



# **Division & District Employee Recognition Program Guide**



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## **Section II – Local Employee Recognition Program Guide**

### **Introduction**

Local Employee Recognition Programs have been established to promote and recognize employees' contributions to the overall objectives and efficient operation of NDOR and State government.

This handbook serves as a guide in developing Local Employee Recognition Programs. The handbook provides: information on the importance of recognition; program development that links to the organization's mission and values, steps to assist in developing a successful program; ideas to consider within your budget, and includes an Appendix of various resources and tools.

This handbook also provides an opportunity to:

- Stimulate new thinking
- Assess your current employee recognition program
- Learn innovative approaches
- Think differently about current circumstances
- Better define and focus on areas that need to be changed
- Plan implementation approaches
- Select indicators and/or measures for success
- Plan internal customer feedback surveys
- Set improvement goals through assessment and reassessment

The role of Human Resources is to:

- Provide guidelines and interpretation
- Initiate training in the purpose, benefits and delivery of recognition programs
- Work with Sections/Divisions/Districts on budget issues
- Serve as a resource and advocate to Sections/Divisions/Districts on employee recognition
- Communicate and promote recognition programs and ideas

Sections/Divisions/Districts should develop procedures for employee recognition to enhance good employee relations, develop programs that raise morale for all employees in the Agency and improve NDOR operations. Section Heads/Division Heads/District Engineers are encouraged to:

- Develop a program for employee recognition that links the Section/Division/District with the Agency's mission and goals
- Allocate resources to implement the programs and provide internal training for the Local Programs
- Promote and serve as an advocate for Local and Agency Employee Recognition Programs

# Recognition

Employees not only want good pay and benefits, they also want to be valued and appreciated for their work, to be treated fairly, to do work that is important, to have opportunities for advancements to be involved in the Agency. Recognition plays an important role in Section/Division/District and Agency Programs to attract and retain employees. It is the day-to-day interactions that make employees feel that their contributions are appreciated and that they are recognized for their own unique qualities. This type of recognition may contribute to high morale in the work environment. So, it's extremely important that managers, who communicate the Agency goals to employees, are included in the development of recognition programs.

## *What's most important in a recognition program?*

To Senior Management...	To Employees...	To Managers of Program...
Increases productivity Produces Return on Investment (ROI) Builds loyalty and commitment Generates positive feedback Empowers the workplace Assures efficiency	Satisfies recognition needs Creates positive recognition experience Provides a wide selection of attractive, personalized recognition Provides timeliness of recognition Fosters open communication of appreciation	Excites employees Creates pride Involves all employees Develops a partnership with the workforce

Source: O.C. Tanner, 2000

The organization that can differentiate between, and effectively fulfill, all three levels of concerns (*senior management, employees, and managers of the program*) may achieve levels of performance they may never have thought possible. In addition, an effective recognition program should meet several essential criteria:

- a. The recognition program does not exclude any employee
- b. The employees know exactly what should be accomplished in order to earn recognition
- c. The manager's success is tied to the employee's success

Recognition is a tool that sends a message to employees about what is important to the Section/Division/District and Agency and the behaviors that are valued by those areas. We can use this tool to help employees understand how their jobs contribute to the Agency's overall goals and how their performance affects the achievement of those goals. Often, people have come to accept the notion that an employee is paid to do their job, so why should they be praised for doing what they're paid to do? Praise of an employee *reinforces, recognizes, and motivates behaviors* that we want to see.

Recognition can be delivered in a number of ways. Think about just saying "*Thanks*". What does praise cost? Praise is inexpensive. If it only takes a few minutes to reap days worth of increased productivity and morale. This doesn't mean that meaningless "*warm fuzzies*" are going to work, however. Use Jim Brintnall's description of "*What Makes a Good Reward?*" (See *Resources Section for authors and articles*.) Jim says it's got to be **smart!** That means that rewards should be:

**Sincere.** Above all else, a good reward should reflect a genuine expression of appreciation. Token acknowledgements leave something to be desired.

**Meaningful.** To endure a motivating influence, rewards should be aligned with the values, goals, and priorities that matter the most.

**Adaptable.** The diverse workplace demands alternatives. Consider creative options to keep your program fresh. No single recognition format works for everyone all the time. *(Recognition should be adapted and valuable to the receiver.)*

**Relevant.** Some personal dimension is essential to a good reward. No matter how formal or informal, expensive or affordable, the relevance of any recognition will be improved with a personal touch ... it's a little thing that makes a big difference. *(Recognition should be provided by someone of significance to the receiver.)*

**Timely.** It is important that rewards respond to the behavior they are intending to reinforce. Don't let too much time pass or the reward may be devalued and credibility eroded.

