

Employee Recognition & Appreciation

A Guide for Department Leaders



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"Recognition is one of the most powerful tools leaders have at their disposal"

- Steve Gutzler

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What is Employee Recognition?

Organizations with a culture of recognition have employees who are more engaged, motivated, and satisfied at work.

According to the WorldatWork nonprofit human resources association, "recognition" is defined as a spontaneous gesture of thanks or a structured or planned program of recognition implemented to acknowledge employees and achieve desired performance. Organizations leveraging results driven recognition programs, in particular, may be experiencing greater overall success.

Recognition is more meaningful when it is practiced with consistent messages of appreciation, which can occur more frequently.



Cultivate Recognition

Recognition places value in something an employee does. This focuses on their performance and accomplishments.

Recognition is giving positive feedback based on results and performance. This can be an award, promotion, or a verbal/handwritten thank you for the work that has been accomplished.

Understanding recognition:

- Recognition is performance-based, it's conditional
- It's based on the past, so it may not be timely
- It's limited-- everyone can't get an award or be mentioned by name in a memo every time
- It's generally from the top-- staff to staff mechanisms are missing.

If you focus solely on praising positive outcomes, on recognition, you may miss out on opportunities to connect with and support your team members-- to appreciate them. Recognition must be cultivated with appreciation.

With Appreciation

Appreciation places value in an employee's inherent value-- their worth as a colleague and a whole-person.

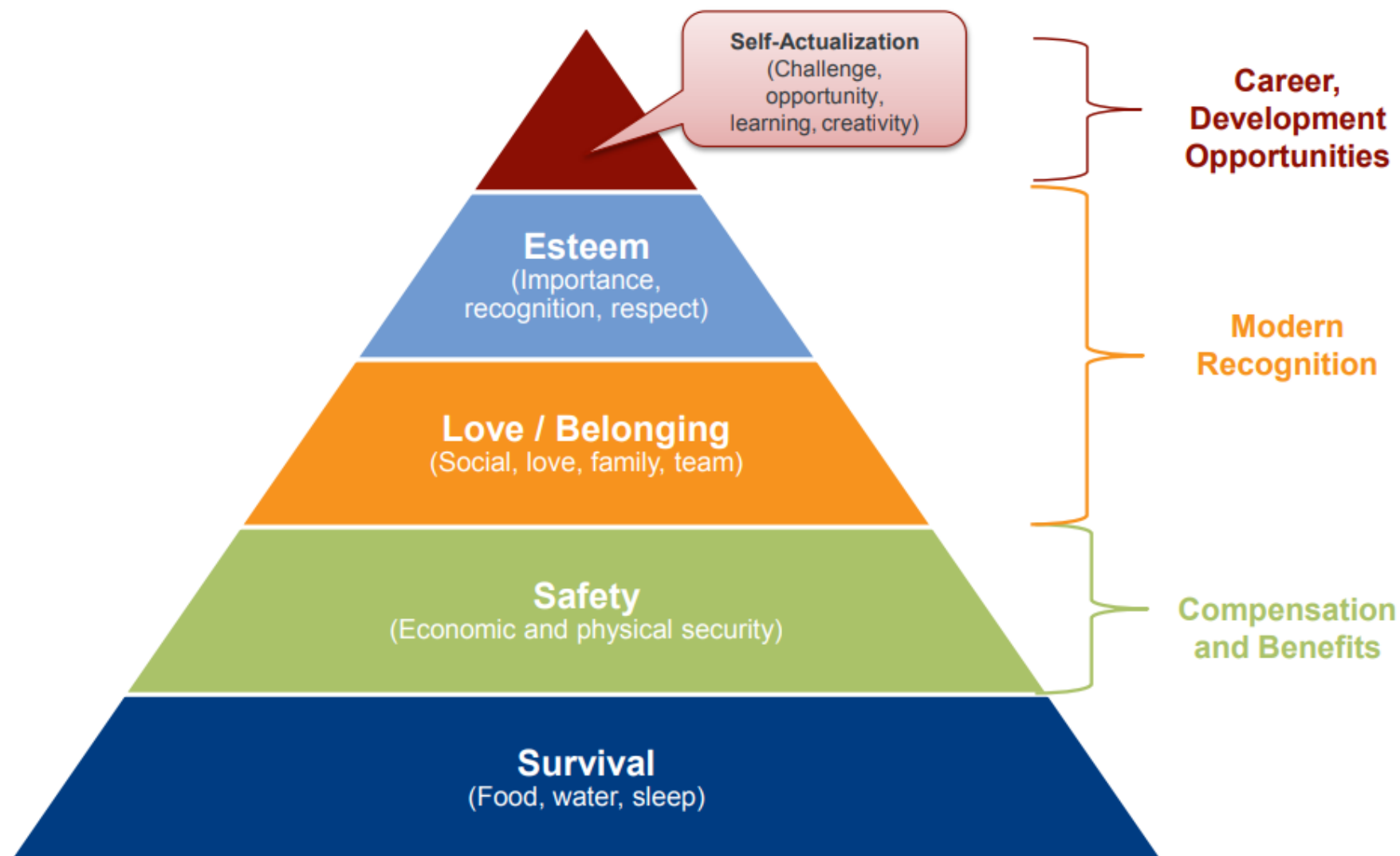
Appreciation creates intrinsic motivation and helps to create a culture of engagement, loyalty, and high performing employees. This can be as simple as everyday greetings, scheduling check-ins, and acknowledging an employee's effort, not end-product.

