

**REPORT OF THE
DEPARTMENT OF PERSONNEL AND TRAINING ON**

**The Feasibility of
Establishing a Commonwealth
Employee of the Year Award**

**TO THE GOVERNOR AND
THE GENERAL ASSEMBLY OF VIRGINIA**



HOUSE DOCUMENT NO. 55

**COMMONWEALTH OF VIRGINIA
RICHMOND
1994**



COMMONWEALTH of VIRGINIA

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December 1, 1993

Dear Governor Wilder and Members of the General Assembly:

The 1993 General Assembly, in House Joint Resolution 596, requested the Department of Personnel and Training to study the feasibility of establishing a "Commonwealth Employee of the Year" award to recognize annually a state employee who is a role model for fellow employees and who excels in the performance of his or her duties.

Enclosed for your review and consideration is the report prepared in response to this resolution.

Respectfully submitted,

A handwritten signature in cursive script that reads "Dorthula H. Powell-Woodson".

Dorthula H. Powell-Woodson

/etc

Enclosure

cc: The Honorable Ruby G. Martin
Secretary of Administration

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EXECUTIVE SUMMARY

House Joint Resolution 596 (1993) directed the Department of Personnel and Training (DPT) to determine the feasibility of establishing a "Commonwealth Employee of the Year" award to recognize annually a state employee who is a role model for fellow employees and who excels in the performance of his or her duties.

The concept of acknowledging and expressing appreciation for outstanding achievements made by a state's employees is well-established. At least 25 states have implemented successful and effective statewide programs to recognize exemplary employees, and although the states vary in their approaches, the intent is always the same--to improve the efficiency, productivity and morale of the state's workforce. The states report that the positive results generated by these recognition programs (i.e., improved morale, productivity, etc.) have a direct influence on how state government operates, as the quality of state government depends upon the quality of its workforce.

The majority of states with employee recognition programs, such as "employee of the year" or awards for excellence, use a committee to select the award recipients. Such a committee generally makes its decisions based upon nominees' work performance, dedication and commitment, length of state service and efforts resulting in monetary savings to the state. Nominations are received, in a majority of the states, from state agency heads. To ensure that all state employees perceive the award or recognition to be attainable, most states bestow their highest honor upon more than one individual. For example, Maryland annually gives eight "Most Valuable Employee Awards," while North Carolina recognizes approximately six to seven exemplary employees with the "Governor's Award for Excellence."

According to those states which have implemented recognition programs, the award may be either monetary or nonmonetary. Fifteen of the 25 states with a recognition program reported giving nonmonetary awards such as plaques, certificates of recognition, and jewelry. The remaining ten states provide cash awards to recipients, ranging from \$200 to \$2,000. Also, 23 of the 25 states hold a special awards ceremony to honor the winners. These ceremonies normally are held at the statehouse with the Governor presenting the awards.

In an effort to assess the need and desire for a statewide recognition program in the Commonwealth, the Department of Personnel and Training surveyed 118 state agencies and entities, requesting input on the necessity and feasibility of implementing such a program in Virginia. Of the 73 respondents, 50, or approximately 68 percent, favored implementation of a statewide

award program to recognize exemplary employees. The overwhelming majority of respondents also stressed the need to provide multiple awards, as opposed to a single "employee of the year" award.

Responding state agencies also indicated that a selection committee should choose the winners from nominations submitted by managers, rather than by agency heads or cabinet secretaries. Selection by peers also was suggested by a number of agencies. Criteria for selection, according to the agencies, should be primarily work performance of employees. Other factors to be considered should be dedication, leadership, and productivity or monetary savings to the Commonwealth. Agencies strongly opposed using length of service as a criterion, contending that it was not an accurate indication of performance, productivity, or dedication.

To emphasize the importance and prestige of these awards, the majority of state agencies indicated that a special awards ceremony should be held at the Capitol with the Governor in attendance. In addition, it was the consensus that the award winners should receive both a cash award of up to \$1,000 and three to five days of paid leave.

Recognizing the importance of acknowledging exemplary employees, a number of state agencies already have implemented employee recognition programs such as "employee of the month or year." For example, the University of Virginia Hospital, the Virginia Employment Commission, the Department of Social Services, the Department of Health, the Department of Corrections, and the Department of Agriculture and Consumer Services are a few of the agencies which have established such programs.

Based upon the information received from other states and Virginia state agencies, a program to recognize and thank exemplary employees publicly would be beneficial. Accordingly, to realize some of the benefits of these programs, the Commonwealth should consider implementing a program such as the "Commonwealth Employee(s) of the Year" or the "Commonwealth's Award for Excellence."

In conclusion, an annual statewide employee recognition program which acknowledges a number of exemplary employees for their dedication, performance and service to the Commonwealth and its citizenry would be beneficial to the Commonwealth as a means of improving the efficiency, productivity and morale of the workforce.

I. INTRODUCTION

The 1993 Session of the General Assembly enacted House Joint Resolution 596 which requested that the Department of Personnel and Training (DPT) study the feasibility of establishing a "Commonwealth Employee of the Year" award to recognize annually a state employee who is a role model for his or her fellow employees and excels in the performance of his or her duties (see Appendix A).