To ensure that employees tie recognition into the Section/Division/District or Agency's strategic goals, be certain to tell employees what they did right and how it interacts with the goals. Include supervisors and employees in the development of your recognition program to represent the values and goals of a diverse cross-section of the Section/Division/District. Provide the opportunity for recognition to come from a variety of sources. Peer-to-peer recognition usually is highly valued by employees. It can be used to develop a supportive work environment.

For many employees, recognition received through the expression of genuine appreciation for the work they do is a reward. Being involved in a project or receiving special training may be another's reward. We have compiled a list of recognition ideas that may be considered. *(See Section on Ideas to Help Meet Your Budget).*

In developing a program, remember that some employees are recipients and some are non-recipients. Pay careful attention to your goals to determine if a particular program works well in your Section/Division/District. It is possible to cause more harm through competitive contests than to provide some form of recognition that rewards a greater number of your employees. Also, consider whether the recognition program focuses employees more on the gift or prize than on the underlying goals of the program. Bear in mind that if your Section/Division/District has problems with trust, you may need to work on improving those relationships prior to implementing a recognition program.

# Program Development

Before you begin building a recognition program, determine if your current recognition methods are sufficient. It may be a lot simpler to change parts of your current program rather than create an entirely new program, especially if the current program is providing some positive results. You should understand and be able to communicate to employees how the recognition program ties into the Section's/Division's/District's and Agency's vision so employees know what behaviors and goals the Sections/Divisions/Districts and Agency values.

Be certain to include supervisors and employees or form a focus group to make recommendations for changes in the existing program or to assist in the design of the new program. These individuals can tell you how and why recognition is important to them. Ask them what they value in recognition and rewards and listen to their responses. Take particular notice of the recognition experiences that employees value and do not value.

## Key Points to Remember ... Elements of a Successful Program

### A. Link behaviors that are to be recognized and awarded to the organizational mission.

In order for a recognition program to survive and be cost effective, it should contribute to the accomplishment of the Section/Division/District and Agency mission. We spend time and money to implement a recognition program so that it will make a difference in how well we perform against our mission...its very reason for existence. Otherwise, if the behaviors recognized are not linked to the Section/Division/District and Agency mission, behaviors that are not valuable to us could be reinforced and lead to ineffective programs.

In addition, a successful program that emphasizes the Section/Division/District and Agency mission should produce a positive effect on the Section/Division/District. So, when managers see a direct contribution to the "bottom line", it is more likely to sustain their interest in the effective use of recognition throughout the organization.

Involve as many employees as possible in the design and development of the program. Although all parts of the program are important, the design and development of the program is probably the most important. Certainly, in the beginning, it may take some time to design and develop a recognition program that meets the Section/Division/District, Agency, and employee needs.

In attempting to design and develop an effective program, it is helpful to remember that the wants, desires, needs, and values of the entire employee population are not identical. Steer clear of developing and designing a program that assumes that every employee wants the same rewards for a job well done, even though there are significant differences in their jobs, work locations, and work environment.

Several elements constitute a good program.

- Design the program so employees receive recognition as soon as possible
- Use a variety of recognition experiences
- Provide many opportunities for reinforcement
- Find items that are motivating to a wide range of employees in the Section/Division/District or provide employees with choices

### B. Train all levels of management. Some people are a natural when it comes to the elements of recognition. Others need to acquire skills related to recognizing employees' contributions and giving effective feedback and positive reinforcement. Thus, all managers and supervisors should be trained on:

- Stressing the importance of the program and how it can impact the bottom line
- Providing employees understanding on how they can impact the organization's goals and drive the business to success
- Discussing the approach for managing and recognizing both individual and team performance



- Explaining how the program works and how employees can receive recognition
- Learning ways to motivate and inspire others
- Learning how to communicate needs, expectations, and goals clearly

C. **Communicate the program's existence.** Deciding how to communicate the program depends largely upon the culture of the Section/Division/District and the various types of media readily available...training, staff meetings, policy and procedures, intranet, e-mail, newsletter, fliers. It is also important, on an on-going basis, for managers and supervisors to reconsider the options available to them to recognize various types of employee achievement.

Plan a time to meet with employees and review the program's progress and solicit verbal feedback on how the program is working. It is a rare program that works without some changes in the design or process. Use the meeting to find out if employees truly understand how the program works and whether or not the recognition experiences currently being used are indeed of value to the recipients. Also, a review meeting could serve as an opportunity to discuss means of improvement by identifying supporting behaviors other than those already included in the program.

