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1. INVENTORY

If you want to review, refresh or improve your internal recognition programs and practices, you need to start from creating your local inventory. Brainstorm and fill in the table: write down all recognition programs/practices you have, even if they are not regular or have not been active for a while. You might want to read the [Manager's Recognition Toolkit](#) first to learn more about recognition at the University of Calgary.

RECOGNITION PROGRAM OR PRACTICE	RECOGNITION DIMENSION			FREQUENCY	PURPOSE
	Formal	Informal	Everyday		

2. ALIGNMENT WITH GOALS

Think about a link between your internal recognition programs and practices and the University of Calgary organizational & faculty/school/unit-specific goals and core values. The stronger this link, the more effective your recognition program or practice will be.

RECOGNITION PROGRAM OR PRACTICE	HELPS ACHIEVE THESE GOALS:		UCALGARY CORE VALUES
	UCALGARY GOALS	FACULTY/SCHOOL/UNIT-SPECIFIC GOALS	

UNIVERSITY CORE VALUES:

Curiosity

Collaboration

Sustainability

Balance

Support

Communication

Globalization

Excellence

3. GAPS AND OVERLAPS

Discuss the inventory and fill in the table below. It will help you identify gaps and areas for the future improvement.

Focus on a balanced approach to recognition: formal vs. informal practices and programs, employees' vs. managers' involvement, etc.

RECOGNITION DIMENSIONS	RECOGNITION PROGRAM OR PRACTICE	MANAGEMENT INVOLVEMENT	EMPLOYEES' INVOLVEMENT	COMMUNICATION	NOTES ON GAPS/OVERLAPS
FORMAL					
INFORMAL					
EVERYDAY					

4. FEEDBACK

To engage employees and collect important information, request their feedback on your local recognition programs and practices. Encourage your colleagues to share their thoughts and suggestions. UCalgary Qualtrics is a convenient tool for creating employee surveys. Send the link to your faculty/school/unit or team and ask for their feedback.

Please feel free to reach out to the recognition team at recognition@ucalgary.ca for help in designing your survey.

Tips:

- Do not send out your survey on Monday morning or Friday afternoon.
- Be concise and specific, try to include no more than 5 multiple-choice questions and 2 open-ended questions.
- Ask to reply by a certain date and send a reminder 2 – 3 days before the deadline.

Examples:

- How do you like to receive recognition? (Individually | Privately | In Private | In Public | Verbal | Written | etc.)
- Are you satisfied with our local recognition programs? (Yes | No | Not Sure | etc.)
- Can you think of a recognition experience in your life you were the most happy (or unhappy) with?
- What would you change about our local programs?

RECOGNITION PROGRAM OR PRACTICE	FEEDBACK			COMMENTS AND SUGGESTIONS	POTENTIAL IMPROVEMENTS
	Positive	Neutral	Negative		

5. SWOT ANALYSIS

Based on the information you have collected, assess your recognition programs and practices using the SWOT analysis. Place the examples below and your own items into each of the quadrants on the next page. This will help you understand your current state better. It will also help you make a plan on how to leverage your strengths and opportunities and address your weaknesses for a successful transformation from what you have today to what you want to see in the future.

Be concise, realistic, and very specific. Write only what you have or know, avoid any assumptions and grey areas.

You may want to brainstorm in a group; however, it is recommended that group members fill this out independently then discuss together.

- Dean/Director/Lead’s buy-in
- Management support
- Employees’ involvement
- Current programs/practices
- Technology
- Engaged volunteers
- Local recognition committees
- Local engagement committees
- Unbalanced/balanced approach
- Inconsistent/consistent
- Untimely/timely
- Impersonalized/personalized
- Diverse staff groups:
Academic, MaPS, AUPE, Postdoc
- Diverse population:
Boomers, X, Y, Millennials
- Internal funds/budget
- Communication
- Involvement in university-wide programs
- Training
- Missed opportunities
- Awareness of opportunities
- Tools to measure progress
- Action Plan
- Recognition & Respect scores from the
Employee Engagement Surveys

STRENGTHS

OPPORTUNITIES

WEAKNESSES

THREATS

6. UTILIZE EXISTING FORMAL PROGRAMS

If your area does not have local formal recognition events, you can think about utilizing the existing university-wide awards more. You can nominate both individual employees and teams. It will refresh your local formal recognition landscape within a short period of time. Remember, nominees feel recognized even if they do not receive an award! The **Recognition Calendar** will help you with this.