Understanding appreciation:

- Appreciation accounts for instances that are not tied to tangible results and can be more inclusive of everyone's contribution.
- Even when people succeed, there will be failures along the way. Appreciation offers opportunities to engage and support staff throughout a process or project timeline.
- Acts of appreciation provides employees with a sense-of-belonging and shows the organization cares for them.

When we show appreciation we're more likely to build trust and connection, by showing the organization cares about employees.

Understanding Employees' Needs and Motivations



Source: A Theory of Human Motivation,, Psychological Review. A.H. Maslow 1943

Maslow's hierarchy of needs suggests that people are "motivated" to fulfill basic needs before they realize other, higher-level needs.

Managers can help support each level of needs, to help keep employees focused and motivated at work:

- **Survival** (food, water, sleep) references basic needs that must be met before any other levels are addressed
- **Safety** (economic and physical security) can be supported by promoting employee benefits and injury illness prevention policies. Encourage use of wellness resources found in health plans and SFHSS services.
- **Love/Belonging** (social, team) can be supported through consistent affirmations of appreciation for the work that is being contributed to the organization. Promote team-building and create a culture of support among employees (Peer-to-peer recognition).
- **Esteem** (importance, recognition, respect) can be nurtured by providing ongoing support and formal recognition for performance. Encourage professional development. internal promotions and appreciation.
- **Self Actualization** (challenge, opportunity, learning, creativity) can be cultivated with opportunities to provide career development by cross-training roles within a team, and increasing awareness of career advancement pathways. This is an opportunity to showcase a manager's investment in an employee's success.



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Diversity, Equity & Inclusion Considerations

Make recognition personal-- avoid a one-size fits all practice

"The energy you put into not being yourself takes energy away from your work. Whereas when employees work in a culture they trust as diverse, equitable, and inclusive, that gives you the freedom to be your best self at work."

Aaron Brown

A diverse, equitable, and inclusive (DEI) environment is one that makes everyone, regardless of who they are or what they do for the organization, feel equally valued and integrated in the workplace. A diverse workplace environment includes employees of different genders, races, nationalities, sexual orientations, and identities. Inclusion is about how well the contributions, presence, and perspectives of different groups are recognized and appreciated in the workplace.