D. **Evaluate the program's effectiveness.** All Local Programs should be evaluated at least on an annual basis in order to ensure that the program goals and objectives continue to be effective, are fresh and align with the Section/Division/District objectives. You may want to consider surveying employees about the programs and requirements to determine how well the programs are known and received throughout the Section/Division/District. (See Step 8, *Evaluate the Program, in the Step-by-Step Guidelines Section*).

### Step-by-Step Guidelines

This section provides step-by-step guidelines to assist managers in the development and assessment of recognition programs that are beneficial and meaningful to your employees. These steps are elaborated further in this section and may be followed out of order. The steps were obtained from [www.incentivemag.com](http://www.incentivemag.com) which provides a wealth of information.

Below is a list of the steps. Good luck!

- Step 1 ... Target Your Audience**
- Step 2 ... Choose the Goal**
- Step 3 ... Build a Budget**
- Step 4 ... Develop Criteria**
- Step 5 ... Choose the Awards**
- Step 6 ... Communicate the Program**
- Step 7 ... Present the Award(s)**
- Step 8 ... Evaluate the Program**

<b>Step 1 ... Target Your Audience</b>
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**Target your audience!** Sometimes when we think about recognition, we may automatically assume that one plan fits all. Although NDOR has strategic goals to accomplish, each Section/Division/District within the Agency has distinct groups of employees who generally require different motivational strategies. First, you need to determine which part of your Section/Division/District needs to be motivated by achieving goals within the work environment. Each Section/Division/District should have a specific audience to target. Also, ask yourself:

- What type(s) of work jobs are in your audience?
- How many employees?
- Who are they?
- What motivates each person individually?
- Do we provide team, individual, or both types of recognition?
- How is the recognition program communicated?

- What are our employees recognized for?
- How do our employees receive recognition?

Consider what should be accomplished. Only then can you design an efficient and effective program. Ask yourself, *“What are my objectives and how do they fit within this Section/Division/District and Agency and with these employees?”*

## Step 2 ... Choose the Goal

**In looking at the specific audience, also target a specific group of behaviors you want to improve.** Is your goal to improve employee morale, reduce turnover, increase teamwork, or all of the above? Target behavior that has an impact on your bottom line. It also should be measurable, such as an increase in productivity or decrease in costs. Make a list of your expectations and hopes for employee recognition efforts.

**Focus on the particular challenges and objectives within your Section/Division/District or Agency.** What are the most pressing needs? Focus on the exact requirements of the top one or two. With this information, you should be in a better position to develop the program and set the goals. Find out why the goals have not been met in the past, and then determine whether the goals are truly what is needed.

**Are your current recognition methods sufficient?** Determine if you need to redesign your existing program or create a new one. Include supervisors and employees, or use a focus group. Identify the types of recognition that employees value.

**Be specific in your objectives and state them plainly so that employees understand the “line of sight”.** Focus on one or two goals. More than that may make the program cumbersome, difficult to understand, and from the employee’s standpoint, unachievable.

**Can the goals be accomplished?** What happens if a large number of the participants cannot attain the goals? Are there any other factors which could hinder the desired outcomes?

**Is the proposed program directly related to Section/Division/District or Agency goal?** Are the goals difficult or expensive to measure? How do these goals interact with the NDOR vision? Will the program be in conflict or affected by any Agency policies?

Below are a variety of reasons to recognize employees that you may want to consider for your Local Program:

- Performed duties of increased responsibility
- Accomplished something others have not
- Accomplished the same quality of work but with less people, less money, or shorter deadline
- Demonstrated unusual creativity
- Demonstrated extra enthusiasm/initiative to get the job done
- Saved money and/or time
- Exemplary attendance
- Creativity in new and innovative methods and procedures
- Excellent customer service
- Superior performance/productivity
- Positive attitude
- High levels of skill
- Team players
- Public service

Once you have completed this step, carefully craft a statement regarding the purpose of the program that can be clearly understood by employees. Determine a suitable name for the program that is compatible with the Section/Division/District culture.

### Step 3 ... Build a Budget

When allocating your budget, consider the following items in your estimate.

- The cost of the promotional materials, if applicable
- The potential number of recipients
- The cost of the recognition and/or recognition items
- The presentation type (*formal/informal, location*)
- The number of people expected to attend the recognition ceremony
- The cost of food and supplies

### Step 4 ... Develop Criteria

**These are the criteria, usually written, that participants need to meet to succeed in the program.** Be sure to include specific and straightforward goals that have some stretch, because it is unlikely that all employees will achieve the goals. Sections/Divisions/Districts have the option to set program limits on the number of award recipients and may want to consider different levels and types of recognition. Consider surprises, such as two people tying for the recognition.