II. BACKGROUND

The Commonwealth currently has two award programs: Awards for Length of Service (see Appendix B), and Employee Recognition Programs (see Appendix C).

Also, in 1985, the Commonwealth established the Employee Suggestion Program (ESP) to use employees' suggestions to improve operations of government and to share the benefits of these ideas with suggesters through monetary and nonmonetary awards.

An understanding of these current programs is helpful in assessing the feasibility of establishing a "Commonwealth Employee of the Year" award. A discussion of these existing programs follows.

A. Awards for Length of Service

State personnel Policy 1.10, Awards for Length of Service, establishes a program to recognize and award Executive Branch employees for their length of service to the Commonwealth. Under this policy, agencies recognize eligible employees by giving an award for each five year increment of state service. Awards consist of a certificate after the completion of five years of service and a certificate and piece of jewelry after ten years of service, and for every five years of service thereafter.

Agencies may hold award presentation ceremonies during work hours to recognize these employees. However, expenses incurred for these ceremonies must be in accordance with Department of Accounts policies. Agencies also are required to retain records related to expenditures of such programs.

B. Employee Recognition Programs

State personnel Policy 1.20, Employee Recognition Programs, encourages state agencies to develop "Employee Recognition Programs" to acknowledge and recognize the contributions of their

employees to the efficient operation of state government. Employee recognition programs are intended to instill agency pride, build employee morale, improve employee efficiency and acknowledge employees' outstanding contributions to their agencies. All employees, including wage or temporary employees, are eligible for employee recognition awards.

Under this policy, agencies may implement programs providing for several different types of recognition, such as:

- ♦ awards which encourage employees to recognize their association with their agency, develop and foster employees' pride in their agency and/or develop and foster teamwork and spirit among agency employees, such as awards for years of continuous service within the particular agency and awards for exemplary attendance;
- ♦ awards which recognize employees for contributions to the agency beyond those identified in their job description and performance plans, such as awards for increased productivity and awards for effecting new programs or work methods within the agency;
- ♦ awards pursuant to programs designed to increase employees' efficiency by creating opportunities to practice job-related skills in a competitive environment, such as contests which display employees' skills in operating equipment or handling materials and team competition within an agency's work units; and
- ♦ annual or semi-annual agency-wide awards or organizational unit awards to acknowledge overall improvement, performance, appreciation or other achievements; e.g., agency employee appreciation day.

Only nonmonetary awards with a value of \$25.00 or less (per award) may be given as agency recognition awards. Items commonly given by agencies as awards include:

- plaques, trophies or certificates;
- pencils, pens, cups or coffee mugs;
- caps, t-shirts, or sweatshirts;
- agency lapel pins or buttons; and
- gift certificates or tickets to attractions and events.

As with awards for length of service, agencies may hold awards presentation ceremonies during work hours.

C. The Employee Suggestion Program (ESP)

The ESP is a program for employees to share their ideas concerning the improvement of their agency's or the state's

efficiency and productivity. DPT administers the program by receiving suggestions, monitoring evaluations, and approving the issuance of awards. All state agencies participate in the program by evaluating suggestions, recommending which suggestions should be adopted, and determining the appropriate award. All employees whose suggestions are adopted and implemented receive certificates of recognition from the Governor and may become eligible for cash awards or additional time off from work with pay.

If an adopted suggestion results in measurable dollar savings to the Commonwealth, the suggester will receive awards as depicted in Figure 1.

Figure 1

Awards for Virginia's Employee Suggestion Program

<u>Amount of Net Annual Savings</u>	<u>Awards</u>
\$20,000 or more	\$5,000 plus 1% of amount over \$20,000
\$19,999 to \$501	25%
\$500 to \$101	25% or 1 day of leave
\$100 or less	None

If an adopted suggestion results in intangible benefits to the Commonwealth, one to three days of paid leave is awarded based on the calculated impact of the suggestion. For suggestions determined to have extraordinary impact for the Commonwealth, the Governor may authorize awards exceeding these limits.

In 1992, ESP received 464 suggestions from state employees, resulting in an estimated savings of \$626,200.00 for the Commonwealth. Of the total number of suggesters, 26 received cash awards, 46 received paid time off from work and 17 received certificates of appreciation.

III. EMPLOYEE OF THE YEAR PROGRAMS IN OTHER STATES

To determine the feasibility of implementing an "employee of the year" award program, other state governments were contacted (see Appendix D). DPT surveyed 49 states and the District of Columbia to determine which, if any, had implemented an "employee of the year" award or similar award program (see Appendix E). Of the 43 states and the District which responded, 25, or 56.8 percent, have established a program to recognize an outstanding employee, with 22 states recognizing outstanding employees on an annual basis.

According to the survey, the type of award given to the exemplary employee can be either monetary or nonmonetary. Fifteen of the states that reported having an exemplary employee award program, or 34.1 percent, give nonmonetary awards, while the remaining ten states give cash awards, ranging from \$2,000 in Delaware to \$200 in Maryland.

A majority of the states with programs (23 of the 25) hold a special awards ceremony to honor their exemplary employee(s). For example, North Carolina, Delaware, Maryland, Missouri and Hawaii each hold a special awards ceremony for recipients at their respective statehouses.