Source: Great Places to Work Institute, Why is Diversity & Inclusion in the Workplace important? 2020



Embrace Difference:

- **PROVIDE TIME/SPACE** for colleagues to share aspects of their diverse identity that bring meaning, purpose, and passion to their work
- **APPRECIATE EMPLOYEES' INHERENT VALUE** to the organization and not just their accomplishments
- **DEMONSTRATE** that you see them, hear them, and know the unique contributions that they bring to the table
- **ACKNOWLEDGE THEIR EXPERIENCES** as both a colleague and fellow-human being, including the adversities and triumphs that have shaped their diverse identity

Make it Personal

Meaningful and lasting recognition efforts must be tailored to each individual within the team.

Effective managers promote a culture of recognition through intentional behaviors that recognize and appreciate employees at an individual level.

Consider these opportunities to make recognition and appreciation feel more personal for the recipient:

- Ask employees how they would like to receive recognition and what they need to stay motivated in their work
- Be creative and tailor how you facilitate and encourage individual recognition
- Praise individuals for doing good work and emphasize WHY the recognized act was important
- Invite employees to develop personal goals in their work, using their PPAR and provide support by recognizing their goal progress
- Appreciate individual talents and strengths to reaffirm their contribution to a project or toward the team effort





Three attributes to effective recognition:

Source: Santa Clara County Recognition Toolkit, 2018

Authentic

Appreciation that feels genuine, real and personalized for the recipient



Motivating

Recognition that taps into what matters most to individuals

Meaningful

Praise that highlights the value of the work and the person doing it



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Creating a Culture of Recognition

It Starts With You

69% of employees prefer praise and recognition from their manager over financial rewards

82% reported that this praise makes them work harder.



Retention & Recruitment

A recognition program is a retention tool to retain your quality employees. It is a recruitment tool that can be leveraged to accent employee benefits. It is a workforce planning tool to highlight employee success.

Organizational Excellence

A recognition program showcases the organization's interest in communicating the value of their employees as it correlates to your mission, vision, values and strategic plan.



50 - 30 - 20 RULE

Involve
ALL LEVELS
of your organization

- **50%** of recognition should come from Managers/Supervisors
- **30%** from peer-to-peer appreciation
- **20%** from department-wide recognition addressed in the organization's mission and values

Source: Santa Clara County Recognition Toolkit, 2018



50% Leadership

Cultivate a workplace that values employee contribution and supports employee success.

30% Peers

Foster a sense of community and team building among colleagues

20% Department organization-wide

Commit to recognition which supports the organization's core values



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Supervisor-to-Employee

Recognition & Appreciation Recommendations

Performance Plan Annual Review

Use your PPARs as an opportunity to have conversations with staff to:

- Recognize their contributions to the workplace
- Offer support in their professional development,
- Reinforce your appreciation for their role within the division

Questions to include in PPAR:

- What was your greatest success
- What professional development opportunities are you interested in learning
- What are your career advancement goals in the department?

Maximize Your One-on-One

Hold at least monthly one-on-one meetings with staff members.

This is also the perfect opportunity to acknowledge and learn how employees prefer to receive recognition. You can recognize staff contributions toward a project, or discuss opportunities to provide the employee with promotion/growth opportunities.

Listen for success/accomplishments in projects, sincerely compliment, and be varied in affirmations.

Letter of Commendation

Write a letter of commendation for an employee that has gone above and beyond in their position.

This letter can be provided to DHR to keep in their employee file as a letter to commend the employee for their contributions toward a project and/or overall performance.

This should be used for exemplary work and should be done less frequently to other options provided.

An example of a letter can be found [here](#).

Organize Team Celebrations

All-Year-Long Recognition

Celebrate employee success at the end-of-year, mid-year, and maybe even quarterly. Invite staff members to help plan a fun activity for staff. Focus the celebration on highlighting staff accomplishments with a slideshow of photos that highlights project milestones, team events, celebrations, and/or team-building activities. Then spend time with get-to-know-you activities which are fun and feel-good.

Project Recognition

Acknowledge success at various stages of a project (including launch and completion) by highlighting the work that was coordinated. Recognize all staff members involved in the project (at all-staff meetings or department newsletters). Express appreciation for all contributions by highlighting milestones and challenges that were overcome by the individuals involved.