Some examples of the university-wide awards:

- **“U Make a Difference” Award Program** recognizes individuals and teams who exemplify excellence and the ability to reach above and beyond the expected to "Make a Difference" in our university community in one of three key areas: innovation and curiosity, collaboration and communication, and a positive work environment and community.
- **University of Calgary Teaching Awards** program honours teaching excellence by individuals and groups, in diverse learning contents, and through curriculum design, educational leadership, and experiential learning.
- **Internationalization Achievement Award** celebrates the outstanding contributions of students, faculty, staff, and community members in progressing our institutional commitment to excellence and leadership in internationalization, a mission that all campus community members contribute through their work.
- **Order of the University of Calgary** honours recipients who have a record of exemplary and distinguished service to the university. It is available to any current or past member of the university community.
- **Risk Shining Stars** recognizes leadership and commitment to creating a culture of health and safety at the University of Calgary. Risk Shining Stars are recognized annually as part of Safety and Wellness Week.
- **Sustainability Awards** celebrate the outstanding contributions and cooperative efforts of individuals or groups of students, faculty and staff in advancing our institutional commitment to excellence and leadership in sustainability, contributing to research and education for sustainability, leading the way in daily campus activities, and/or advancing the social, environmental, and economic dimensions of sustainability in the governance and operations practices of our institution.

7. INFORMAL PRACTICES: IDEAS

This type of recognition allows for many ways to show an employee or a team that their job is appreciated. The best informal recognition practices are meaningful, individualized, and consistent. In addition to career milestones celebrations discussed above, you can use some ideas other university's faculties, schools, and units practice. You can find them by checking the [Recognition Inventory](#).

- **MEETINGS AND TEAM BUILDING DAYS** – you can incorporate recognition moments in various meetings: Town Halls, regular team meetings, Team Building days, one-on-one meetings with senior leader. It can be an announcement, a “thank-you” card, a discussion and coffee, etc.
- **PROFESSIONAL DAYS AND WEEKS** – Administrative Professionals Day, Employee Appreciation Day, Nursing Week, Safety and Wellness week, UFlourish week, Volunteer Week, and others are a great chance to recognize different groups of employees based on their occupation, involvement, or passion. Check the dates on the Recognition Calendar.
- **PROFESSIONAL DEVELOPMENT** – many employees consider receiving professional development opportunities from their managers as recognition. Share this recognition opportunity with managers and leaders in your area.
- **INFORMAL TOURS TO THE UNIVERSITY'S FACILITIES** – use existing University assets and relationships to provide an additional meaningful no-cost informal recognition option. Choose tour destinations which are outside of the attendees' normal work and/or normally not accessible (e.g., labs, behind-the-scenes at the security centre or a theatre, etc.). It will not only enrich professional and personal experience, but also fosters university pride and showcases work of others at the university.
- **HOLIDAYS CELEBRATIONS, POTLUCKS, PICNICS, and BBQS** – events for Christmas and New Year, Canada Day, Stampede, Halloween, etc. are a great approach to recognize everyday work and efforts of teams.
- **SHARE YOUR STORIES** – profile individual employees, teams, and projects in your local newsletter. You might also create a bulletin board to share recognition-related information, resources, and stories.

8. INFORMAL PRACTICES: CAREER MILESTONES

Career milestones celebrations honour an individual's work over time. It is a great opportunity to deliver personal, meaningful recognition. A monthly or quarterly event can be planned in your area to celebrate both birthdays and work anniversaries. A [template](#) on the recognition website will help you create a meaningful event. Use the table below to plan different approaches.