The selection process for employee of the year is accomplished in a number of ways by the different states. While the majority of states with programs use a committee to select the award recipient, three states allow the cabinet secretaries to make the selection and one state has selection by peers. In West Virginia, all state workers vote via ballot for their choice for employee of the year.

Also, although the employee of the year is required to be an active state employee in 24 of the 25 states with such programs, one state, North Carolina, allows employees to be recognized posthumously.

Some of the factors which selection committees consider in making the award are in order of importance: work performance, dedication and commitment, length of state service, and efforts resulting in monetary savings to the state.

Because all states with programs indicated that their programs had been in existence for a number of years, each was asked to rate the effectiveness of its outstanding employee program. The majority of the states (14) indicated their programs were very effective in improving the morale of the state's workforce. Ten states reported that their programs were somewhat effective, and only one state indicated that its program was not effective.

The survey revealed that a number of states have developed successful employee of the year or employee recognition programs. These programs are effective and well-established and could serve as models to the Commonwealth if it were to implement such an employee recognition program. A number of the more successful programs are discussed in Appendix F.

IV. DISCUSSION OF A COMMONWEALTH EMPLOYEE OF THE YEAR PROGRAM

To assess the need and desire for a statewide employee recognition program such as the Commonwealth Employee of the Year, DPT surveyed all Executive Branch agencies, requesting input on the necessity and feasibility of implementing such a program (see Appendix G).

Of the 118 agencies surveyed, 73 responded with their comments concerning the Commonwealth's implementation of such an award program. Fifty, or 68.5 percent, of the respondents favor the implementation of a statewide award program to recognize exemplary employees. However, several agencies noted that a program which recognizes more than one individual would be the most effective, because a single award may appear unattainable to the average employee. As indicated in Section III, a number of states provide multiple awards for this reason.

Criteria for selection, according to the agencies, should be based primarily on job performance. Over 45 percent of the respondents indicated that performance should be a factor. Other factors to be considered should be dedication, leadership and productivity, or savings to the Commonwealth. Only one agency indicated that the number of years of service to the Commonwealth should be considered. Most agencies felt strongly that the length of state service was not an accurate indication of performance, productivity or dedication.

As for the nomination process, a plurality of agencies, 25 percent, agreed that managers should nominate employees for selection. While nomination by peers was preferred by 19 percent of the agencies, another 14 percent indicated that each agency head should submit nominations.

Selection of award recipients should be done by a special awards selection committee, according to the majority of respondents. Only 11 percent of agencies preferred a peer vote. Other states with similar recognition programs have determined that a selection committee is the best approach, because it is considered by employees to be the most impartial method of selection.

A combination of paid leave and a cash award was viewed by the majority of agencies to be the best "prize" for this program. Most agencies indicated that the award should be accompanied by a cash award of up to \$1,000 and three to five days of paid leave. Twenty percent of the respondents preferred that the length of paid leave be extended to two weeks. A ceremony attended by the Governor to honor award recipients also was favored by a majority of the agencies. To emphasize the honor, agencies indicated that a plaque and citation from the Governor would be appropriate, as well as a luncheon or reception to honor recipients. Most of the states with statewide employee award programs conduct such ceremonies in an effort to stress the importance and prestige of these awards.

A number of state agencies already have departmental awards such as employee of the year or month. The University of Virginia Hospital, the Virginia Employment Commission, the Medical College of Virginia Hospitals, the Department of Health, the Department of Social Services, the Department of General Services, the Department of Conservation and Recreation, the Department of Medical Assistance Services, the Department of Housing and Community Development, the Department of Corrections, the Department of the Treasury and the Department of Agriculture and Consumer Services are just a few of the state agencies which have implemented employee recognition programs.

The majority of states and Virginia state agencies with employee recognition programs, such as "employee of the year" award programs, indicated their programs were very effective in improving employee morale. Since it appears that an "Employee of the Year" program for Commonwealth of Virginia employees could serve to enhance employee morale, a pilot program could be instituted in select state agencies to determine the best method for implementing such a program.

Thus, based on the responses received from state agencies, it appears that the implementation of a program to recognize employees who perform above and beyond their job descriptions would be beneficial to the Commonwealth. Such a program could be a way of improving the morale and productivity of the state's workforce and the efficiency and effectiveness of government. Also, it would be beneficial for the citizens of this Commonwealth to become aware of the state's dedicated and productive workforce.

V. CONCLUSION

Based on information received from other states and Virginia's Executive Branch agencies, publicly recognizing exemplary governmental employees may be appropriate and would

complement existing recognition programs. Accordingly, implementation of a program such as the Commonwealth Employee of the Year appears to be reasonable. Virginia should create a program which will be a model for all other states by combining the best features of other states' programs with the Commonwealth's own quest for excellence in government service.

A presentation ceremony in keeping with the prestige and honor of the award was suggested by the majority of agency respondents. Other states also find this to be a key element in the success of the program.

Lastly, the name of the actual award or award program can prove crucial to how the award is viewed by the employees and the public. Thus, a number of states have opted for awards indicating excellence, rather than using the title "Employee of the Year." Accordingly, if the Commonwealth implements a statewide employee recognition program, it may want to consider naming the program the "Governor's Award for Excellence" or the "Commonwealth's Award for Excellence."