**Be specific about the timeframe for which the goal must be completed.** However, if you ask your target audience to reach too many benchmarks, the program may “turn off” employees. Also, you may want to create an atmosphere that excites employees so they are having some fun as a participant in the program. Focus on one or two goals. Consider how you will measure progress on an on-going basis.

**Create a measurement system that is understood by employees, viewed as fair, and quantifiable.** You may consider using a focus group and ask for feedback on how specific jobs are measured. You could use measurements such as the number of customers served, safety, or positive customer service comments.

Consider how often progress is reported (*daily, weekly, monthly, quarterly*). Send reports on a regular basis to keep interest levels high.

### Step 5 ... Choose the Recognition/Recognition Items

Based on the budget, you may determine whether multiple choices are available to the recipient. **Look at a variety of options within a certain price range that provide a good opportunity to meet the individual's interests.** (*Even a budget with few dollars can still afford a personal thank you for a job well done.*) (*See Section on Ideas to Help Meet Your Budget.*)

**Choosing the recognition is one of the most important steps in the success of your program.** If the recognition chosen does not motivate or inspire employees to achieve the stated goal, the program may have less participation and not achieve the level of success expected. By taking into consideration input from the supervisors, employees, and/or the targeted audience, you should be able to determine the recognition that does or does not have meaning. Variety is important because of recipients having varying tastes and interests.

The next two pages contain a survey of 2,400 employees that was conducted by Bob Nelson. There are 13 recognition practices listed from most important to employees least important to employees. The results are surprising.

# Employee Recognition Practices Inventory

*This survey was conducted by Bob Nelson. These 52 items were expanded from a list of 25 recognition items used in his doctoral dissertation with 2400 employees were surveyed in 34 organizations in different industries*

	Extremely Important	Very Important	Somewhat Important	Not Very Important	Unimportant
In general, how important is it to you to be recognized by your manager when you do good work? -----	49.6%	39.1%	10.7%	0.7%	0.0%
<b>#1 Support and Involvement</b>					
Manager provides employee information he needs -----	65.9%	29.3%	4.2%	0.3%	0.4%
Manager supports employee when he makes mistakes -----	57.4%	37.5%	3.8%	0.9%	0.4%
Manager involves employee when making decisions -----	51.0%	37.8%	9.7%	0.9%	0.5%
Manager asks employee for his/her opinion or ideas -----	49.5%	42.5%	7.1%	0.4%	0.4%
<b>#2 Personal Praise</b>					
Employee is personally thanked for doing good work -----	55.5%	32.4%	10.0%	1.7%	0.4%
Employee is given a verbal praising -----	50.3%	35.6%	12.3%	1.3%	0.4%
Manager seeks out employee to commend him/her -----	47.8%	33.9%	14.0%	3.6%	0.7%
Employee is praised for good work in front of another -----	31.0%	29.8%	27.4%	9.4%	2.4%
<b>#3 Autonomy &amp; Authority</b>					
Employee is allowed to decide how best to do work -----	46.4%	42.5%	9.5%	1.3%	0.3%
Employee is given increased job autonomy -----	39.2%	47.6%	11.4%	0.9%	0.8%
Employee is given increased authority in the job -----	39.0%	45.6%	12.4%	2.2%	0.8%
Employee is given a choice of assignment -----	21.2%	45.8%	27.1%	4.4%	1.5%
<b>#4 Flexible Working Hours</b>					
Employee is allowed to leave work early when necessary -----	54.4%	31.0%	11.1%	2.8%	0.7%
Manager allows an employee flexible hours -----	48.3%	30.5%	16.2%	3.6%	1.3%
Manager gives employee time off from work -----	41.8%	34.0%	17.3%	5.8%	1.1%
Employee is allowed comp time for extra hours worked -----	34.5%	31.7%	22.3%	7.8%	3.6%
<b>#5 Learning &amp; Development</b>					
Manager supports employee in learning new skills -----	51.0%	39.1%	8.4%	0.7%	0.8%
Manager discusses career options with employee -----	40.5%	40.1%	14.5%	3.8%	1.2%
Employee is allowed a learning activity -----	37.0%	41.8%	17.1%	3.0%	1.2%
Manager discusses learnings after completed projects -----	22.8%	43.6%	26.7%	5.4%	1.5%
<b>#6 Manager Availability &amp; Time</b>					
Manager is available to address questions/concerns -----	42.8%	47.5%	7.8%	1.2%	0.7%
Manager takes time to get to know employee -----	20.2%	47.6%	24.5%	5.8%	2.0%
Manager spends time with employee -----	17.1%	41.6%	31.7%	7.5%	2.0%
Manager listens to employee on non-job issues -----	8.7%	26.5%	37.6%	19.4%	7.8%