Practice Every Day Appreciation

**LEADER
LEVEL**

Recognition
&
Appreciation

Compliment starters can be used in your daily interactions with employees

- You make such a positive impact on our team
- I can count on you to help ne employees get up-to-speed
- I truly enjoy working with you
- I value you as a member of my team
- You are an excellent role model
- Thank you for everything you do
- You are so dependable
- Thank you for being such a great team-player
- Thank you for showing up with a positive attitude at today's meeting
- Your dedication makes me want to be a better employee
- Thank you for being an active participant
- You bring an open-mind to tough meetings
- Your initiative is contagious! Thank You
- Your communication skills are spot on
- You handled that difficult situation with resilience
- Your attention to detail saves so much time



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Peer-to-Peer Recognition Awards

A peer-to-peer recognition model is nearly 36% more likely to have a positive impact on creating a culture that supports recognition-- compared to manager-only recognition.

This type of recognition allows employees to show appreciation and gratitude for each other's work. It can improve employee relationships, foster collaboration, and create trust among colleagues.

Establishing peer-to-peer awards can help to create a cycle of recognition giving. When one employee recognizes their colleague for a job well done, it helps to establish a sense of belonging for that employee-- and that staff member is far more likely to recognize others.

Source: Workstars- 20 Benefits of Peer-to-Peer Recognition, 2019

**PEER
LEVEL**

Recognition
&
Appreciation

Peer Nominated Award Ideas:

- **Employee of the Year Awards-** Identify a selection panel reviewing quarterly awards to select the employee(s) of the year. You can also consider awards that are tied to your organization's core values.
- **Nomination-Based Awards-** Allow for everyone in the organization to nominate others to be selected for a quarterly award. Develop a nomination process that recognizes above and beyond performance.
- **Traveling Trophy Awards-** Be creative with this award that "travels" and is passed from employee to employee. This can be associated with achievements or department core values. Get creative with a ribbon, trinket, or compilation of creative ideas to develop a trophy. Present the award to employees and honor their contribution or impact to the workplace. Also consider a memento (ie. pin, certificate, mini version of trophy) the employee can keep to remember their accomplishment after they pass the award.

Staff-Led Recognition Awards

SF PUBLIC LIBRARY

Staff Recognition Awards are peer-nominated, peer-reviewed, and peer-awarded. The event is organized by the HR office in collaboration with the other admin offices and the Friends of the Public Library. The previous year's staff recognition recipients are invited as members in the committee for the following year.

Awards are given to staff/team that embodied their work with SFPL's Strategic Priorities as well as SFPL Mission Statement and Core Values. The event is held on a Friday at the Main Library each year around May or June. Breakfast is provided to all attendees. All-Staff including commissioners are encouraged to attend the event.



Appreciation Activities

Staff Shout Outs

Establish a "shout-out" round up at all-staff meetings-- or organize a 5-minute huddle to celebrate staff and team appreciation. Be sure to have a few lined up each week.



Provide staff with thank you cards they can circulate with one another throughout the year.

Request thank you cards from SFHSS:

Email Well-Being@sfgov.org to learn more

Thank You Notes



Daily Affirmations

Encourage employees to make a point to email, call or text a co-worker at least once a day with an expression of sincere appreciation for the work that they have contributed.



Gratitude Board

Organize a shared space for staff to post gratitude notes in a highly visible area. Use a bulletin board, post-it note easel, or hallway to post appreciation cards, emails, or sticky-notes that highlight peers within the office.



PEER
LEVEL

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Save the Date for Appreciation

Workplace Recognition Holidays

Add these dates to your calendar! Identify the workplace recognition holidays that are relevant for your team members and take some time to send an email and acknowledge their contributions to the workplace. Some of the popular dates to remember include Employee Appreciation Day and Public Service Recognition Week. This can be recognized in a team email, or a personal email to the employee.

Cultural Holidays and Observances

Celebrating the diversity of an organization allows all members to feel their values, beliefs, and experiences are acknowledged and appreciated. As a leader, be intentional incorporating diversity awareness in your celebrations. Send a letter acknowledging a holiday or organize an activity to celebrate together.