Appendix A

GENERAL ASSEMBLY OF VIRGINIA--1993 SESSION
HOUSE JOINT RESOLUTION NO. 596

Requesting the Department of Personnel and Training to study the feasibility of establishing a "Commonwealth Employee of the Year" award.

Agreed to by the House of Delegates, February 7, 1993
Agreed to by the Senate, February 23, 1993

WHEREAS, the Commonwealth employs over 100,000 men and women; and

WHEREAS, the Commonwealth must strive to retain these dedicated public servants in a time of economic recession, government downsizing, and low morale; and

WHEREAS, many of these hard working state employees perform above and beyond their actual job description, especially since staffs have been decreased due to budget cuts; and

WHEREAS, these exemplary employees deserve to be recognized and thanked for their service, dedication and loyalty; now, therefore, be it

RESOLVED by the House of Delegates, the Senate concurring, That the Department of Personnel and Training be requested to study the feasibility of establishing a "Commonwealth Employee of the Year" award to annually recognize a state employee who is a role model for fellow employees and excels in the performance of his or her duties.

The Department shall submit its findings and recommendations to the Governor and the 1994 Session of the General Assembly in accordance with the procedures of the Division of Legislative Automated Systems for the processing of legislative documents.

Appendix B



AWARDS FOR LENGTH OF SERVICE

OBJECTIVE

It is the Commonwealth's objective to recognize employees for the length of their state service through a state service awards program.

I. EMPLOYEES TO WHOM POLICY APPLIES

This policy applies to positions covered under the Virginia Personnel Act to include full-time and part-time classified, restricted, and "643" employees. (See section II(A) of Policy 2.20, Types of Employment.)

II. DEFINITION OF STATE SERVICE

For the purpose of this policy, state service is all cumulative periods of full-time or part-time classified state employment and employment in positions exempt from coverage of the Virginia Personnel Act (such as faculty positions and positions in the Legislative and Judicial branches). State service includes periods of approved leave without pay, but does not include wage employment as defined in Policy 2.20, Types of Employment.

III. AGENCY AWARD PROGRAMS ESTABLISHED BEFORE MAY 7, 1978

Agencies that established award programs for length of service before May 7, 1978, may continue those programs as exempt from the Department of Personnel and Training directive of that date and successive policies, so long as:

- A. they recognize employees' length of state service at least annually; and
- B. comply with this policy's requirements regarding presentation ceremonies, as described in section IV(C) below.

IV. REQUIREMENTS FOR SERVICE AWARDS PROGRAMS

- A. When agencies must recognize employees' length of service
 - 1. Agencies must recognize employees' length of state service at least annually.
 - 2. Agencies shall give awards for length of service for each five year increment of state service, as described in Attachment A.

AWARDS FOR LENGTH OF SERVICE

B. Purchase of awards for length of state service

1. Agencies must obtain all items (except certificates) awarded to employees in recognition of their length of state service through the Division of Purchases and Supply of the Department of General Services, which is the sole contracting agent for procurement of all such items.
2. Agencies shall not initiate their own procurement of award items.

C. Presentation ceremonies

Agencies may determine the manner in which awards for length of service are presented, provided that:

1. presentation ceremonies held during work hours are reasonable in duration; and
2. expenses incurred for the presentation of awards for length of service are just, reasonable, and necessary according to Department of Accounts standards.

D. Availability of funds

Agency heads shall ensure the availability of funds to support their programs for awards for length of state service.

E. Records

Agencies shall retain records related to their programs for awards for length of state service in accordance with the records retention schedule for fiscal records.

V. AUTHORITY AND INTERPRETATION

- A. This policy is issued by the Department of Personnel and Training pursuant to the authority provided in Chapter 10, Title 2.1, of the Code of Virginia. This policy supersedes Policy 1.12, Awards for Length of Service, issued April 6, 1992.
- B. The Director of the Department of Personnel and Training is responsible for official interpretation of this policy in accordance with section 2.1-114.5(13) of the Code of Virginia. Questions regarding application of this policy should be directed to the Department of Personnel and Training's Office of Policy and Personnel Programs. The Department of Personnel and Training reserves the right to revise or eliminate this policy as necessary.

AWARDS FOR LENGTH OF SERVICE

Attachment A

YEARS OF STATE
SERVICE

SERVICE AWARD ITEMS

5	Certificate
10	Certificate and numeral pin with two rubies
15	Certificate and emblem pin with three sapphires*
20	Certificate and emblem pin with three emeralds*
25	Certificate and emblem pin with two rubies and one diamond*
30	Certificate and emblem pin with two sapphires and one diamond*
35	Certificate and emblem pin with two emeralds and one diamond*
40	Certificate and emblem pin with two diamonds and one sapphire*
45	Certificate and emblem pin with two diamonds and one emerald*
50	Certificate and emblem pin set with three diamonds*

*Employees may choose other jewelry items for these awards. Attachment B contains a list of the alternate choices.

