

# RECOGNITION TOOLKIT FOR SUPERVISORS, MANAGERS, AND LEADERS



PROMOTING A CULTURE OF RECOGNITION  
[ucalgary.ca/recognition](http://ucalgary.ca/recognition)

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# INTRODUCTION

“Appreciation can make a day – even change a life.  
Your willingness to put it into words is all that is necessary.”

– **Margaret Cousins**  
*Educationist*

Learn more about the  
award-winning UCalgary  
Recognition Strategy and  
its framework.

p. 4-8

Over the course of 2018, at different events and gatherings, the recognition team asked university employees what kind of recognition they would like to experience at UCalgary in the future. A word cloud was then created based on more than 80 responses – as shown on the front cover of this booklet.

Get to know your  
audience and learn more  
about the existing  
practices and programs.

p. 9-15

We hope that this Toolkit will help you succeed in recognition a key part of your teams as outlined in the word cloud. Leaders, managers, and supervisors can learn more about recognition at the University of Calgary and find their own way to build a culture of recognition in their units or teams.

Refresh your local  
recognition practices  
and foster new effective  
approaches.

p. 16-24

Additional tools and links on pages 23-24 will help managers practice effective recognition and build internal culture of recognition that will be meaningful for their local environment:

- Recognition checklist
- Employee recognition questionnaire
- Employee recognition profile template
- Recognition Refresh tool

## IMPACT OF RECOGNITION

“Employee engagement is the art and science of engaging people in authentic and recognized connections to strategy, roles, performance, organization, community, relationship, customers, development, energy, and happiness to leverage, sustain, and transform work into results.”

– David Zinger,  
Canadian Engagement Speaker, Educator, & Consultant

One of the best definitions of employee engagement describes it as “the level of an employee’s psychological investment in their organization.”<sup>1</sup> It highlights an employee’s emotional commitment to the organization and its goals. Employee engagement is interwoven with the most important organizational outcomes as a fundamental factor in employee effectiveness, motivation, productivity, innovation, safety, and retention<sup>2, 3, 4</sup>. Therefore, overall organizational performance depends

“The primary objectives of rewards & recognition programs are to increase employee engagement and create a positive work environment.”

- The Conference Board of Canada<sup>6</sup>

significantly on identification and utilization of the employee engagement drivers.

But how many employees are really engaged with their companies and the work they do? Aon, a global professional services firm, measures employee engagement for

more than 1,000 companies around the globe in more than 60 industries. Based on their 2018 Trends in Global Employee Engagement report<sup>5</sup>, starting from 2011, engagement in North America has been fluctuating from 60% to 65%<sup>i</sup>. In Canada, employee engagement in 2017 dropped by one point from 70% in 2016. However, the consultants see a sign of potential trouble as 11 of the 16 dimensions they measured fell, some of them significantly, while only 3 slightly improved.

One of the most effective ways to increase engagement is to respect and recognize employees both professionally and personally – build **a robust recognition culture in the workplace** by fostering various formal and informal recognition practices<sup>2,4</sup>.

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<sup>i</sup> - calculated as a sum of highly and moderately engaged employees.

A recent study by Dr. Kaufman et al. shows that employee recognition contributes up to 41% to the variation of engagement in the organization<sup>2</sup>. A study by Aon Hewitt named recognition the **top driver of engagement** globally in 2017<sup>7</sup>. Overall, employee recognition is currently seen as an **essential element of companies' total rewards strategies**<sup>8,9</sup>.

Recognition is also closely tied to respect in the workplace: according to the recent research from the Haskayne School of Business and London School of Economics

& Political Science, when employees regularly experience behaviours such as rudeness, being ignored or being put down, it can wreak havoc on their sense of belonging, feelings of embarrassment, and job insecurity<sup>10</sup>. These factors can lead to various physical symptoms, emotional exhaustion, and employee disengagement<sup>11</sup>.