	Extremely Important	Very Important	Somewhat Important	Not Very Important	Unimportant
<b>#7 Written Praise</b>					
Letters of praise are placed in employee's personnel file -----	37.3%	35.0%	17.2%	6.4%	4.1%
Employee is given written praise -----	24.4%	36.4%	26.3%	9.3%	3.5%
Employee is given a written note of thanks -----	22.7%	36.3%	27.1%	10.4%	3.5%
Employee is given a thank you card -----	17.3%	31.2%	29.1%	15.7%	6.6%
<b>#8 Electronic Praise</b>					
Positive e-mail messages are forwarded to employee -----	28.5%	41.1%	20.6%	7.2%	2.6%
Employee is copied on positive e-mail messages -----	23.6%	41.8%	23.2%	6.8%	4.6%
Employee is given a praising on e-mail -----	12.0%	30.7%	36.5%	15.7%	5.2%
Employee is given a praising on voice mail -----	7.7%	18.3%	36.6%	22.7%	14.7%
<b>#9 Public Praise</b>					
Customer letters are publicly shared or posted -----	21.4%	40.7%	23.9%	9.4%	4.6%
Employee is praised in a department/company meeting -----	19.0%	35.4%	29.0%	12.3%	4.3%
Employee is recognized at a co-awards ceremony -----	18.1%	27.8%	29.8%	15.9%	8.3%
Employee is acknowledged in the co-newsletter -----	13.2%	25.6%	35.1%	17.6%	8.5%
<b>#10 Cash/Cash Substitutes</b>					
Employee receives a nominal cash award -----	15.7%	29.8%	32.2%	14.2%	8.0%
Employee receives a gift certificate or voucher -----	13.9%	33.6%	29.8%	16.6%	6.1%
Manager gives the employee dinner out for two -----	13.8%	29.0%	29.7%	18.6%	8.9%
Employee receives entertainment tickets -----	11.5%	27.1%	31.8%	19.8%	9.9%
<b>#11 Achievement Awards</b>					
Employee is given a years-of-service award -----	21.4%	28.8%	27.5%	14.3%	8.0%
Employee receives a special achievement award -----	19.1%	34.7%	27.6%	13.0%	5.6%
Employee receives a certificate of achievement -----	13.7%	29.1%	30.2%	17.8%	9.1%
Employee is named employee-of-the-month -----	8.0%	18.8%	27.9%	25.0%	20.4%
<b>#12 Nominal Gifts or Food</b>					
Manager provides food to celebrate success -----	11.7%	27.1%	32.7%	21.7%	6.8%
Employee is given flowers, a gift or memento -----	11.0%	27.8%	33.6%	20.3%	7.3%
Employee gets coupons for food, car wash, movies -----	10.0%	24.7%	31.7%	22.4%	11.2%
Manager buys the employee lunch or dinner -----	9.9%	25.9%	34.7%	21.0%	8.5%
<b>#13 Public Perks</b>					
Employee is given special privileges or perks -----	16.7%	35.0%	27.1%	14.1%	7.2%
Employee gets to use a preferred parking space -----	8.4%	16.7%	28.1%	25.0%	21.9%
Employee is named "employee of the month" -----	8.0%	18.8%	27.9%	25.0%	20.4%
Employee receives a "pass around" trophy -----	4.6%	14.3%	29.2%	27.7%	24.2%

## Step 6 ... Communicate the Program

**Program communication is essential from the start-up and should be ongoing.** Rationale and results of the new program should be clearly communicated. There should be a clear link between what the target audience is recognized for and the Section's/Division's/District's or Agency's priorities. Ensure that everyone understands the relationship between his/her performance the recognition. Ask employees to compare old and new Local Programs. Follow up with employees so they know they're being listened to. Make sure the front line supervisors understand the program and support it.

**By involving employees and supervisors in the development of the program, you already are well on your way!** Use input from your target audience to develop a catchy theme for your recognition program and use it on your promotional items, labels, and envelopes. Make sure the message is relevant and in accordance with your Section's/Division/District's image.

**Teasers are a great way to pique the interest of your employees.** If you can develop an interactive type of teaser, such as a puzzle, it may make the initial promotion more fun. Something in an unusual shape or bright color also catches attention more than a plain flier. Be creative!