AWARDS FOR LENGTH OF SERVICE

Attachment B

YEARS OF STATE
SERVICE

ALTERNATE CHOICE OF SERVICE AWARD ITEMS

5	No Alternate Choice
10	Pin or tie tack
15	Pin, tie tack, tie bar, or necklace
20	Pin, tie tack, tie bar, necklace, brooch, or belt buckle
25	Pin, tie tack, tie bar, necklace, brooch, belt buckle, or charm bracelet
30	Pin, tie tack, tie bar, necklace, brooch, belt buckle, or charm bracelet
35	Pin, tie tack, tie bar, necklace, brooch, belt buckle, or charm bracelet
40	Pin, tie tack, tie bar, necklace, brooch, belt buckle, or charm bracelet
45	Pin, tie tack, tie bar, necklace, brooch, belt buckle, or charm bracelet
50	Pin, tie tack, tie bar, necklace, brooch, belt buckle, or charm bracelet

Appendix C



EMPLOYEE RECOGNITION PROGRAMS

OBJECTIVE

It is the Commonwealth's objective to encourage agencies to enhance agency pride and employee morale through programs that formally recognize their employees' contributions to the efficient operation of state government.

I. EMPLOYEES TO WHOM POLICY APPLIES

This policy applies to positions covered under the Virginia Personnel Act to include full-time and part-time classified, restricted, and "643" employees, and also to wage employees. (See section II of Policy 2.20, Types of Employment.)

II. PURPOSES OF EMPLOYEE RECOGNITION PROGRAMS

A. Employee recognition programs may provide awards to employees for the purposes described below.

1. Enhancement of employees' pride in their agency and/or encouragement of employee teamwork through recognition for:
 - a. continuous service within the particular agency (see Policy 1.10, Awards for Length of Service, for information regarding recognition of cumulative periods of state employment); and
 - b. exemplary attendance.
2. Recognition of employees' contributions to their agency beyond the expected performance identified in their Performance Plans, including:
 - a. employees' high productivity; and
 - b. employees' effecting new programs or work methods within the agency.
3. Enhancement of employee efficiency by creating opportunities for employees to practice job-related skills in a competitive environment, such as through:
 - a. contests that display employees' skills in operating equipment or handling materials; and
 - b. team competition within functional units (e.g., maintenance operations).

EMPLOYEE RECOGNITION PROGRAMS

4. Acknowledgement of overall improvement or appreciation through the establishment of annual or semi-annual agency-wide awards, such as agency employee recognition days.

B. Not restrictive of other programs

Employee recognition programs, as described in this policy, are not intended to replace or restrict other recognition awards that are funded by private sources.

III. REQUIREMENTS FOR EMPLOYEE RECOGNITION PROGRAMS

A. Development of employee recognition programs

Agency employee recognition programs using public funds shall include the following components:

1. program objectives;
2. criteria for participation;
3. description of the method for providing employees with information about the program(s);
4. description of the process for selecting employees for recognition, including identification of the person(s) responsible for selecting recognition award recipients;
5. objective criteria upon which award decisions will be made;
6. description of the awards and the manner of presentation; and
7. anticipated expenses to be incurred.

B. Items used for employee recognition awards

1. Only non-monetary recognition awards are permissible.
 - a. Recognition awards that are purchased with public funds shall be limited in cost to \$25 per award.
 - b. Recognition awards that are purchased with private funds are not limited in cost.
2. Items that may be used for recognition awards include, but are not limited to:
 - a. plaques, trophies, or certificates;
 - b. pencils, pens, or other small office items such as cups or coffee mugs;

EMPLOYEE RECOGNITION PROGRAMS

- c. personal items of clothing, such as caps, t-shirts, and sweatshirts; and
- d. agency lapel pins or buttons.

C. Presentation ceremonies

Agencies may determine the manner in which recognition awards are presented, provided that:

- 1. presentation ceremonies held during work hours are reasonable in duration; and
- 2. expenses incurred for the presentation of recognition awards are just, reasonable, and necessary according to Department of Accounts standards.

D. Availability of funds

Agency heads shall ensure the availability of funds to support their employee recognition programs.

E. Records

Agencies shall retain records related to their employee recognition programs in accordance with the records retention schedule for fiscal records.

IV. AUTHORITY AND INTERPRETATION

- A. This policy is issued by the Department of Personnel and Training pursuant to the authority provided in Chapter 10, Title 2.1, of the Code of Virginia. This policy supersedes Policy 1.13, Employee Recognition Programs, issued April 6, 1992.
- B. The Director of the Department of Personnel and Training is responsible for official interpretation of this policy, in accordance with section 2.1-114.5(13) of the Code of Virginia. Questions regarding application of this policy should be directed to the Department of Personnel and Training's Office of Policy and Personnel Programs. The Department of Personnel and Training reserves the right to revise or eliminate this policy as necessary.