What role do **managers** play? **Sandy Hershcovis**, lead researcher from the Haskayne School of Business, gives a great answer to this question: "it's important for management to regularly reinforce people's value to the organization..."<sup>11</sup> The 2015



D'Arcy Norman, Manager-Learning Technologies, nominated by Dr. Taylor, receives the Provost Star Award from Dr. Marshall, Provost & Vice-President (Academic)  
Photo by Penny Bardsley

"Nonmonetary recognition in the form of achievement awards and public acknowledgements are instrumental in increasing employee energies that lead to enhanced performance and innovations."  
• **Gergana Markova & Cameron Ford**  
"Is money the panacea?"<sup>16</sup>

Gallup's report "State of the American Manager" shows that managers account for as much as 70% of the variance in employee engagement scores<sup>12</sup>.

When managers and leaders recognize employees effectively, they reinforce the actions and behaviors they most want to see employees repeat<sup>13,15</sup>. Approximately 60% of best-in-class organizations emphasized the extreme value of employee recognition in **driving individual performance**<sup>14</sup>. Dr. Kaufman

et al. show that an additional **bonus of 5% of salary is less effective** at increasing employee performance and innovation than recognition<sup>2</sup>.

## MANAGER-TO-EMPLOYEE RECOGNITION

“An employee’s motivation is a direct result of the sum of interactions with his or her manager.”

– **Dr. Bob Nelson**  
*Organizational management consultant*

It is difficult to overestimate the impact managers have on their employees. The 2017 Conference Board of Canada report<sup>6</sup> outlined employees’ relationship with their managers as another top driver of engagement and highlighted the **growing role of manager-to-employee recognition** in teamwork and internal collaboration.

Numerous studies report manager-to-employee recognition to be **the most effective type of recognition**: recognition (with or without reward) coming from a manager is meaningful and motivating. Conversely, if employees do not feel that their leaders and managers recognize their efforts, it can negatively affect their effectiveness, morale, motivation, and retention<sup>17-19</sup>.

A majority of workers (67%) rated praise and commendation from managers as the top motivator for performance when they answered McKinsey Quarterly survey<sup>20</sup>. However,

“Employees who believe that management is concerned about them as a whole person, not just an employee, are more productive, more satisfied, more fulfilled.”

• **Anne Mulcahy,**  
CEO of Xerox Corporation in 2001-2009

it is essential for leaders and managers to have a clear understanding of **what really matters** to their employees and teams and how it affects their engagement<sup>21</sup>.

When managers strive to develop a culture of recognition in their teams across all levels of the university, they:

- Build morale by sending the message that employees are valued;
- Create a sense of strong, engaged community and One University Family;
- Increase employee motivation, engagement, and retention;
- Demonstrate and reinforce what is important to the university as it relates to the university’s values, goals, strategies, and competencies.

## RECOGNITION STRATEGY

“Recognition and rewards programs that do not align with overall corporate strategies are usually looked at as an expense instead of an investment.”

– *The Incentive Marketing Association’s Recognition Council*

In 2013, understanding the key role of recognition in employee engagement, the University of Calgary formed the cross-disciplinary **Employee Recognition Steering Committee** to guide the development, implementation, and ongoing review of employee recognition.

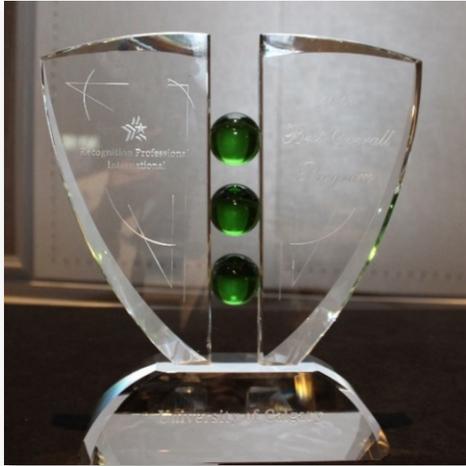
In 2014, the **Employee Recognition Strategy** was developed to provide best practice recognition programs, education, and communication, which support an organizational culture of personal and meaningful recognition experiences for all staff. The **Recognition Strategy goals** were designed to complement and further the Eyes High Strategy and are in line with the University of Calgary Strategic Goals.