**DEPT.
LEVEL**

Recognition
&
Appreciation

DATES TO KNOW:

Thank your Mentor Day- January 31

Black History Month- February

Employee Appreciation Day- First Friday in March

International Women's Day- March 8

Administrative Professionals Day- April 22

Asian and Pacific Islander Heritage Month- May

Public Service Recognition Week- First week of May

Receptionists' Day- May 12

Night Shift Workers day- May 13

World Day for Cultural Diversity- May 21

LGBT+ Pride Month- June

Juneteenth- June 19

National Intern Day- July 23

Women's Equality Day- August 26

Hispanic Heritage Month- September

Working Parents Day- September 16

World Gratitude Day- September 21

HR Professionals Day- September 26

Boss's Day- October 16

Native American Heritage Month- November

Cultural Extravaganza

SF HUMAN SERVICES AGENCY

Inspired by International Day, the In-Home Supportive Services (IHSS) Inclusion Committee hosted the 1st IHSS Cultural Fashion and Food Extravaganza on June 20, 2019. Initially, the event was promoted to IHSS staff and was held in a lobby/common space outside elevators at the 1650 Mission building. Unexpectedly, staff from other departments within the building showed interest in the event and were invited to participate as well, building even greater community among inter-department employees within the building.

Staff were invited to participate in a fashion show by wearing traditional cultural attire, showcasing garb and wares representative of their culture, or participating in a potluck. The event invited everyone to enjoy international cuisine while learning about each others cultures. Food and fashion were represented from around the globe including: Brazil, China, El Salvador, Russia, Cambodia, Vietnam, Mexico, Japan, and Native America. For example, a staff who is ethnically Chinese but born in Brazil shared a Brazilian dish, wore a traditional Chinese dress, and showcased traditional skirts from Laos.



Formal Recognition Ceremony

A department-wide recognition ceremony is a more formal approach to recognizing staff.

Ceremony Award Ideas:

- **Employee(s) of the Year Awards-** Identify a selection panel to establish selection process, define nomination criteria, and review nominations to select awardees. Awards can be performance based or tied to your organization's core values.
- **Nomination-Based Awards-** Allow for everyone in the organization to nominate others to be selected for a quarterly award. Develop a nomination process that recognizes above and beyond performance.
- **Years of Service Awards-** Recognize employees for their retained service to acknowledge their tenure and contributions to the department. Follow along with the City's guide for receiving pins and acknowledge staff for their years of service.

Values and Visions Awards

SF RECREATION & PARKS DEPARTMENT

The Recreation and Parks Department's HR division works closely with the department's executive staff and General Manager to coordinate a monthly award event. Staff and friends/family of awardees are invited to participate. Prior to Covid-19, the event had an attendance of 30-50 participants. Since Covid, festivities take place virtually and the event now yields an average attendance of 100 participants.

Values Awards are based on RPD's 5 Strategic Values (Respect, Resilience, Responsiveness, Results and Relationships). Previous awardees pass their R trophy to the next awardee and read a statement for why the person is receiving the award. Previous awardees are then given a mini replica of the R trophy they passed on. There are no minimum qualifications to receive the award-- it is peer to peer recognition that honors the department's core values. This event takes place every odd month.

Vision Awards are based on RPD's Strategic Vision (Inspire, Connect, Play). A different executive staff member and the department's General Manager identify an awardee every even month. Executive staff provide a write-up on how that person exhibited the department's vision and this is shared at the event. Vision awardees are given an engraved crystal clock that reminds them how they "truly carry out RPD's Vision around the clock".

The department's recognition efforts showcase the value of their employees and reinforces the core values of their organization.



DEPARTMENT
Spotlight

Annual Public Works Week

SF PUBLIC WORKS

Public Works Week is an annual event which meant to energize and educate the public on the contributions San Francisco Public Works makes to improve the quality of life in our communities and it gives the department a chance to join together to celebrate their accomplishments. During Public Works Week, there are events that take place throughout the City which feature open houses, project spotlights, an employee picnic and an Awards and Pins Ceremony.