**Have a kick-off meeting to provide full details about the program, criteria, awards, and target audience.** Plan on having kick-off materials available to build momentum and excitement about the program. Tie the recognition into the kick-off meeting. For example, if one of the recognition items is a plaque or certificate, have one available.

If your Section/Division/District is scattered throughout the State, be certain to send materials to field offices and help them develop a kick-off meeting for their location. A video of the original kick-off meeting distributed to the various locations would be useful.

**Use promotional materials often to remind and reenergize employees participating in the program.** Be certain to keep the appropriate people up-to-date with reports of the program's success or need for fine-tuning.

## Step 7 ... Present the Recognition

Generally, if something is worth recognizing, it's worth publicizing. **Make sure your presentation matches the significance of the recognition.** You may choose to use formal or informal means of recognition.

**Take the opportunity to let employees know what their individual achievements or team accomplishments are and the type of recognition available.** This can be accomplished by verbal, written, e-mail, or intranet communication.

- One-on-one with the employee
- In the immediate group or Section/Division/District

It is important to consider whether the recipient prefers to participate in a public presentation or in a less formal setting. Why wouldn't they want to attend the presentation if it's all about recognition? If they are shy or introverted, they may feel uncomfortable with the attention. By having your program fully developed and clearly communicated, it can be easily conveyed that the presentation is part of the program criteria. Consider carefully the potential impact this may have on those exemplary employees who do not "like the fuss."

Above all, make your presentation to the employee worthy of the reason that you are recognizing the employee!

## Step 8 ... Evaluate the Program

**It's important to measure the success of your recognition program by considering both tangible and intangible results.** Ask for feedback from upper management, supervisors and employees (*participants and nonparticipants*). Distributing an employee assessment survey prior to and during the program initiative also may be worthwhile. Also, reviewing turnover rates and attendance/tardy records should provide some indication of success of your program as well.

Consider conducting a survey of your customers that may indicate the success of your program. Formal surveys or informal customer feedback can provide the basis for your evaluation.

**Consider developing a survey or informal set of questions using the information listed below.** After you have completed your evaluation, you can then begin the process of fine-tuning.

### Employee Reaction

- Did employees clearly understand the program and its objectives?
- Was the workgroup excited about the program?
- Did employees like the recognition or activities provided?
- What did employee participants and nonparticipants like/dislike about the program?

### How well is the program understood?

- Did the program clearly explain how and why you should recognize others?
- Were the guidelines clear and communicated well?
- Were the nomination and recognition processes understood?
- What were the results, broken down by section?
- What was everyone's favorite part of the program?
- What did employee participants and nonparticipants like/dislike about the program?

### How has behavior changed?

- Are recognition tools being used more often?
- How frequently do you, as a manager, and your supervisors recognize your employees?
- Did we meet our less tangible goals ... improving morale, fostering loyalty, and inspiring suggestions?
- Is an appropriate level of recognition given for the behavior?
- How often and to what extent is recognition a part of the Section's/Division's/District's communication vehicles?

### Overall

- Did the program meet your expectations?
- How is the new or modified program better than the previous program or activity?
- Are there areas for improvement?
- What would the results have been without the recognition program?
- What did you like/dislike about the program?
- Would you recommend continuing the program next year?
- What percentage of employees participated and what percentage were nonparticipants?
- How did the participants' performance measure against the nonparticipants?
- How many and which participants did or did not succeed and why?
- Were your budget calculations adequate?

# Ideas to Help Meet Your Budget

Surveys and studies over time have shown that employees want to be acknowledged for the work they do! Providing timely recognition for a job well done costs very little, but may reap big rewards. Think of it this way ... if it took five minutes of our time to produce five days of increased productivity, most of us would jump on the bandwagon. Just a quick thank you to an employee shows that their work is appreciated and recognizes them individually.

Also, remember that a blanket *"Thank you"* – thanks for doing a great job – is too broad for the recipient to attach very much meaning. Tell the employee what you're thanking them for – *"You really handled that customer well"* - and why – *"Our goal is to provide good customer service and sometimes, that's not easy with a difficult customer."*

If someone in the Agency thinks another employee has done something well, have him/her send you an e-mail. Then, if you personally forward the message to the recipient, include your *"Thank you"* note. It's a great way to let employees know that others think they do a great job and that you, as their manager, appreciate them as well.

What is important to employees is being appreciated for the work they've done, being kept informed about things that affect them, and having a manager who takes the time to listen to them. Taking the time to provide recognition that is unique to that individual is more meaningful and memorable for the employee.