Appendix D

SURVEY RESULTS

STATES WITH PROGRAMS, INCLUDING THE DISTRICT OF COLUMBIA

Colorado
Connecticut
Delaware
Florida
Hawaii
Indiana
Iowa
Maine
Maryland
Massachusetts
Missouri
Montana
Nebraska
New Hampshire
New Jersey
New York
North Carolina
Ohio
South Carolina
South Dakota
Tennessee
Utah
Washington
West Virginia

The District of Columbia

STATES WITHOUT PROGRAMS

Alabama
Alaska
Arkansas
Georgia
Idaho
Illinois
Kansas
Kentucky
Louisiana
Michigan
Minnesota
Mississippi
Nevada
North Dakota
Pennsylvania
Rhode Island
Texas

Wisconsin
Wyoming

STATES WHICH DID NOT RESPOND

Arizona
California
New Mexico
Oklahoma
Oregon
Vermont

Appendix E

I. General Information

- 1. Does your state/organization have a program(s) for recognizing outstanding employees?**

_____ yes (Please describe and, if possible, fax a copy of the program.)

_____ No (If your response is no, this questionnaire has been completed)

- 2. How frequently are awards/presented or employees recognized?**

_____ weekly _____ semi-annually
_____ monthly _____ annually.

- 3. What types of awards/recognitions are given?**

_____ monetary (indicate dollar amount that may be received: \$ _____.)

_____ nonmonetary (in the space below, describe the award(s) and the associated cost.)

- 4. Are the awards/recognitions sponsored by:**

_____ the state/corporation at large
_____ individual agencies/divisions
_____ both
_____ other (please describe)

- 5. If given by the state/corporation at large, are the awards/recognitions presented at a special function?**

_____ yes (please describe)

_____ no

- 6. How long has your employee recognition program been in place?**

_____ Years _____ Months

7. Please assess the effectiveness of your programs

_____ very effective _____ somewhat effective
_____ not effective

II. Criteria/selection process for Receiving Awards

1. If the award(s) is given on a state/corporation at large basis, please check the appropriate criteria for determining who is eligible for receiving an award.

_____ active employees only _____ posthumously
_____ retirees _____ other (please
 describe)

2. On what criteria should an employee be selected?

_____ Effort that saves the Commonwealth money
_____ Length of State service
_____ Performance
_____ Commitment and dedication
_____ Leadership
_____ Other (please describe)

3. How should this employee be selected?

_____ Peer vote
_____ Committee designated by the Governor
_____ Cabinet Secretary
_____ Other (please describe)

4. How should employees be nominated for selection?

_____ By Peers
_____ By Managers/Supervisors
_____ By Agency Head
_____ By Cabinet Secretary
_____ Other (please describe)

Appendix F

OVERVIEW OF OTHER STATES' PROGRAMS

North Carolina's Program

In 1982, the State of North Carolina established, through its Office of State Personnel, the Governor's Award for Excellence to acknowledge and express appreciation for outstanding achievements made by state employees. This award is the highest honor that an employee of the State may receive for service to state government and the citizenry of North Carolina.

The Governor's Award may be bestowed upon an employee for a number of reasons, including devotion to duty, public service and heroism. An award also may be given for initiating and successfully establishing new and outstanding methods, practices, plans or designs which have value to the state. For example, awards may be given for pioneering research and development work in agriculture. Outstanding contributions to the field of human relations, employee-management relations or any of the allied fields also may be recognized with a Governor's Award. Lastly, other significant achievements that deserve recognition may be considered for this highest honor.

The selection process for the North Carolina program is similar to the process used in a majority of the states which have such programs. Although the awards program is administered by the North Carolina Personnel Commission, with administrative support provided by the state's Office of State Personnel, a committee entitled the Governor's Awards for Recognition of State Employees' Committee annually selects the winners of the Governor's Award for Excellence. Four of the Committee's five members are appointed by the Governor, with the fifth member appointed by the chairperson of the State Personnel Commission from the membership of that Commission. Of the four members appointed by the Governor, two must be current or former state employees and two must be either from the public sector or the public at large. These members serve staggered four year terms to promote continuity in the selection process.

The Committee selects the award recipients from among nominations submitted by each state agency and university. These nominations may be for accomplishments made by any permanent state employee at any level of employment with consideration given to the relative opportunities for accomplishment afforded by the individual's position. Each state agency and university is provided a nomination form by the Office of State Personnel on which to submit its recommendations for the Governor's Awards. Current, retired and deceased state employees are eligible for nomination. (North Carolina is the only state

which allows deceased employees to receive its outstanding employee award.)

The number of nominations which may be submitted by an agency or university is based upon the number of individuals permanently employed by the agency or university. All agencies may submit at least three nominations; the largest agencies may submit up to five nominations. The agencies select their nominees for the Governor's Awards from the recipients of their agency-wide awards. For example, the Department of Transportation selects its nominees for the Governor's Award from the recipients of the Department's award for outstanding service. The Committee then selects one to ten recipients of the Governor's Award. Normally, six to seven individuals are awarded the honor each year.

The Governor of North Carolina proclaims one week each year, normally the third week in September, as "North Carolina State Employee Appreciation Week" and an awards ceremony is held that week at the Governor's Mansion to present the Governor's Award for Excellence. The actual award is a mounted plaque inscribed with an appropriate message of recognition and appreciation signed by the Governor and displaying the Seal of the State of North Carolina. Each winner also receives an appropriately designed piece of personal jewelry.

During this week, individual agencies also hold their own employee recognition events ranging from providing coffee and doughnuts to a full-scale banquet or reception. Some agencies organize an entire day of outside activities, such as picnics and amateur athletic events. Like North Carolina, most of the states which have employee of the year awards have a similar proclamation and conduct their awards ceremonies and various other employee appreciation events during that week.

Delaware's Program

Acknowledging that recognition is an integral part of good management practice, the State of Delaware developed the Delaware Award for Excellence and Commitment in State Service. This statewide award is given each year to three employees or groups of employees (not to exceed five individuals per group) who exemplify the highest standards of excellence and commitment in state service.