The strategy was created with an initial implementation period of 2014-2017. After the initial implementation period was completed, the Recognition Strategy was refreshed in 2018 to comply with organizational transformation, development, and priorities (read more at [ucalgary.ca/recognition/strategy](http://ucalgary.ca/recognition/strategy)).

The UCalgary’s Employee Recognition Strategy **guiding principles** are:

- Recognize excellence in teaching, learning, research, and service to the university and the broader community.
- Recognize individual and team behaviors and achievements that support the strategic goals and core values of the university.
- Be fair, transparent, meaningful, and simple to administer.
- Recognize contributions at all levels.
- Promote positive and respectful behaviors in the workplace.
- Help build the sense of One University Family.

UCalgary continues to be *a pioneer in the strategic development* of an employee recognition culture within North American Post-Secondary Institutions. In 2015-2017, the development of the recognition culture provided supportive linkage to



both internal (e.g., 2015-2017 Employee Engagement Surveys, Energizing Eyes High process) and external (e.g., Alberta’s Top 70 Employer award, Work-Life Seal of Distinction, Excellence Canada’s Mental Health at Work – Bronze certification) metrics.

In 2018, the University of Calgary Employee Recognition Strategy and program were awarded top honours at the Recognition

Professionals International<sup>ii</sup> Annual Conference in Nashville, USA (see the trophy above). The UCalgary Recognition program was selected for the *2018 Best Recognition Program Award* for using a considered approach to recognition, which has been evolving since 2013<sup>22</sup>. “Judges were impressed with the way UCalgary embraced the process of creating a recognition strategy that aligned with the university’s strategic plan and values,” Recognition Professionals International said in a press release issued May 11<sup>23</sup>.

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<sup>ii</sup> - Recognition Professionals International is a professional association which promotes the role of human resources as a profession, and provides networking, education, and certification in workplace recognition<sup>3</sup>.

## RECOGNITION FRAMEWORK

“No matter which type of recognition program organizations have in place, if employees are not being recognized in a way that is valued by them, the recognition is less meaningful.”

– *The Conference Board of Canada*<sup>6</sup>

The recognition framework at the University of Calgary includes three hierarchical dimensions<sup>24</sup>: everyday practices, informal programs and practices, and formal recognition programs.

**Everyday Recognition** is the foundation of the recognition framework and the most important aspect of developing an organizational culture of recognition.

Everyday recognition practices help recognize the contributions of others in their daily work through verbal praise, emails, letters, print cards and eNotes, small tokens of appreciation, and tweets using **#UCalgaryRecognition**. Ask yourself whom you can thank today and utilize every recognition moment!

**Here are general guidelines for managers on recognition best practices:**

- All employees should be eligible to receive recognition.
- Recognition should be immediate, meaningful, and offered in abundance.
- Recognition acknowledges patterns of behavior that support University of Calgary values.
- Team recognition helps build cooperation and collaboration and improve communication.
- We are all responsible for recognizing each other’s efforts and sharing sincere, meaningful messages of gratitude and appreciation with our colleagues.
- Employees who recognize others should also be recognized.

**Informal Recognition** follows the “common sense” approach to employee recognition; it refers to the many ways in which supervisors, managers and leaders can demonstrate their appreciation of a job well done or of a specific behavior or activity that they want to reinforce. It can be used more often than formal

**Ready to start with a new informal practice? Create a personalized script for either one-on-one recognition or a larger event using the templates at [ucalgary.ca/recognition](http://ucalgary.ca/recognition)**

recognition to acknowledge contributions of individuals, teams, and groups and requires low to medium investments<sup>24</sup>.

When implemented correctly, informal recognition delivers great results. This incentive helps leaders and managers improve employee performance, productivity, and motivation; increase self-respect and confidence; recognize personal achievement, and open channels of communication.

This type of recognition allows for numerous ways or approaches to demonstrate to an employee or a team that their work and efforts have been appreciated. The best practices of informal recognition are symbolic, meaningful, individualized, spontaneous, and consistent:

- **Town Hall Meetings**

Meetings on a different scale can be used to acknowledge individuals, teams, or organizational success, recognize milestones, and discuss various achievements. Share information about your team, department, or organizational activities, increasing employee awareness and understanding.