During the Awards and Pins Ceremony, individual employees and teams are recognized for exceptional work during the year, Awardees receive plaques or certificates. The department also recognizes employees for years of service. A commemorative pin is given to an employee for every 5-years of service. SF Public Works has 1500 employees-- given this is an all-staff meeting, the event is typically held in a large venue. During shelter-in-place this event was still upheld as a virtual award ceremony.





Try One of These Ideas:

- Highlight staff photos on your department intranet. Make a slideshow of current staff and activities
- Take the team for an outdoor activity-- plan a lunchtime walk or organize a bring your own lunch picnic at a nearby outdoor space
- Organize a potluck and encourage everyone to bring a dish to share (Virtual option-- login for an MS Teams Lunch gathering and organize a game for everyone)
- Decorate your breakroom as a relaxation space (for a day) with stretch guides, resistance bands, peaceful music, and pillows-- encourage everyone to take a break in the room during the workday (Virtual option-- incorporate a relaxation activity into your meeting agenda)
- Provide breakfast, coffee break snacks, or a small gift for each employee
- Facilitate a fun team activity during a staff meeting-- this can be an icebreaker, food demo, or even yoga (Virtual options are available!)
- Organize a family day-- encourage employees to bring their families to an activity day that focuses on getting to know one another better

Employee Appreciation Events

Promoting a consistent culture of recognition is an essential component to employee engagement. One way to recognize staff is to plan an appreciation event, activity, or a week of programs! *This activity should be fun, light, and meaningful to staff.*

The first Friday of March is recognized as Employee Appreciation Day. Use this as an opportunity to highlight staff and consider getting staff involved in the planning process with a committee or workgroup.

Staff Appreciation Winter Celebration

SF MUNICIPAL TRANSPORTATION AGENCY

In lieu of a “Holiday Party,” SFMTA held its first Staff Appreciation Winter Celebration on Dec. 18, 2019. SFMTA staff were encouraged to take a moment out of their busy day to celebrate their hard work of the past year and to thank colleagues for a job well done. Free fun festivities included food, photo opportunities, and activities for the young and young-at-heart. Families and children were welcome to join in the fun.

The Appreciation event was coordinated by staff drawn from different units within the agency. One of the components for this event was a gratitude wall coordinated by the SFMTA Wellness Program. The gratitude wall allowed participants to share what they are thankful for both professionally and personally. It's a feel-good activity that brought a feeling of collective good-will for participants. After the event, the gratitude wall was relocated to the HR lobby area and stayed up until the end of the year.



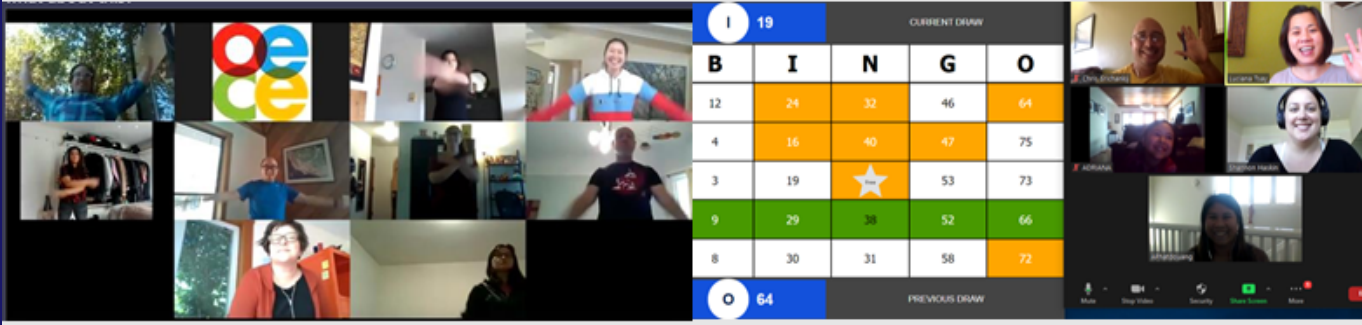
Public Displays of Recognition

Staff Appreciation in Newsletters

Recognition

SFHSS Well-Being@Work Spotlights
The San Francisco Health Service System (SFHSS) highlights programs that support employee well-being, especially during the pandemic. Congratulations to two of our employees/well-being champions who were recently spotlighted and honored during a virtual celebration!