The nomination process consists of cabinet secretaries and/or agency heads nominating or endorsing individuals or groups of employees who already have received or who are scheduled to receive an agency level recognition award. If the agency does not have sufficient agency level winners or if the agency does not have an agency level awards program, any state employee may

nominate any other state employee for the Delaware Award for Excellence and Commitment in State Service. Nominations by fellow employees are submitted to the cabinet secretary and/or agency head of the agency for which the nominated employee works. The cabinet secretary/agency head must endorse individuals or groups for the award. The number of nominations which may be submitted by each agency depends upon the size of the agency's workforce. Agencies with up to 1,000 employees may submit one nomination, while agencies with more than 4,000 employees may submit up to five nominations. Also, each nomination submitted by an agency must be endorsed by the appropriate cabinet secretary/agency head of the nominee's agency.

All nominations are forwarded through the State Personnel Director to the Selection Board. Members of the Selection Board include: President Pro Tem of the Senate, Speaker of the House, State Personnel Director, one agency head appointed by the Governor, one union official selected by the labor caucus of the statewide union, three state employees chosen from the list of employees who are serving on an agency selection panel, two of whom must be in pay grades one through ten, and one representative of the private sector appointed by the Governor. The nine member Selection Board reviews all nominations and recommends to the Governor the three nominees who are most worthy of receiving the award. The Governor then makes the final decision.

The selection criteria are similar to that of other states with such programs. Nominees are judged on accomplishments, contributions and performance in state service that exemplify one or more of the following:

- heroic or courageous act;
- exceptional accomplishment, achievement against great odds and difficulties;
- innovative ideas or actions resulting in substantial improvements in quality effectiveness and/or efficiency;
- achievement acknowledged nationally, locally, or professionally or extensive knowledge in a particular job or field; or
- long and outstanding state service

Recipients of the Delaware Award for Excellence and Commitment in State Service are presented by the Governor with a personalized plaque and a \$2,000 cash award during a ceremony held during the first week of May. This week annually is declared Public Service Recognition Week by the Governor. In addition, the names of all recipients are added to the employee Hall of Honor.

Hawaii's Program

Hawaii's Governor's Award for Distinguished State Service is awarded annually to one employee who has contributed the most to the efficiency, the economy or improvement of state government or who has performed exceptionally meritorious, special acts or services in the public interest. These acts or services must be in connection with or related to his or her official employment.

Each agency uses the criteria above to select its Department Employee of the Year. Agency winners are the only state employees eligible for the Governor's Award, and the agency heads submit the names of their award winners to the Director of Personnel Services for transmittal to the Governor's ad hoc Selection Committee. This five-member committee is selected by the Director of Personnel Services, with the approval and concurrence of the Governor. After the Committee has made its recommendations, the name or names are submitted to the Governor, through the Director of Personnel Services, for approval.

The sole winner of the Governor's Award for Distinguished State Service receives his or her award at a ceremony which includes either a luncheon or a reception. All nominees for the award receive floral leis and an inscribed plaque, in addition to receiving a minimum of \$200 cash from their individual agencies upon selection as Department Employee of the Year. The winner of the Governor's Award also receives an inscribed native Hawaiian wood bowl and a resolution signed by the Governor, as well as having his or her name placed on a perpetual plaque which is retained by the winner's agency for the following twelve months.

In addition to its employee of the year award, Hawaii has the Governor's Award for State Manager of the Year Award. This award is designed to provide incentives and give recognition to the State's top level managerial and administrative employees for outstanding work performance, leadership and fostering of excellence in the public service. The recipient of this award is chosen from nominees submitted by agencies. Each agency has a Selection Committee composed of three individuals not employed by the agency that is responsible for recommending to the agency head the nominee for the State Manager of the Year Award.

Once the winner is selected by the Governor's committee, he or she is presented with a certificate of recognition, a \$300 cash award and an inscribed native Hawaiian wooden bowl at a ceremony followed by a luncheon or reception. Also, the individual's name is engraved on the perpetual plaque which is retained by the winner's agency for the following 12 months. All nominees for the award receive an inscribed plaque and a Hawaiian lei.

Maryland's Program

The State of Maryland recognizes its employees through its Most Valuable Employees Award Program. The program awards state employees who have made significant contributions to the State in several ways:

- outstanding job performance;
- accomplishments on a specific project;
- distinguished contributions to a science or profession;
- exceptional productivity;
- extra or extraordinary contributions; or
- exceptional service to the citizens of Maryland.

The competition for these awards is open to all employees of the State except for those employees in the executive pay plan, contractual employees and past winners of the awards. Awards are presented to at least one employee in each of eight job categories:

- administrators
- office and clerical workers
- paraprofessionals
- professionals
- public safety and security workers
- service and maintenance workers
- skilled craft workers
- technicians

The Employee Awards Selection Panels, which include volunteers from the public and private sectors, select the award recipients. Each job category has a separate selection panel. The selection process includes verification of the employee's performance and a personal interview. All nominees are rated on the same four selection criteria: accomplishments, customer service, creativity and innovation, and contributions to significant agency achievements or improvements.