- **Professional and Team Building Days**

Professional Days are great reminders to be thankful for the people who work so hard in their area of expertise. You can plan a Team Building event, meeting, or potluck to mark this day. Some examples of Professional Days include, but are not limited to, Admin Professionals Day (the last Wednesday of April) or International Nurses Day (May 12<sup>th</sup>). Based on your area's portfolio, you can celebrate international days as your professional days, e.g., Theatre Day, Philosophy Day, Environment Day, etc. And, of course, you can consider the International Day of Happiness founded by the United Nations in 2012!

- **Career Milestones Celebration**

Career Achievement celebrations honour an individual’s great work over time. It is a great opportunity to deliver personal, meaningful recognition.

A monthly event can be planned in your area to celebrate both birthdays and years of service. A template on the recognition website will help you create a meaningful event or send a Service Milestone Letter.



Grace Li, Analyst-Retirement Program, with a memento created by her colleagues for her 10th-year anniversary  
*Photo by Rebekah Jarvis*

- **Special Goals Achievement**

When your faculty, school, or unit have won an external award or fundraising goals are met, it means a wonderful reason to celebrate success. The form of recognition may vary from a Town Hall meeting, a Team Building day to a special potluck event. A template on the recognition website will help you create a meaningful event.

- **Informal Tours of the University’s Assets**

Additional meaningful no- or low-cost options for recognizing employees can come from utilizing the university’s existing resources. These can include access to various functional and research areas through site tours and tickets for events on campus. Besides meaningful employee recognition, this can help foster university pride thereby further increasing employee engagement.

*“Everything we enjoy is the result of somebody’s hard work.”*

- **Isadora Mok-Kulakova**  
*Team Lead, Taylor Institute,  
2016 U Make a Difference recipient*

- **Development Programs**

Informal recognition can be delivered in the form of development programs. Support and encourage employees to use Tuition Support benefits, recognize their learning and development as an approach to increasing engagement, professional growth, and movement within the organization. As a form of recognition, invite MaPS and Support Staff to participate in local conferences and seminars supporting the Academics they work with.

- **Employee Appreciation Day**

On the first Friday of March, organizations and employees across Canada celebrate Employee Appreciation Day – a day dedicated to recognizing and appreciating the



Employee Appreciation Day celebration at the Haskayne School of Business  
Photo by Iryna Leonova

hard work and contributions of your colleagues and peers! Established in 1995, Employee Appreciation Day focuses the attention of all the employers and managers in all industries on employee recognition.

In 2017, the Haskayne School of Business was the first area at the University of Calgary that celebrated this day school-wide. “It does not have to be bombastic – whatever your environment’s culture is, identify it and use it for recognition with the support of

leadership,” the HSB Staff Recognition Committee says<sup>25</sup>.

- **Local Semi-formal and Informal Recognition Programs**

The diversity of the University of Calgary influences its strength and productivity and enriches teaching, research, and community involvement. Every area is different having a specific local landscape, scope of work, and background.

There are a variety of semi-formal and informal recognition programs and practices across the campus to satisfy diverse needs of the university's population, e.g., "Shout Out" at the Schulich School of Engineering or "Pop Up Recognition" at the Haskayne School of Business.

**Interested in refreshing your existing recognition practices? The Refresh Recognition Tool will help you do it in the most effective way.**

[ucalgary.ca/recognition](https://ucalgary.ca/recognition)

**Formal Recognition** consists of structured programs which support organizational strategic goals. Formal recognition usually requires substantial costs for annual recognition events. All employees can participate in this kind of recognition; however, not more than 20-24% of employees are recognized annually through this dimension<sup>24</sup>.

“The majority of respondent organizations (89%) have some type of formal rewards and recognition program in place.”