Carlo Manaois, OECE Well-Being Champion



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B	I	N	G	O	
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4	16	40	47	75	
3	19	★	53	73	
9	29	38	52	66	
8	30	31	58	72	
O	64	PREVIOUS DRAW			

Carlo has been hosting Rajio Taisou, Japanese calisthenics, at 1650 Mission long before Shelter-in-Place (SIP) took effect.

As a Wellness Champion, Carlo's dedication to improve and maintain well-being for all continues to shine as he quickly converted the in-person Rajio Taisou to virtual ones during SIP.

Shannon Haskin, IHSS Inclusion Committee

Shannon effortlessly co-hosts lightning BINGO and an after work happy hour each week.

These two virtual wellness activities were created by DAS Inclusion Committee members soon after Shelter-in-Place (SIP) was mandated in March and they continue going strong with staff participation from various departments, including SIP family members.

Keep everyone in the know with the inclusion of a Staff Appreciation section in your organizations' newsletter. Use a section to highlight employees that have done outstanding work in each staff newsletter. You can ask department leads or managers to submit a picture and short paragraph on what that employee did to deserve recognition. Discuss this at your next leadership meeting to establish criteria for who is highlighted each month.

Recognition Digital/Physical Display Boards



Recognition displays can showcase the important contributions employees make to an organization. Displays should be designated for the purpose of recognition and placed in high traffic areas: hallways, break rooms, or near a common printer. Recognition displays can include a collage of staff pictures, list of recipients from award ceremonies, or more complex displays of previous projects and people who worked on them.

Employee of the Month

SF HUMAN SERVICES AGENCY

The employee of the month and manager of the year program is run by the Human Services Commission and the DAS Commission. The budget for the awards comes from each commission. The employee of the month is awarded every month when there is a commission meeting, except for December. During the December meeting, a manager of the year is selected and honored. Manager of the Year is an annual award, as the title implies.

Colleagues nominate individuals, for the monthly awards, by completing a nomination form which is emailed to the Commission Secretary. Each month, the compiled nominations are sent to the selection committee made up of Agency Deputy Directors and they decide on a winner. Employees can only win the award once in their careers.

The Awardee is announced through an all-staff email with a description of the winner's attributes and instructions on how to attend the commission meeting where the award will be presented. Colleagues, family and friends of the employee of the month are encouraged to attend. During the meeting, the Commission President presents the employee of the month with the award (an engraved clock). After the meeting, a poster with the employee of the month's photo, and a description of the awardee's strengths and contributions is created. This is shared widely and posted through the Agency buildings and online.

City and County of San Francisco Human Services Commission



JANUARY 2020 EMPLOYEE OF THE MONTH



JOSE 'HAROLD' ACOSTA
Program Specialist
SFBN Ops Workforce Management Unit

The Commission is pleased to honor Jose 'Harold' Acosta as the January 2020 Employee of the Month.

Harold is now in his ninth year with HSA. He started as a clerk, became an eligibility worker, and is now nearing two years as a Program Specialist. He has brought a proactive, can-do attitude to each role with the Department of Human Services.

When introduced to a new duty, role or process, Harold reviews to see if it efficiently meets the end objective. With a keen analytical eye and a tool belt full of skills, he has refined and automated many key processes and reports. When working with reports and data, he validates and tests the returns and seeks better ways to present the data with little need for oversight.

Shortly after joining the Workforce Management team, Harold stepped-up during a staffing shortage and covered mission critical duties. He also cross-trained with the Data Analysis and Reports team and, for several months, provided support while all members of that team were out on leave. While doing this, he greatly improved the approach taken to complete those duties.

