail.

It is important that time reporting is done as effectively as possible. The business needs to know the real amount of time that our people are working to meet key objectives.

Remember that drive time is worktime. BT needs this true data for strategic and resource planning. It is not only benefits salespeople but it is vital for the success of BT. Only through accurate reporting of time can we show BT where the gaps in resource are.

A true reflection of effort is what is needed. Please give the business as much granularity as possible.

## TOIL-Time off in Lieu



Sales grade people are all entitled to Time off in lieu.

The sales community have always been very flexible and Prospect understand and supports the fact that members may have to work long hours in short bursts to meet customer needs and to finish vital projects. Some weeks members will build up a lot of excess hours willingly over a week to help BT win business and to ensure great customer service.

It is important though that salespeople record excess effort and negotiate some TOIL with your managers. Building up an excessive amount of TOIL is not a good way to manage time and TOIL is not a solution for a job time that has regular excessive hours.

**Join the Sales Network** - We're looking for sales members from all line of business to be our eyes and ears on the ground – to let us know what is happening in your unit and any issues of concern. Contact [sales@prospect.org.uk](mailto:sales@prospect.org.uk).

**Recruit A Colleague** - For every new colleague who is recruited, members will be able to choose from a £10 shopping voucher or making a donation to charity -



For further details visit: [www.prospect.org.uk/mrm](http://www.prospect.org.uk/mrm)



## H1 Performance Review, did you get a DN just because you are behind target?

Being below target should not mean you are automatically given a DN. Despite all company guidance being to the contrary it is often given as the single cause for a DN mark where actual contribution is ignored and performance is measured by this single factor.

Important as sales performance is, a single measure should not trump all other activity and endeavor. Salespeople should challenge when they are awarded a DN mark based on sales performance rather than on evidence that covers all their behaviors and achievements. Remember, the agreed definitions for performance markings are as follows: –

**Achieves Standard** - Meets **MOST** requirements – demonstrates appropriate behavior

**Development Needed** - Meets **SOME** requirements but requires improvement

If you are awarded a DN based purely on sales performance then you need to do the following

1. Write to your line manager asking them to review your performance marking based on the definition of the standards for AS and DN listed above. Make sure you include a date by when you would like to receive the outcome of the review. Be reasonable, so allow your manager at least a week to complete the review and follow up if the date is missed, it is important to keep the request time bound to avoid your request being ignored or for stalling tactics to be used. If still not happy then you need to raise with your second line manager
2. If you are still unhappy after this informal stage then contact the Prospect helpdesk on 0208 971 6060 so that someone can be assigned to advise you on next steps

There is advice on raising concerns on our website: <https://www.prospect.org.uk/our-industries/telecoms/employers/bt/index>

## BT maternity and adoption pay – change for Sales people

Following a review of the UK pay plan guidance, from 1<sup>st</sup> October 2016, BT will be changing its approach to sales bonus whilst on maternity leave.

This is a really positive step forward and something Prospect has consistently raised on a regular basis.

### Maternity and adoption leave - Reward Framework Sales Role

Individuals on maternity or adoption leave will be eligible to be considered for a bonus/commission for the first 26 weeks of paid maternity leave. Individuals will receive no bonus for any period of maternity/adoption leave beyond this.

A monthly payment will be made during the first 26 weeks of your maternity leave that equates to your average monthly bonus earnings over the previous 12 month period

If you have yet to complete a 12 month period the monthly payment is calculated based on your monthly bonus payments during that period (i.e. total bonus paid/number of months). Any guaranteed bonus payments would be excluded from the calculation.

Any additional period of maternity leave or adoption leave is dealt with as follows:

Your OTB is reduced pro rata for the period of absence, in the current Pay Plan period. No targets are set for the period of maternity leave. This means (apart from any discretionary recommendation based on key sales closed during your absence):

No credit is available for sales achieved or revenue billed during that period

No bonus or commission payments will be made relating to the period of leave

Please ensure that your pay plan administrator is informed of any pregnancy related (or adoption) leave as soon as possible so that the correct guidelines are followed.

Visit the BT Sales Reward Intranet pages as a source of information for sales employees: <https://hr.bt.com/en-gb/performance-reward/sales-pay-and-incentives>