SERVICE MILESTONE	LONG SERVICE PROGRAM*	PRESIDENT'S RECEPTION**	SERVICE MILESTONE LETTER***	RECOGNITION PRINT CARD	TEAM CELEBRATION	OTHER
1 year			X			
3 years			X			
5 years			X			
7 years			X			
10 years			X			
15 years	X	X				
20 years		X				
25 years	X	X				
30 years		X				
35 years		X				

* A university-wide formal recognition event, learn more about the program at ucalgary.ca/recognition/long-service

** Employees with 15+ years of service are invited to the President's Reception every year.

*** Templates are available on the [recognition website](#) and can be easily customized

9. FINAL DECISION

Return to the first table and think about any changes you would like to implement. Do not keep a program or a practice only because they were in place for a long time. If they do not follow the university's vision and goals anymore, if they have lost employees' interest and support, or they are too expensive and time-consuming – weed them out and plant new seeds! You may want to create a new program, to revise and revamp an old one, merge several old programs or/and practices into a new program, or change frequency or time for the program you have.

RECOGNITION PROGRAM OR PRACTICE	DIMENSION (F, I, E)	GOALS	CONTINUE AS IT IS	REVISE	MERGE	WEED OUT	CHANGE TIME/ FREQUENCY	COMMENTS

10. BUILD A TEAM

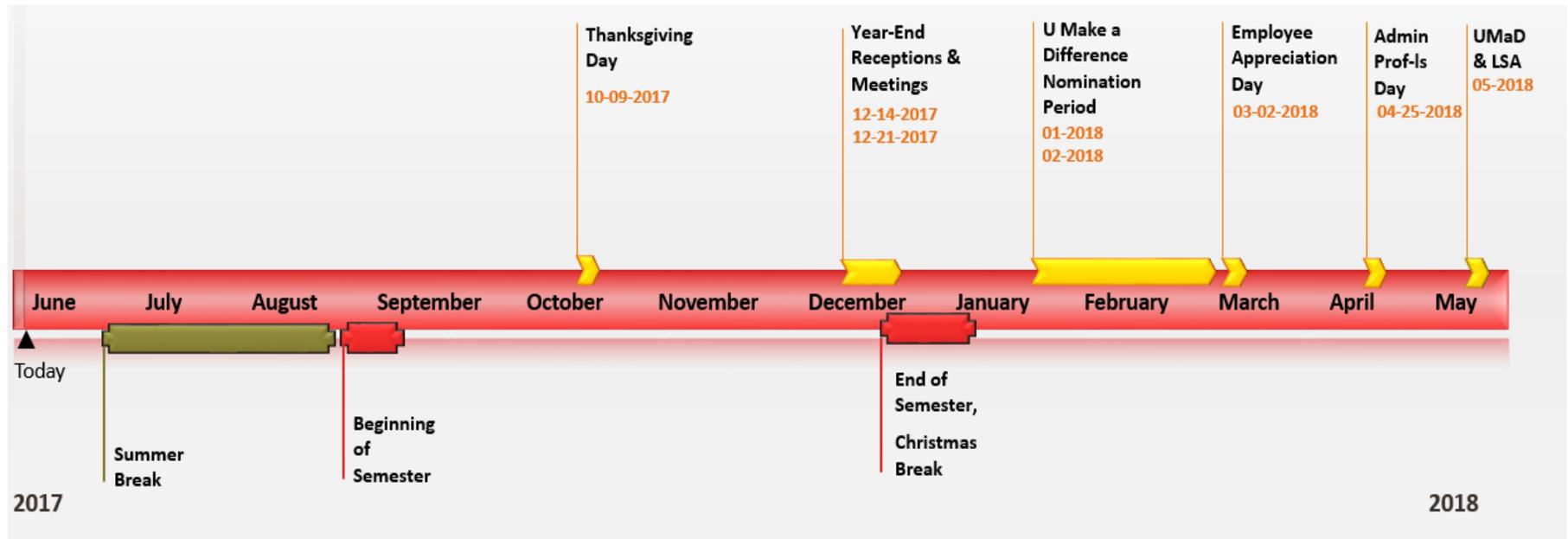
Different people appreciate different forms of recognition. Create a diverse recognition committee to ensure well-rounded approach to recognition. This will also decrease their individual time commitment and help build a recognition network in your area. Start with those who already show their passion for recognition by regularly recognizing their peers or being involved in a recognition program or practice. Add others to round out the committee.

