

Awards & Recognition Briefing

30 April 2002





TAPES/AWARDS TIGER TEAM

Background

- ❖ Initiated at CG request based on the IG Assessment
 - Tiger Team established on 21 September 2001
 - TAPES/Awards Tiger Team:

Team Leader: Carolyn Raines, CSH

Members:

Tim Behan & Les Fullen, *O Dir*

Audrey Beermann, *PM WARSIM*

Randi Kahl, *PM TRADE*

Li McCombs, *PM ITTS*

Elaine Perrin, *CAPO*

Bob Raisler, *PM CATT*

Bill Reese & Ed Arch, *E Dir*

Arlene Whisner & Kristy Glasenapp, Maria White, *R Dir*

- Team was tasked to identify major concerns and issues of the Awards and Recognition process and policy



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Background:

- ❖ 4 major awards and recognition process and policy issues/concerns identified
- ❖ Questionnaire sent by e-mail to all STRICOM civilian employees on 11 Jan 02
 - Questionnaire open 7 days
 - Select “Top Five” Items
- ❖ 27% response rate (122 respondents out of 455)
- ❖ Results of e-mailed questionnaire shared with STRICOM employees
- ❖ Analysis is divided into the Awards questionnaire, findings, and recommendations

Today:

- ❖ Define/identify awards and recognition process and policy action items and recommendations



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1 Award Distribution

- ❖ Larger awards to fewer people
- ❖ Recommendation
 - **The size of award is currently at the discretion of the PM/DIR. Recommend current policy remain in effect.**
 - **PM/DIRs educate their workforce on the 1.5% award calculation and their individual award policies.**
 - **Many employees are under the impression that 1.5% is the amount of award authorized for each employee.**



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1 Award Distribution

❖ Standardize - do we want to?

- Standardize awards by grade and job series.

❖ Recommendation

- Not recommended

- Each employee contributes differently to mission accomplishment
- Each employee should be awarded according to his/her individual contribution



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2 Award Distribution

❖ Add awards for Supervisor of the Quarter/Contractors/Navy/AMCOM

- Consideration should be given to a command-wide “Supervisor of the Quarter” Award
 - Very little visible recognition afforded to supervisors
- Awards for contractor support personnel/Navy personnel and AMCOM personnel are better handled within the PM/DIR.
- Establish an award committee in each PM/DIR.
 - Determine creative ways for recognizing employees
 - Provide training on award policy

The Limit is their Creativity!



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2 Award Distribution

❖ Add a Team Award

➤ There is a Command focus on “team work,” yet there are very few, if any, team awards

❖ Recommendation

➤ Encourage PMs/DIRs to provide recognition for outstanding team effort on a regular basis

➤ Type of award determined by PM/DIR award committee

➤ Present awards at PM/DIR staff meetings

➤ Consideration of a STRICOM “Outstanding Team-of-the-Year Award”

Bottomline: Employees Desire More Recognition



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3 Cash Awards

❖ Increase number of QSIs permitted

- “The number of Quality Step Increases (QSIs) awarded by each Senior Rater per fiscal year is limited to 10% of the number of civilian employees senior rated.” (SOP 672-20, Award Policy and Procedures for Civilian Employees).

❖ Recommendation

- Retain current policy



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3 Cash Awards

❖ Customer/TMA Issues

Perception or Fact? Employees working external customer programs receive large awards from external customers which aren't available to those working on mission programs.

- **“Special Act and On-the-Spot Awards originated by organizations external to STRICOM and direct-funded by them are not included in the 1.5% funding limitations. However, such awards are limited to no more than \$500,” SOP 672-20, p. 5.**
- **Recent Chief of Staff guidance on award processing authorizes use of program funds for awards outside of the 1.5%. Justification for use on internal program funds must be signed by Project Manager or the Chief of Staff.**

❖ Recommendation

- **No win situation!**
- **Elevate to ESC**



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4 Non-Cash Awards

❖ Increase target/goal for honorary and non-monetary awards

❖ Recommendation

- No known established target/goal for honorary or non-monetary awards
- Encourage PMs/DIRs to use honorary and non-monetary awards more frequently.