Managers, if you receive recognition yourself, recognize the contributions and support of your staff, as well. This sends a clear message to your employees that *"We're a team."*

## No/Low Cost Recognition Ideas

These ideas are limited only by your own imagination and creativity. Here are a few ideas that are low cost to implement.

- Personal thank you, thank you notes or e-mails ... good deed recognition
- Post on recognition board, bulletin board, newsletters, website
- Hall of Fame ... pictures of your employees
- Submit article to Intranet for Agency viewing
- Submit article to local/regional/national newspaper regarding employee's achievement
- Scrapbook with pictures of achievements throughout the year
- Ask a senior manager to attend your staff meeting when you recognize employees for their achievements
- Traveling trophy (*and how about a photo of the manager congratulating the award recipients*)
- Certificate or plaque
- Mugs, pens, tee shirts, etc. with Section/Division/District or Agency logo
- Inexpensive item related to employee's hobby
- Certificate for CD's or books
- Inclusion in special project
- Alternate work schedules
- Opportunity for cross-training
- Recognize outstanding skill or expertise by allowing employee to mentor another
- Rotate the responsibility for being the Section/Division/District Representative at meetings
- Include employee in goal setting and work planning
- Having employee attend ceremony or opening upon the completion of a special project
- Call an employee into your office just to thank him/her (talk of nothing else)
- Go to the employee's area to thank him/her
- Post a thank-you note in the employee's area
- Have a senior member of management call on the employee to deliver the thanks
- Wash the employee's car



- Present a toy roadrunner for working fast and meeting shortened deadlines
- Write your thank-you on a flip chart and place it prominently in the area or in front of the employee's door
- Ask five people to go up to the employee and say that you asked them to thank the employee for you
- Write five or more thank-you's on Post-It-Notes and hide them in the employee's work area
- Develop a "Behind the Scenes" Award for those usually not in the limelight
- Name a space after an employee and put up a sign ("The Suzy Jones Corridor")
- Give a subscription to a business journal
- Inscribe a favorite book as a gift

# Appendix A

## Resources

Appendix A provides a compilation of research on recognition and rewards to aid you in your search for information on recognition programs (*websites, books, articles, and sample programs*). Your research can be enhanced by the wealth of information available at your fingertips by accessing the Internet. The listings below were used in the development of the manual and contain more in-depth material that you may review.

### Websites

recognition.org .....	National Association for Employee Recognition
incentivemag.com .....	Incentive Magazine
workforce.com.....	Workforce Online
kudoz.com.....	Dr. Kudoz
fed.org/resrclib/subject.htm#motive .....	Foundation for Enterprise Development
meaningatwork.com.....	Meaning at Work
nelson-motivation.com .....	Nelson Motivation, Inc.
ipma-hr.org/research/awaradtoc.html .....	International Personnel Management Association
shrm.org.....	Society for HR Management
worldatwork.org.....	WorldatWork, formerly American Compensation Association
bravo.state.az.us/bravo.html.....	Arizona Department of Administration
libraries.psu.edu/rewards/thanks.htm .....	Penn State University
southwest.com/careers/stars/stars.html.....	Southwest Airlines' Star of the Month
tasc.dot.gov/Hrm/awards.html .....	Department of Transportation's Awards/Recognition Program
uscg.mil/hg/cgpc/cpm/home/rrhsect1.htm .....	U.S. Coast Guard's Reward & Recognition Handbook
usda.gov/da/employ/recog.htm.....	U.S. Department of Agriculture's Guide for Employee Recognition
utexas.edu/admin/ohr/admin/rewards/.....	University of Texas @ Austin's Reward and Recognition Program

### Magazine/Internet Articles

	<i>"What Makes a Good Reward?"</i> by Jim Brintnall, Debbie Gustafson, Bob Nelson, ( <i>Recognition News, Vol. 2, Issue 2</i> )
Recognition.org.....	<i>"Middle Management: Your Lifeline to Recognition Buy-In"</i> , by Kimberly Smithson
motivationonline.com .....	<i>"Six Secrets of Successful Recognition"</i> by Kim Smithson
fed.org/library/articles/hudetzt.htm.....	<i>"Self Actualization and Self Esteem are the Highest Order of Incentives"</i> by Frank C. Hudetz
fed.org/library/subject.htm#motive .....	<i>"Build Intrinsic Motivation into Your Incentive Programs"</i> by Bob Nelson
workforceonline.com .....	<i>"How Can the Web Help Employee Recognition?"</i> by Todd Raphael

