

DRAFT

Reward & Recognition Program

Project Charter

Situation Analysis

The University has recently implemented a new Total Compensation System that includes pay, benefits, and rewards. Incorporating a robust reward and recognition system will help staff sustain the efforts they make to manage the current workload. Currently, we have several recognition events; Employee of the Year, Busch Gardens Day, Spring Fest, and winter celebration. We also have a staff bonus plan designed to recognize and reward outstanding performance. If it occurs, other forms of reward and recognition are managed within individual departments through an ad hoc approach depending on budget availability and the interest of a supervisor. Most reward and recognition activities lack a consistent link to performance.

A meaningful reward and recognition system could include accessibility to a variety of recognition opportunities, expanding the “winners circle” beyond an annual, one-time event, involvement of employees at all levels in recognizing good performance (and not just top down), inclusive of a variety of quality contributions to performance, tied to the University’s mission and goals, and a sustainable program through good and bad budget years.

Purpose Statement

To design and recommend a sustainable formal program that coordinates and expands reward and recognition activities and recognizes the talents and dedication of the University’s workforce in a way that supports the University mission, values, and priorities.

Goals:

- Create a reward and recognition program that is visible, sustainable, and consistently applied across the University and engages employees in a way that:
 - Supports a positive and inclusive work environment,
 - Motivates high performance, and
 - Reinforces a solid contribution to successful achievement of University goals or values.
- Request feedback from employees that will identify examples of the commonly held core values that will be identified by University leaders. These core values will provide direction about how the workplace community wants to operate.
- Develop attainable reward and recognition criteria and meaningful awards for each category.
- Provide easy access to nominate peers and employees for reward and recognition.
- Incorporate fun.
- Identify demonstrated results that will be achieved through providing a reward and recognition program.

Deliverables

- Design and recommend a reward and recognition program that contributes to consistency, continuity, equity and alignment of performance and competencies across the University.
- Based on the University's core values, University policies, and performance management, define eligibility for the reward and recognition program.
- Incorporate relevant best practices in reward and recognition into the recommended program.
- Design a program that can be flexible enough to adapt to different work areas and positions.
- Serve as advocates for redesigned reward and recognition program during the pilot project and final implementation.

Success Criteria

Reward and recognition program will:

- Identify and support solid and "above and beyond" performance.
- Focus on results and competencies, rather than personalities and popularity.
- Ensure alignment with overall goals of the University.
- Follow a consistent approach while looking at specific performance outcomes.
- Use team's knowledge developed from the project to inform the development and implementation of both communication and training plans.
- Support and reinforce equitable and fair treatment of employees based on performance.

Scope

The reward and recognition program will link with other significant human resource systems, including compensation, performance management, and other related processes. The project team will report progress to the project sponsor and the AVP for Human Resources Services, during each phase of the project. Final recommendations will be developed and delivered to the AVP HRS. A fiscal budget recommendation is anticipated for the team's project. The team will receive support from management for meeting locations and times required to achieve the project goals within the targeted time frames. The team will consult with Human Resource Services staff, including but not limited to, the HRS staff member included on the team. The team will consult with other reward and recognition experts and research best practices, all while appropriately representing the scope of the assigned project and the mission of the University to anyone who may be contacted to provide information for the team's work.

Team Members

- Cross-functional project team
- Sponsor: Laura Dietrick
- Facilitator: Valerie Wallen (charter & team training)
- HR consultant: Kim Wilson
- Team members (manager and employee from each work area listed below):
 - Facilities – Gladys Baskerville, Rich McDonald
 - Dining – Herbert Jones, Blake Widdowson
 - Advancement – Beth King
 - Provost & Schools – Corey Janecky, Denise Jones (leader), Martha Pittaway
 - Athletics – LaRee Sugg

- Information Services – Greg Miller
- Student Development – Lisa Miles
- Business Affairs – Bob Plymale, Jean Hines
- Admissions – Steve Wilborn

A team leader will be assigned from group membership after team members have been identified. The team leader's role will be to:

- Ensure that the project satisfies the needs of both employees and the University for an effective reward and recognition program;
- Ensure that the project is completed on time and within the project's limits and constraints; and
- Function as a team member participating with members in decisions and not unilaterally directing the team's activities or decisions.