➤ Distribute the Awards Handbook, developed by Award IPT, to all PMs/DIRs. (Contains a pull-out spreadsheet on various awards)

➤ Purchase 1001 Ways to Reward Employees for all team leaders, supervisors, DPMs/PMs/DIRs.

Best Price: Workman Publishing Company	
125 books @ \$6.57 (40% discount)	\$821.25
5% UPS Shipping	<u>41.06</u>
Total	\$862.31



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4 *Non-cash Awards*

- ❖ **Let peers Nominate Employee of the Quarter**
 - ❖ **Recommendation**
 - **Provide employees the opportunity to participate in the PM/DIR nomination process for Employee of the Quarter.**
 - **PM/DIR award committees can determine “best-fit” solution.**
- Ex.**
- **Establish a drop box within PM/DIR and provide quarterly nomination forms. Employees fill out the nomination forms, with compelling write-ups, for recommending a peer for Employee of the Quarter. Supervisor chooses Employee of the Quarter from the nominations submitted. Format on nomination form should include criteria that would assist supervisor in writing the Employee of the Quarter nomination.**
 - **The PM/DIR award committee reviews nominations submitted by peers. Based on selected criteria, the committee rates the nominations. The committee’s selection for Employee of the Quarter is then provided to the supervisor.**



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4 Non-cash Awards

- ❖ Establish more awards (e.g., peer-to-peer awards, internal/external customer service awards, ribbons, etc.)
- ❖ Recommendation
 - Educate supervisors/PM/DIRs on the numerous awards available
 - SOP 672-20, Appendix C, lists 46 recurring awards
 - Awards Handbook, developed by Award IPT, contains a pull-out spreadsheet on various awards
 - 1001 Ways to Reward Employees



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#5 The Awards process is not fairly implemented.

❖ ISSUES:

➤ Perceptions:

- Some teams get all the awards
 - Grades 5 - 9 rarely get awards
 - Employee of the quarter typically from Orlando E Dir or PMs
 - Have to take turns getting recognition
 - Policies don't seem to be standardized
 - Everyone in the top block gets 1.5%
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- Teams with project money can get awards above 1.5% via project money
 - Giving all top block people the same 1.5% doesn't reward top performers



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#5 The Awards process is not fairly implemented.

❖ **RECOMMENDATION:**

- **Collect and evaluate awards metrics to correct misperceptions.**
 - **Identify any inequities**
 - **Publish metrics STRICOM wide**
- **Examples of data correcting misperceptions:**
 - **GS/5 - 9 awards are comparable to rest of STRICOM**
 - **Not all top blocks get the same award. Supervisors distribute according to merit.**
- **Ensure the handbook explains the reality of a fiscally constrained awards program**
- **Ensure supervisors are trained for methods of recognizing top performers**
- **Increase the 1.5% cap to 3.0% to allow for more distinction between award levels**



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6 METRICS

- ❖ Give STRICOM employee base a direct view into performance award/other award historical data (large spreadsheet)
- ❖ **RECOMMENDATION:** Provide this spreadsheet data via the STRICOM Intranet