## Magazine/Internet Articles, continued

- motivationonline.com ..... *"The Power of Delivering People-Pleasin' Praise"* by Kimberly Smithson
- motivationonline.com ..... *"Value of Impact on Recognition Programs"* by Kim Smithson

## Books

- "USDA Guide for Employee Recognition"*
- "1001 Ways to Reward Employees"* by Bob Nelson
- "1001 Ways to Energize Employees"* by Bob Nelson
- "Work & Rewards in the Virtual Workplace: A "New Deal" for Organizations and Employees"* by N. Fredric Crandall, Fredric Crandall, and Marc Wallace
- "Getting Employees to Fall in Love With Your Company"* by Jim Harris
- "Recognition, Gratitude & Celebration"* by Patrick Townsend and Joan Gebhardt
- "Rewarding and Recognizing Employees"* by Joan Klubnik
- "101 Recognition Secrets: Tools for Motivating and Recognizing Today's Workforce"* by Rosalind Jeffries
- "Secrets of a Successful Employee Recognition System"* by Daniel Boyle
- "Workplace Recognition: Step-by-Step Examples of a Positive Reinforcement Strategy"*
- "Rewarding & Recognizing Employees: Ideas for Individuals, Teams, and Managers"* by Joan Klubnik
- "How to Recognize and Reward Employees"* by Donna Deeprose
- "Innovative Reward Systems for the Changing Workplace"* by Thomas Wilson and Rosabeth Kanter
- "Employee Suggestion Systems: Boosting Productivity and Profits"* by Charles Martin and Robert Bassford
- "Maximizing the Impact of Recognition: An Approach to Rewarding Employee Contributions (Building Blocks in Total Compensation)"* by Donald Hay
- "You Made My Day: Creating Co-Worker Recognition and Relationships"* by Janis Allen and Michael McCarthy
- "Managing Reward Systems"* by Michael Armstrong

# Appendix B

The following is an example of a survey for distribution to employees to assess your Section's/Division's/District's current climate concerning employee recognition programs.

## Sample Employee Recognition Program Survey for Local Programs

### Overall Employee Opinion

**1. How important to you personally is each of the following?**

	Not at All Important	Some Importance	Extremely Important
Receiving formal recognition for your efforts in making a difference	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Being recognized by management for your efforts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Being recognized by peers and coworkers for your efforts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Receiving recognition for team accomplishments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feeling that your work is valued and appreciated	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feeling a spirit of teamwork and cooperation among coworkers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knowing that the Section/Division/District treats its employees fairly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### Section/Division/District Performance

**2. In your experience, how well does the Section/Division/District perform in delivering each of the following:**

	Not at All Well	About Average	Extremely Well
Giving formal recognition for employee efforts to "make a difference"	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management recognizing employees whose efforts make a difference	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Coworkers and peers recognizing employees who are making a difference	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Building a spirit of teamwork and cooperation among coworkers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demonstrating that your work is valued and appreciated	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Treating employees fairly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Overall Employee Recognition

3. How would you rate your overall satisfaction with the current recognition programs offered by the Section/Division/District?

- Very Satisfied     
  Neither Satisfied or Dissatisfied     
  Not Satisfied

Why: .....

.....

4. Have you ever received an award from the Section/Division/District?

- Yes – If yes, what for? .....
- No

5. Have you ever nominated someone for an award in the Section/Division/District?

- Yes – If yes, what for? .....
- No

## Overall Employee Recognition

6. Thinking about the employee recognition program at the Section/Division/District level, to what extent do you agree or disagree with the following statements?

	Strongly Disagree	Neither Agree or Disagree	Strongly Agree
The criteria for the recognition programs has been clearly explained to me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am aware of the procedures for nominating an employee for an award	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It does not take much time and effort to nominate employees for an award	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The recipients of the employee recognition awards are adequately publicized	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The recognition programs are fair to all employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recognition programs are treated the same by all Sections/Divisions/Districts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am aware of the item awards associated with the program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I can select an award, if recognized, that will have value to me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee(s) of the Month awards should be issued	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**7. In your experience, how well does the current recognition program perform in delivering each of the following:**

	Not at All	About Average	Extremely Well
The criteria for the recognition programs has been clearly explained to me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recognizing a special project and/or achievement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recognizing employees who consistently follow the Section's/Division's/District's mission	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recognizing employees who have demonstrated extraordinary achievements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**8. Please rate the importance of the following criteria as qualifications for an award:**

	Not at All Important	Average Importance	Extremely Important
Outstanding performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Focus on innovation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consistently doing a good job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Exceeding performance objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cost savings to the Section/Division/District	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Exceeding service expectations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demonstrated teamwork	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>