SFBN has been working hard to decrease the CalFresh case error rate. Part of this effort included creating a simple and easy to use review form for supervisors. In 2014, Jose Harold Acosta volunteered to take on this task. He worked with SFBN Programs to meet their business needs and rolled out a prototype which was accepted and has been utilized by SFBN ever since. This past year, Harold returned to maintaining and enhancing a fourth generation version of this tool. Since then, Harold has automated various data cleaning processes and provided enhanced access to the data for the end users. Harold put his knowledge of Excel and macros to good use allowing SFBN Programs to quickly capture issues and work to resolve them.

Harold greatly deserves to be acknowledged for his dedication to excellence, pleasant and calm demeanor, and 'let's get it done' attitude.

It is with gratitude and pride that we present Jose 'Harold' Acosta as the January 2020 Employee of the Month.



Develop a Program: Recognition & Appreciation

STEP 1: Needs Assessment (Survey)

If your department has not established a recognition process or policy begin your efforts by understanding the current state of your department's recognition culture.

Use our **template survey** to help you understand your target population (workforce) and how you can best implement a recognition strategy.

STEP 3: Implement Recognition & Appreciation at All Levels

Be sure to use the 50-30-20 rule and establish recognition practices at the leadership, peer, and department-wide level.

Use the survey to identify the recognition practices that will be most meaningful and inclusive of all employees in your workforce.

Decide on the frequency/cadence of recognition for each level (annual, monthly, weekly).

STEP 2: Consider Logistics and Challenges

Who needs to be involved to ensure success?

- Identify influencers in your workplace-- employees that others look up to and are personable and approachable
- Get leaders on board and initiate discussions at leadership meetings -- to create consistencies and/or establish best practices that are supported department-wide.

What challenges and logistics are needed for implementation?

- Establish roles and responsibilities for key-stakeholders
- Consider budget

STEP 4: Evaluate Effectiveness

Establish metrics to measure the effectiveness of your recognition efforts. Be sure to collect quantitative and qualitative feedback.

How will you measure success?

- Participation
- Engagement (this will need to be defined)
- Pre- and Post- Survey (using template survey)



Best Practices

Recognition and appreciation acknowledge and value employee's best efforts. Understand the difference between recognition and appreciation and incorporate both in your interactions with team members

360-DEGREE RECOGNITION:

- Identify opportunities to practice recognition using the 50-30-20 rule that is inclusive of all levels within the department

RECOGNITION IS ADAPTABLE:

- Focus on diversity, equity and inclusion: Use recognition efforts to create a sense of belonging by personalizing each interaction for the individual being recognized
- Be creative in how you facilitate and encourage individual recognition

RECOGNITION IS A CORE VALUE:

- Appreciate individuals for doing good work and emphasize WHY the recognized act was important to provide affirmation and validation in each person's contribution
- Be an example in the workplace: practice every day appreciation and encourage others to recognize one another and their team members



Additional Resources

- **CA Dept. of HR: Suggested Statewide Employee Recognition Program Handbook**
<https://www.calhr.ca.gov/state-hr-professionals/Documents/suggested-statewide-employee-recognition-program-handbook.pdf>
- **CA Dept. of HR: Employee Recognition Toolkit**
<https://www.calhr.ca.gov/state-hr-professionals/Pages/employee-recognition-toolkit.aspx>
- **Helpside: Employee Recognition Toolkit**
<https://www.helpside.com/wp-content/uploads/2017/12/Employee-Recognition-Toolkit-Helpside.pdf>
- **Ideas to kick-start workplace recognition and employee development**
<https://www.sccgov.org/sites/wellness/learn/Documents/Employee%20Engagement%20and%20Well-Being%20Activity%20Guide.pdf>
- **PeopleMetrics: 25 Staff appreciation and recognition ideas that wont break the bank**
<https://www.peoplemetrics.com/ex-blog/25-staff-appreciation-and-recognition-ideas-that-wont-break-the-bank>
- **University of Buffalo: Attitude of Gratitude**
<http://www.buffalo.edu/content/dam/www/administrative-services/pdf-docs/HR/wellness/Employee%20Recognition%20Toolkit.pdf>

