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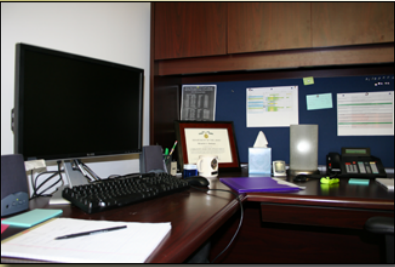


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Module 2: Performance Management

Lesson 4: Recognition, Incentives and Awards



Lesson Welcome

Welcome to the lesson on recognition, incentives and awards. As a leader, publicly recognizing superior ideas and outstanding individual and group performance can help reinforce desired behaviors and outcomes, build your employees' morale, and maintain a highly motivated and productive workforce. Your employees will perceive that you welcome new ideas and reward high performance.

Lesson Learning Outcomes

After completing this lesson, you will be able to:

- List factors that drive employee performance
- Name the three categories of awards and describe their appropriate usage
- Describe the various methods available to supervisors to recognize, reward and motivate employees
- Identify the different situations that preclude an employee from receiving an award

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Module 2: Performance Management Lesson 4: Recognition, Incentives and Awards

Supervisor Scenario



Click to review your team

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Module 2: Performance Management

Lesson 4: Recognition, Incentives and Awards

Supervisor Scenario



As you hurry out the door to make your dinner engagement, you still have the award issue on your mind. With regards to recognizing Juan and Caitlin's outstanding contributions, what do you think your next step should be?



 Click image to see your options.

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Lesson 4: Recognition, Incentives and Awards


Supervisor Scenario

The following are three options for how you, as a supervisor, could proceed.

After reviewing the local policy on award submissions, you decide that Caitlin and Juan should both receive a \$1000 On-the-Spot cash award. You want to encourage their exceptional performance and so you tell them that you have submitted them for this particular award.

After thinking it over you decide, that while Caitlin and Juan did a great job on the project an award is not necessary. The administrative burden of submitting an award seems cumbersome and you want to avoid showing favoritism.

After reviewing the local policy on award submissions, you decide to nominate Juan for a \$1000 Special Act or Service Award and Caitlin for a Time-Off Award.

 Read the options carefully and select the one that seems to be the best choice. Write your selection down on paper. Later we will consider all three options and why each may or may not be the best choice. For now, let's look at the lesson content.

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Module 2: Performance Management

Lesson 4: Recognition, Incentives and Awards



Introduction to Recognition, Incentives and Awards

Supervisors are responsible for creating a work environment that supports high employee motivation and engagement, high job satisfaction, high organizational commitment, and low turnover.

One of the ways supervisors achieve these outcomes is by encouraging excellence in all employees do as a strategic goal and by recognizing and rewarding superior performance when it is demonstrated. This lesson is designed to help supervisors better understand and utilize the many reward, recognition, and incentive options available to build and sustain a high performance workplace.

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Module 2: Performance ManagementLesson 4: Recognition, Incentives and Awards



Why Recognition?


According to Bob Nelson, president of Nelson Motivation, Inc., a management training and consulting company that specializes in helping organizations improve their management practices, programs and systems..."Recognition is the #1 driver of human performance. You get what you reward."

"Be open and clear about what you want and recognize and reward it when you get it. There's a big difference between getting people to come to work and getting them to do their best work. You can't light a fire beneath people; you have to find a way to light a fire within them. Don't assume money is the only motivator. Recognize people for good work and they'll be more likely to do more of it; others will notice and emulate that success....It leads to higher performance and morale, lower turnover and an enhanced ability to attract talent to your organization."

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Why A Civilian Award and Recognition Program

As a supervisor, you should:

- Support the achievement of Army and organizational goals through high performance
- Develop and support the creation of a culture of performance
- Define what is important in terms of behaviors and outcomes
- Reward people according to the value they create
- Reward people according to what the organization values
- Align reward practices with employee needs
- Help to attract and retain high-quality people the organization needs, and
- Motivate and engage critical high performers



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Module 2: Performance Management Lesson 4: Recognition, Incentives and Awards