- **The Conference Board of Canada**<sup>6</sup>

The university provides all members of the community the opportunity to formally recognize each other's efforts. “I think honoured is the right word to describe how it felt to be nominated for

the award,” says Dr. Marc Strous, CAIP Chair in Energy Bioengineering in the Faculty of Science and a 2018 U Make a Difference award recipient. “It’s really heartwarming when people make that effort for you.”<sup>26</sup>

The UCalgary supports a number of different university-wide and faculty-specific formal programs, which are based on the university’s mission and core values:

- **U Make a Difference Awards**

The program recognizes individuals and teams who exemplify excellence and the ability to reach beyond the expected to "Make a Difference" in our university community through their performance, commitment, and service making the university a great place to learn and work.

“The Recognition Awards recipients and nominees have each used their talents to promote the extraordinary in our campus culture, programs and research,” said President McCauley at the 2019 reception. “Every member of our university family has something important to contribute, so it’s essential that we celebrate these achievements and support professional fulfillment through development, innovation and entrepreneurial thinking.”<sup>27</sup>



Sabrina Anderson, Graduate Program Administrator, receives the U Make a Difference Award from Dr. McCauley, President and Vice-Chancellor  
*Photo by Riley Brandt*

- **Order of the University of Calgary**

The award was developed in 1994 as a result of a suggestion which came forward from the Senate. This is a prestigious award recognizing exemplary and distinguished service to the university. It includes, but are not limited to, current or former faculty, staff, alumni, and volunteers. Nominations are accepted year round.

- **Teaching Awards**

This program recognizes teaching excellence by individuals and groups, in diverse learning contents, through curriculum design, educational leadership, and experiential learning. It is a distinguished honour for a member of the university community.

Awards are presented at a high-profile Celebration of Teaching event hosted by the provost. The recipients' names are added to a wall of honour in the Taylor Institute for Teaching and Learning.

- **Long Service Awards and President's Reception**

The Long Service Awards program acknowledges the dedication of faculty and staff who have reached a service milestone of 15 or 25 years. An annual President's Reception is held each fall for University of Calgary employees who have reached 15 or more years of service and for those who have retired from the University of Calgary.

- **Sustainability Awards**

The annual event celebrates individuals or groups that are contributing to research and education for sustainability, leading the way in daily campus activities, advancing the social, environmental, and economic dimensions of sustainability in the governance and operations practices. Seven unique award categories showcase and honour how students, faculty and staff are contributing to the goals of the UCalgary Institutional Sustainability Strategy and furthering university's commitment to sustainability excellence.

*"Recognition is not a scarce resource.  
You can't use it up or run out of it."*

- ***Susan M. Heathfield***  
*Human Resources Expert*

- **Internationalization Achievement Awards**

Internationalization permeates everyday activity across campus, whether it is

“I am grateful that the university has focused on recognition and culture, and that we have a responsive middle layer of leaders ready to accept and advance that focus.”

- **Dr. Jackie Sieppert**  
*Dean, Faculty of Social Work*  
*2018 U Make a Difference recipient*

teaching, learning, research, communication, or community engagement. University of Calgary International recognizes 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.

- **Arch Awards**

These awards represent the highest honor given by the University of Calgary Alumni Association. “This university provides a space for people to thrive and to make connections that are lifelong,” said social work scholar Betty Bastien, BSW’80, MSW’86, when accepting her Alumni Achievement Award. “It’s a place to stand confident and passionate, and to be able to make a difference in people’s lives.”<sup>28</sup>

- **Risk Shining Stars**

Since 2014, the Risk portfolio has been hosting Safety and Wellness Week to highlight the importance of building a positive health and safety culture on campus.

The week kicks off with the Risk Shining Stars Recognition Event, where nominated individuals were recognized for their outstanding contribution to risk programs at the university.



Satnam Dhanda, Specialist, Electronic Security Systems, receives the Risk Shining Star Award from Linda Dalgetty, Vice-President (Finance & Services)  
*Photo by Christine Creswell*

# EFFECTIVE MANAGER-TO-EMPLOYEE RECOGNITION: HOW-TO

“To excel as a manager, to turn your people’s talents into productive, powerful strengths, requires an additional all-important ingredient... The all-important ingredient is individualization.”