Let the new committee select a representative to the [Employee Recognition Champions Network](#) to connect with other champions and recognition committees around campus. Recognition Champions are the university's employees who are committed to acknowledging the great work that is happening across campus to help improve recognition practices at the University of Calgary.

APPENDIX A – TIMELINE

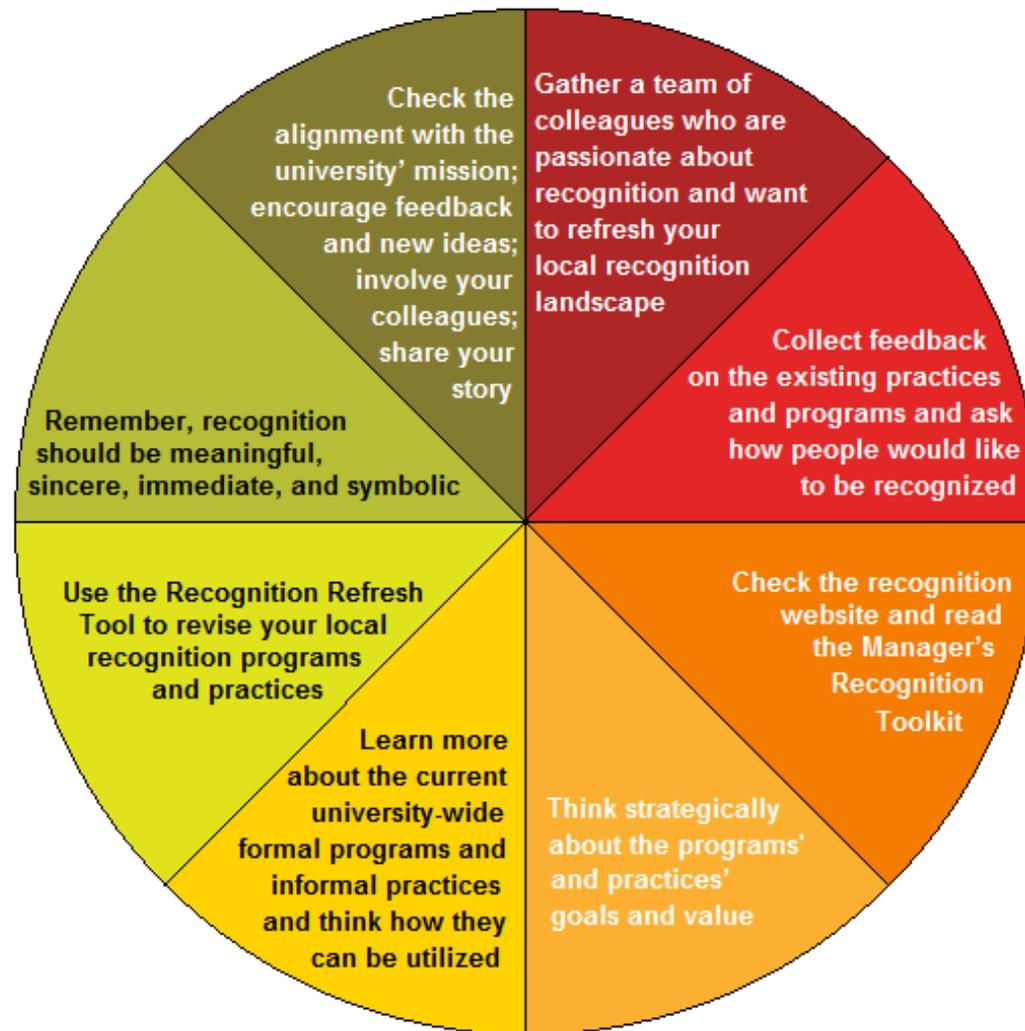
Consider the timeline below. Add your faculty/school/unit specific dates. For planning your events, avoid busy periods or periods of vacation and Christmas break.

Check the **Recognition Calendar** and a variety of tools at www.ucalgary.ca/recognition



APPENDIX B – PROCESS WHEEL

Plan your steps using the wheel below.



REFERENCES

Manager's Recognition Toolkit (2017). University of Calgary.

Recognition Professionals International (2017). <http://www.recognition.org>.