The team member's role will be to:

- Participate in the team's activities to ensure that his or her part of the project work satisfies the needs of the project and is completed on time and within budget.

Support

The University will provide a draft charter and a facilitator to assist the team with effectiveness of managing meetings, overall project management, and enhancing group effectiveness. The team will also rely on the human resource expertise provided through a project team member and the project sponsor. Meeting space and time away from work for meetings will receive support from VPs and other managers and supervisors.

Schedule

Prior to Team – Initiating Project January

- President and Cabinet articulate philosophy / goals of reward and recognition
- Draft charter which outlines project team's parameters and outcomes

February

- Project Team First Meeting (w/sponsor)
 - Team reviews and adapts charter w/ sponsor approval
 - Team begins outlining detailed scope of work

February - May

- Review best practices in reward and recognition
- Design reward and recognition program around identified competencies and best practices

End of Spring Semester

- Team presents recommendations for process to AVP, HRS

Communication

Project Status Reports -- Both the team leader and each team member will have responsibility to submit regular reports and communication from the team to the project sponsor. The team will communicate progress on the project and both interim and final project deliverables to the project sponsor on a regular basis. The timing of these reports will be identified by the team and sponsor working together on deadlines. The project sponsor will be responsible for identifying which deliverables require both review and approval prior to the team proceeding with the next step of the project.

Communicating Outside the Team -- Each team member will verify with the sponsor and each other the appropriate timing and communication of project information to management and others in the University who express interest in the team's work. Regular informational updates will be a part of the team's project plan. Team members will also solicit input, feedback and potential issues that they will bring back to the team meetings to help update the team's project plan and scope of work.

Sponsor

The project sponsor serves as the liaison between management and the project team. The sponsor works to:

- Ensure that the project has clear direction and support (often assisting the team with challenges and barriers to the completion of the work);
- Provides a draft charter that outlines the project parameters to the team;
- Ensures that the project plan as set out by the team will meet both the employee's needs and the University's needs with regards to reward and recognition.

Key Interdependencies

Effective reward and recognition programs align awards with performance that contributes to overall University goals and department objectives. Directing the focus of recognition away from personalities toward competencies and results will support equitable treatment of employees across the institution. The program will also coordinate the most effective use of resources across diverse departments and constituencies while communicating a consistent message of acknowledgement for good performance.

Decision Making

Decisions will be made by the consensus of the project team while deferring to the judgment of an expert team member or staff member when necessary. Project milestone decisions will have to be approved by the project sponsor.

Risk or Assumptions

Reward and recognition programs do have challenges. At times, it seems extraordinarily difficult and often unreliable to acknowledge something as complex as performance. The University will continue to change, thus what may be a meaningful contribution one day may become out-of-date as priorities and resources shift. Translating desired outcomes and human interactions to rewards is impersonal and can be seen as heavy handed and even biased to the benefit of the organization rather than equitable to the employee. The intent of the University is to engage employee performance in a way that aligns reward and recognition with institutional goals.

Statement of Endorsement

There are numerous measurements and processes to consider when adopting a reward and recognition program. However, the measurements themselves are not the major purpose of the reward and recognition program. The purpose of the program is to provide a consistent frame of reference during ongoing feedback about performance, whether the University is entirely stable or in the midst of rapid change. Measurements ensure that everyone involved is working and talking from the same script. The recommended program will permit the approach and forms to fit the responsibilities of all work areas and individuals. It is the intent of the senior administration that the project team assigned to redesign the University's reward and recognition program will move us toward this goal.