– *M. Buckingham, D. Clifton*  
“*Now, Discover Your Strengths*”

Manager-to-employee recognition is a powerful tool: when done effectively, employees are able to see a direct connection between their performance and the reward<sup>18</sup>. Often leaders and managers face many challenging questions thinking about employee recognition in terms of its frequency and approaches. Modern studies will help to answer these questions:

- **Consider your audience**

Multigenerational workforces have different characteristics to consider in terms of employee recognition<sup>29,30</sup>. Based on a Statistics Canada report<sup>31</sup>, in today’s workforce three major generations work side-by-side: Baby Boomers, Generation X, and Millennials.

<b>Baby Boomers</b>	born 1946-1964
<b>Generation X</b>	born 1965-1980
<b>Millennials</b>	born 1981-2000

Generational experts believe **Baby Boomers** are more idealistic than Generation X and Millennials.

They appreciate formal recognition in front of teams or groups; they look for promotions, peer recognition, more responsibility and greater formal respect. Interesting experience, volunteerism, and recognition from the executives are the most important rewards for Baby Boomers<sup>30</sup>.

Experts describe representatives of **Generation X** as a more independent population, which enjoys teamwork less than others. They prefer to be recognized privately or in small groups and without fanfare; they value personal development, opportunities to build their skills and work-life balance. This generation is more committed to the environment; thereby “green” rewards might be appropriate<sup>29,30</sup>.

**Millennials** are the first “digital” generation; they cannot imagine life without the Internet and social networks: it is important to them to post pictures, share

“You cannot manage what you don’t understand. You won’t be able to manage outside of your generation unless you can see through all of generational lenses.”

• **Tammy Hughes**  
*CEO Claire Raines & Associates*

meaningful events and thoughts. Millennials prefer to be recognized publicly; however, they want it with less formality and more frequency than Baby Boomers<sup>29, 30</sup>. A quick “thank you” is not enough for them, as they need

more specifics. Millennials want to receive awards, certificates, and to contribute to the community<sup>30</sup>. By 2020, Millennials will comprise about half the workforce.

- **Think what your employees really want**

Some managers think that employees most want to be recognized with cash compensation. However, studies show that 44% of employees want to be recognized with non-cash incentives, 17% prefer to be recognized with a symbolic award, 45% with written praise and 49% with verbal praise<sup>32</sup>.

- **More does not mean better**

Employees have different expectations about the frequency of recognition: based on Dr. T. Kaufman et al. study<sup>2</sup> only 8% of employees expect to be recognized multiple times per week. Majority of employees (62%) expect to be recognized between once a month and once a year. They believe that high frequency takes too much time and becomes disingenuous, while lower frequency of recognition motivates and can be delivered in a unique and special way<sup>2</sup>.

- **Refresh it regularly**

Recognition programs, initiatives and approaches have a certain lifecycle: one day they need to retire. Recognition programs hit their peak of effectiveness after they have been in the workplace between 3 and 10 years<sup>33</sup>. This principle works not only for the major scale programs but also for a variety of informal recognition events in smaller groups or



Photo by Riley Brandt

teams: they need to be regularly reframed, refreshed or organized by different employees.

- **Encourage peer-to-peer recognition**

Sometimes it can be challenging for leaders and managers to create an environment of employee recognition due to both financial constraints and lack of information regarding the needs of each employee, especially on larger teams. By encouraging peer-to-peer recognition, managers can leverage this meaningful and impactful tool to build the internal culture of recognition. Many faculties and units in all corners of the university have started their own unique recognition committees to ensure a well-rounded, intentional approach to recognition.



*Photo by Don McSwiney*

- **Appreciate diversity**

Our community is diverse and you need to identify the ways that are important for different individuals, groups, and teams.

- **Check U Matter website for updates**

UMatter website was created to host numerous tools, resources, and information for all three dimensions of recognition at the university. On the website, you can:

- Find information about formal recognition events at UCalgary
- Download a U Make a Difference nomination form to nominate your employees and colleagues;
- Order recognition print cards or send a recognition eNote;
- Download Service Milestones Letters templates and find new ideas for a career milestones celebration;
- Prepare recognition-related speaking notes or/and presentation;
- Read news and announcements, recognition guidelines, policies and regulations, and the Recognition Refresh Tool.