Organization Other Commands	Base Salaries			No. of Employees			Avg. Salary			No. of QSI's		
	FY99	FY00	FY01	FY99	FY00	FY01	FY99	FY00	FY01	FY99	FY00	FY01
CG	\$ 754,438	\$ 849,639	\$839,445	10	11	11	\$83,944.50	\$77,239.91	\$76,313.18	2	1	2
DC	\$ 3,251,815	\$ 2,873,644	\$3,504,177	48	40	48	\$73,003.69	\$71,841.10	\$73,003.69	4	5	4
CS	\$ 1,127,266	\$ 1,153,368	\$1,141,564	26	26	25	\$43,906.31	\$44,360.31	\$45,662.56	3	3	4
CA	\$ 806,071	\$ 569,868	\$633,301	15	10	10	\$42,220.07	\$56,986.80	\$63,330.10	2	1	1
CSC	\$ 1,846,935	\$ 1,987,477	\$1,937,198	35	34	33	\$55,348.51	\$58,455.21	\$58,702.97	4	3	4
E Dir	\$ 8,776,603	\$ 8,327,375	\$8,599,798	150	145	137	\$57,331.99	\$57,430.17	\$62,772.25	15	15	14
O DIR	\$ 3,848,721	\$ 3,998,520	\$4,267,819	75	73	74	\$56,904.25	\$54,774.25	\$57,673.23	8	7	7
R Dir	\$ 1,273,637	\$ 1,318,482	\$1,585,135	28	28	31	\$56,611.96	\$47,088.64	\$51,133.39	3	3	3
PM WARSIM	\$ 780,792	\$ 743,872	\$882,306	14	12	14	\$63,021.86	\$61,989.33	\$63,021.86	2	1	2
PM TRADE	\$ 1,891,704	\$ 1,443,224	\$1,522,024	34	25	26	\$44,765.41	\$57,728.96	\$58,539.38	3	3	3
PM CATT	\$ 1,010,025	\$ 1,360,007	\$1,584,926	19	23	25	\$83,417.16	\$59,130.74	\$63,397.04	2	3	3
PM ITTS	\$ 3,358,720	\$ 3,042,904	\$3,698,715	63	62	60	\$58,709.76	\$49,079.10	\$61,645.25	6	6	6
TMSO Huntsville FY00												
PM STI		\$ 341,596	\$493,880	-	6	8	-	\$56,932.67	\$61,735.00	-	1	1
TOTAL:	\$28,726,727	\$28,009,976	\$30,690,288	517	495	502	\$59,362.26	\$56,585.81	\$61,136.03	54	52	54

* No. of employees receiving awards at TMSO Huntsville not available



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7 Supervision/Leadership

❖ Recommendation:

➤ Supervision/Leadership

- CG needs to reinforce/reward greater recognition/unique recognition

➤ Design generic template for on the spot no cost awards providing the employee immediate feedback on their performance - signed at the highest level possible (use Fletcher to design and construct the award)



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7 Supervision/Leadership

➤ Supervision/Leadership (continued)

- Define the behaviors the command wants to reinforce. Challenge the managers and supervisors to reward those behaviors
 - Assuming that the STRICOM vision is the goal, rewards should be commensurate with meeting the vision.
 - Announce the winners on the STRICOM webpage with their personal photo(s)
 - Day off awards for immediate recognition
 - More substantial awards for providing training solutions which are interoperable and meet the needs of transformation to the Objective Force



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7 Supervision/Leadership

➤ Supervision/Leadership (continued)

- Better appreciation for a job well done on a day-to-day basis
 - Institute innovative ways to reward employees for daily contributions – e.g. “Ya Done Good Award” example:
 - Develop a repository of no cost or low cost awards which can be selected by supervisors right off the STRICOM webpage
 - Have supervisors refer to “1001 Ways to Reward Employees” book, available in quantities at \$8.76/copy





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8 Awards Preference File

❖ Recommendation:

- **Create an awards preference file on each individual**
 - Examples – Recommend that each supervisor keep a list of personal preferences for the types of awards which are most desired for each employee e.g. Time Off Award, Conferences, Training, QSI, Special Assignment, Mentor
 - Ask each employee at beginning or rating cycle his/her award preferences; review at mid-point to see if they have changed or if there are new ones to be considered



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#9 Recommendation for Changes to Award Policy/Process

- Increase Command's Cash Award Budget from *1.5% to 3.0%*
- Revise Standard Operating Procedures (SOP) 672-20
- New Incentive Award Handbook
- Award Committee in each PM/Dir
- Purchase 1001 Ways to Reward Employees for Supervisors/Team Leaders/Managers PMs/Dirs
- Outstanding Team of the Year Award
- Supervisor of the Quarter Award (Biannually/Annually)
- On-the-Spot No Cost Award (generic template)

BOTTOMLINE EMPLOYEES DESIRE MORE RECOGNITION!!!