A special reception and ceremony is held at the State House to honor all award nominees and recipients. The date of the ceremony is proclaimed Maryland State Workers Day by the Governor, and the Governor personally presents the awards to the winners at this special ceremony. Each winner also receives \$200 in cash and a plaque.

Missouri's Program

To recognize its exceptional employees, the State of Missouri has established two programs to award and motivate exemplary employees.

In lieu of selecting an employee of the year for the entire

state, Missouri selects a statewide employee of the month. Thus, twelve individuals are recognized by the Governor and the State annually. Nominations for the statewide award are submitted by each agency presenting the name of its departmental employee of the month to the selection committee, the Governor's Advisory Council on Quality and Productivity.

The monthly winner of the statewide award receives a plaque presented to him or her by the Governor or Lieutenant Governor at a ceremony hosted by the winning employee's agency. An 8X10 photograph also is taken of the recipient with the Governor or Lieutenant Governor. The photograph is signed by the Governor or Lieutenant Governor and given to the employee as a remembrance.

Missouri's second recognition program recognizes groups of employees, as opposed to individuals. The Governor's Award for Quality and Productivity is presented annually to several groups or teams of employees as recognition of teamwork as an important factor in productivity and quality improvement in state government.

Each agency submits nominations for the Governor's Award. Nominations are evaluated by the Governor's Advisory Council on Quality and Productivity. Award winners are recognized during a special ceremony hosted by the Governor's Council in the spring at the Capital Rotunda.

Ohio's Program

Ohio has established a statewide employee of the year program. The program is three-tiered, with each agency selecting an employee of the month who is, in turn, eligible for the honor of statewide employee of the month. Finally, statewide employees of the month are eligible for selection as statewide employee of the year. A committee in the Governor's Office selects the recipients of the statewide awards, based on work performance, motivation, and attitude.

Appendix G

**COMMONWEALTH OF VIRGINIA
DEPARTMENT OF PERSONNEL AND TRAINING**

**Survey # 2
Nonmonetary Incentives for Exemplary Employees
Commonwealth Employee of the Year Award**

Name: _____

Agency: _____

Phone: _____

Please return this survey by Monday, July 26, 1993 to:

Medhat Hakki
State Personnel Policy Analyst
Department of Personnel and Training
101 N. 14th Street
Richmond, Va. 23219
Ph# (804) 225-3463
Fax# (804) 371-7401

Dear Human Resource Director:

The Department of Personnel and Training (DPT) has been asked by the Virginia General Assembly to study the feasibility and desirability of State agencies providing *Nonmonetary Incentives to Exemplary Employees of the Commonwealth*. As part of the study, enclosed are questions related to your agency's implementation of Policy 1.13, Employee Recognition Programs.

The General Assembly also asked DPT to study the feasibility of establishing a "*Commonwealth Employee of the Year*" award. Part II of this survey deals with this issue.

Please return this survey to DPT by Monday July 26, 1993. It may be returned by Fax to (804) 371-7401. If you have any questions, please contact Mr. Hakki at (804) 225-3463. Thank you in advance for your cooperation.

Sincerely,

Marsha G. Vandervall, Director
Office of Policy and Personnel Programs

PART 1: Nonmonetary Incentives for Exemplary Employees

1. Has your agency implemented any recognition programs as permitted by Policy 1.13, *Employee Recognition Programs*.

_____ Yes _____ No

If yes, please describe

2. If yes, how frequently are these programs held?

_____ Weekly _____ Semi-annually

_____ Monthly _____ Annually

_____ Other, please describe

3. How are the recipients of these awards selected?

Nominated or selected by:

_____ Managers/Supervisors

_____ Peers

_____ Agency Head

_____ Other, please describe

4. Are there limitations on the number of awards an employee can receive during a given period?

_____ Yes _____ No

If yes, please describe

5. Policy 1.13 allows awards such as plaques, trophies etc. Some agencies present other types of awards such as theater tickets, free meals, gift certificates, etc.

_____ My agency provides strictly those awards specified
in Policy 1.13

_____ My agency provides other types of awards, such as:

_____ I would like to see my agency present other types of
awards, such as:

6. What kind of changes would you like to see made to Policy
1.13?

Part 2: Commonwealth Employee of the Year Award

1. Are you in favor of a *Commonwealth Employee of the Year*
Award?

_____ Yes _____ No

2. If yes, on what criteria should an employee be selected?

_____ Effort that saves the Commonwealth money
_____ Length of State service
_____ Performance
_____ Commitment and dedication
_____ Leadership
_____ Other (please describe)

3. How should employees be nominated for selection?

_____ By Peers
_____ By Managers/Supervisors
_____ By Agency Head
_____ By Cabinet Secretary
_____ Other (please describe)

4. How should this employee be selected?

- ☐ Peer vote
- ☐ Committee designated by the Governor
- ☐ Cabinet Secretary
- ☐ Other (please describe)

5. What should be the award for this honor?

Leave

- ☐ 1-3 days
- ☐ 3-5 days
- ☐ Two weeks
- ☐ Other (please describe)

Monetary

- ☐ Under \$50
- ☐ Up to \$100
- ☐ Up to \$500
- ☐ Up to \$1000
- ☐ Other (please describe)

Non-monetary

- ☐ Those items outlined in Policy 1.13
- ☐ Other (please describe)