# THE UNIVERSITY'S RECOGNITION, RESPECT AND ENGAGEMENT BEST PRACTICES

“Leadership commitment and infrastructure are a required foundation for successful recognition best practices.”

– *Lynn Taylor*  
*Professor, University of Calgary*

Representatives from some faculties/units with the highest or most-improved Recognition & Respect scores (i.e., favourable satisfaction percentages) from the 2015 and 2017 Engagement Surveys were interviewed to capture and to codify replicable practices, with the intent to disseminate to other university areas. The best trends in respect and recognition practices and approaches at the university are listed below.

## Ongoing professional development as recognition:

- Support and encourage employees to use Tuition Support benefits: recognizing their learning and development as an approach to increasing engagement.
- As a form of recognition, invite MaPS and Support Staff to participate in local conferences and seminars supporting the Academics they work with.
- Support employees in their professional growth and movement within the University of Calgary.
- Coach and develop leaders to build strong "soft" skills including effective recognition skills.

## Recognition through involvement in decision-making:

- Support and recognize participation in a variety of committees (Social, Engagement, Well-Being, Sustainability, etc.) by a variety of your employees.
- Involve employees in peer-to-peer recognition and encourage internal and external award nominations.
- Ask employees for feedback, ideas and suggestions.
- Encourage questions and follow-up.

- Involve a diverse representation of employees in decision-making through consultations, discussions, and planning processes; share final decisions while recognizing employee involvement.

#### **Recognition through information sharing:**

- Share information about team/department activities, increasing employee awareness and understanding; use different communication mediums.
- Hold regular 1-on-1s with all direct reports at least every 2-3 weeks.
- Dialogue and converse with employees.

#### **Recognition informed by employees' interests and goals:**

- Show interest in your employees by seeking to understand their priorities and values, using this knowledge to inform personal and meaningful recognition.
- Demonstrate your awareness and interest in employees' goals and their professional development.
- Set goals with employees that are not only SMART but also inspiring.
- Support your employees' work-life balance.

#### **Recognition through team celebrations:**

- Celebrate professional and personal milestones (e.g. lunches, potlucks, etc.).
- Involve employees in planning team meetings and social gatherings.
- Celebrate both new employees and those who are leaving the team or organization.
- Be inclusive in your recognition and celebrations, and remember the quiet, individual contributors.

## RECOGNITION GUIDELINES, POLICIES AND REGULATIONS

Prior to making recognition-related purchases, familiarize yourself with the University of Calgary policies and procedures regarding expenses. The Supply Chain Management website has the following documents available:

- Travel and Expense Reimbursement Handbook

Please refer to section 4.2 Gifts, Donations & Sponsorships, p. 34.

[ucalgary.ca/finance/files/finance/ap-travel-and-expense-reimbursement-handbook.pdf](http://ucalgary.ca/finance/files/finance/ap-travel-and-expense-reimbursement-handbook.pdf)

- Gifts Expense Procedure

[ucalgary.ca/policies/files/policies/Gifts Expense Procedures.pdf](http://ucalgary.ca/policies/files/policies/Gifts%20Expense%20Procedures.pdf)

It is also important to be aware of the Canada Revenue Agency regulations regarding gifts, awards and social events. The following documents will provide information on social events, long service awards and limitations for gifts and rewards. Because these can often be considered as taxable benefits, we want to ensure we are consistent in application of the rules and regulations.

Gifts and Prizes through Social Committees:

[cra-arc.gc.ca/gifts](http://cra-arc.gc.ca/gifts)

Social Events and Hospitality Functions:

[canada.ca/en/revenue-agency/services/tax/businesses/topics/payroll/benefits-allowances/gifts-awards-social-events/gifts-awards-outside-policy.html#sclvnts](http://canada.ca/en/revenue-agency/services/tax/businesses/topics/payroll/benefits-allowances/gifts-awards-social-events/gifts-awards-outside-policy.html#sclvnts)

## ASSISTANCE, COMMENTS AND CONSULTATIONS



**CONTACT US AND  
SHARE YOUR STORY!**

**University of Calgary**  
Human Resources – Total  
Rewards. Email at  
[recognition@ucalgary.ca](mailto:recognition@ucalgary.ca)  
or contact the Human  
Resources Advisor for  
your unit or area

## TOOLS

All templates are available on [ucalgary.ca/recognition](http://ucalgary.ca/recognition).

### 1. Manager's Recognition Checklist

Actions	In Progress	Completed
Visit the university's recognition website at <a href="http://ucalgary.ca/recognition">ucalgary.ca/recognition</a> to understand what employee recognition means at the UofC		
Review the Manager's Recognition Toolkit & the Recognition Refresh Tool		
Find a Recognition Champion in your area or encourage one to join the Employee Recognition Champions Network		
Review criteria for different formal recognition programs and identify your employees or teams worthy of nominations		
Determine your employees' upcoming career milestones & prepare Milestone Letters using the templates at <a href="http://ucalgary.ca/recognition">ucalgary.ca/recognition</a>		
Review your informal recognition practices and "refresh" them using the templates and tools at <a href="http://ucalgary.ca/recognition">ucalgary.ca/recognition</a>		
Discuss recognition and various practices at UCalgary with your team		
Initiate a discussion of a peer-to-peer recognition with your team		
Create employee recognition profiles for your team using templates on the U Matter website		
Regularly check the U Matter website for news and updates		
Share your best practices or ask for support by emailing at <a href="mailto:recognition@ucalgary.ca">recognition@ucalgary.ca</a>		

### 2. Employee Recognition Questionnaire

Download the full document at [ucalgary.ca/recognition/files/recoqniton/recoqniton-questionnaire.pdf](http://ucalgary.ca/recognition/files/recoqniton/recoqniton-questionnaire.pdf)

### 3. The Recognition Refresh Tool

Download the full document at [ucalgary.ca/recognition/files/recoqniton/2018-the-recognition-refresh-tool.pdf](http://ucalgary.ca/recognition/files/recoqniton/2018-the-recognition-refresh-tool.pdf)

#### 4. Employee Recognition Profile

 <b>UNIVERSITY OF CALGARY</b>		<b>Employee Recognition Profile</b>
Employee Name: _____		
Position: _____		
Type of Employment: _____		
Faculty/School/Unit: _____		
Department/Team: _____		
<i>Prefer to be recognized</i>	<input type="checkbox"/>	Publicly
	<input type="checkbox"/>	Privately
	<input type="checkbox"/>	No Preference
<i>The most valuable recognition is given by</i>	<input type="checkbox"/>	ELT/SLT
	<input type="checkbox"/>	Managers
	<input type="checkbox"/>	Peers
	<input type="checkbox"/>	No Preference
<i>Like to be recognized for</i>	<input type="checkbox"/>	Career milestones
	<input type="checkbox"/>	Tasks completed
	<input type="checkbox"/>	Teamwork
	<input type="checkbox"/>	Skills and competencies
	<input type="checkbox"/>	Personal milestones
	<input type="checkbox"/>	Other (specify)
<i>Dislike to be recognized for</i>	<input type="checkbox"/>	Personal events
	<input type="checkbox"/>	Personal milestones
	<input type="checkbox"/>	Other (specify)
<i>Meaningful forms of recognition</i>	<input type="checkbox"/>	Professional development
	<input type="checkbox"/>	Additional responsibilities
	<input type="checkbox"/>	Verbal acknowledgement
	<input type="checkbox"/>	Written acknowledgement
	<input type="checkbox"/>	Team celebration
	<input type="checkbox"/>	Service letters
	<input type="checkbox"/>	Other (specify)
<b>Important dates:</b>		
Beginning of employment: _____		Birthday: _____
<b>Areas of professional &amp; personal interests, hobbies:</b>		
<b>Notes:</b>		

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## Notes





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