Performance Management

What is performance management? For our purposes in this lesson, we define performance management as referring to the planning, monitoring, developing, rating, and rewarding supervisors provide individuals and teams in improving organizational effectiveness. We can depict this process in the following diagram.

```
graph TD; Planning --> Monitoring; Monitoring --> Developing; Developing --> Rating; Rating --> Rewarding; Rewarding --> Planning;
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Module 2: Performance Management Lesson 4: Recognition, Incentives and Awards

The Performance Model

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Module 2: Performance Management Lesson 4: Recognition, Incentives and Awards

Factors That Influence Performance

In this lesson our focus is on the role of rewards (and recognition) in the overall performance model. As the supervisor, you need to be sensitive to the role of each factor and especially the role rewards play in employee and team performance and how you can use this understanding to achieve not only the goals of the organization, but the employee goals and needs as well.

**Ability**

- Physical
- Mental
- Spiritual

**Skills**


- Motor
- Verbal
- Cognitive

**Knowledge**

- Academic
- Experiential
- Observational

**Motivation**

- General drive
- Interests
- Extrinsic factors
- Intrinsic factors

**Emotion**

- Attitude
- Feelings

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Module 2: Performance Management Lesson 4: Recognition, Incentives and Awards



The Supervisor's Role

As a supervisor, your role in managing employee performance requires utilizing all resources available to you to engage and motivate employees by recognizing superior accomplishment and contributions to achieving your mission and goals. Supervisors and Army leaders have the major responsibility for assuring the effective use of incentive awards and preserving the program's credibility. Effective use means:

- Encouraging better performance and employee ideas for improvement;
- Rewarding superior achievements promptly;
- Being fair and objective in granting awards

Click on each of the smaller image circles for more information.

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Inform

One of the main purposes of the awards program is to encourage civilian and military personnel to participate in improving the economy and efficiency of Government operations. In order to use the program, however, everyone must know and understand it. You should inform all employees of the aims, methods, and benefits of the program. Explain the types of awards available and the eligibility requirements for each.

Promote

As a supervisor, you know which programs need or are receiving particular emphasis during a fiscal year. Make use of promotional materials—posters, flyers, booklets, bulletin board notices, etc., to emphasize the specific results you want (e.g., reducing costs, saving energy, materials, etc.).

Encourage and Recognize Superior Performance

a. You, as a supervisor, are responsible for improving the effectiveness of your operation.

And since it is your job to

get the work done through other people's efforts, it is beneficial to you to encourage and establish a sense of commitment to superior performance and to seeking improvements within the organization.

b. To create and maintain a team spirit you must not only encourage superior performance but also recognize it

whenever and wherever it occurs. Failure to respond to accomplishments or ideas will very likely destroy the desire to contribute to decisions and offer suggestions for improving operations.

You can build a creative, improvement-minded organization by:

- Keeping an open mind to constructive ideas
- Encouraging and participating in the development of ideas
- Asking for suggestions on ways to better achieve objectives or to solve problems
- Assuring that such ideas are given full, objective, and prompt consideration

c. Remember, individuals at all levels need to know that others, especially their supervisors, are aware of the time, effort, and talent which they contribute.

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Module 2: Performance ManagementLesson 4: Recognition, Incentives and Awards

A photograph showing a person in a dark suit and white shirt holding a large, ornate gold trophy with two handles. The trophy is resting on a dark wooden base. The person's hands are visible, holding the trophy from the sides.

Determining the Kind of Award

The type of award and the way a supervisor should grant it depend on:

- The types of awards available
- The organization's objectives for granting the award
- The employee's perception of the award

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Did the performance represent individual or group effort? Many organizations include improved team work and collaboration as an internal goal. If a group rather than an individual accomplished something deserving recognition, supervisors may want to grant a group award.

What was the impact of the performance deserving recognition? Did the accomplishment affect an organizational goal, an individual goal, or fall somewhere in between? Accomplishments resulting in greater impact may warrant a more significant award.


Would an incentive program, rather than traditional recognition, be more effective at energizing employees toward achieving a goal? If so, in the future the supervisor may consider suggesting an incentive program, such as a gainsharing or goal sharing program, which can work well at focusing employee efforts toward achieving organizational goals.

What form should the award take? For example, would granting a time-off award cause a hardship in the office?

Is the organization recognizing its top performers? Employees need to know that the organization values good performance.

Does the agency have limitations on awards? Supervisors should ensure the awards they propose meet agency, regulatory, and contractual requirements.


Module 2: Performance Management
Lesson 4: Recognition, Incentives and Awards



Organizational Objectives

Supervisors should select awards that support organizational goals and objectives. The questions below can guide supervisors in their awards choices as they consider organizational needs:

- Did the performance represent individual or group effort?
- What was the impact of the performance deserving recognition?
- Would an incentive program, rather than traditional recognition, be more effective at energizing employees toward achieving a goal?
- What form should the award take?
- Is the organization recognizing top performers?
- Does the agency have limitations on awards?

 *mouse over the bullet points for more information.*

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What would the employee appreciate as an award? Most people appreciate cash, but sometimes employees value other forms of awards as much or more. For example, a new staff member with little or no leave may appreciate a 1- or 2-day time-off award more than a small cash award. Note: A reward is not all that rewarding if it is not something the employee values.

Should the supervisor present the award publicly or privately? Some employees would rather receive no award at all than stand in front of a group of peers for recognition. Supervisors should learn ahead of time what the employee would appreciate. In addition, Supervisors should reference the applicable awards article if the employee is in a bargaining unit.


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Module 2: Performance Management Lesson 4: Recognition, Incentives and Awards

Employee Perception

While keeping in mind the organizational perspective for granting awards, supervisors also should consider the employee's perception and ask the following:

- What would the employee appreciate as an award?
- Should the supervisor present the award publicly or privately?



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A monetary award is a cash payment that does not increase the employee's rate of basic pay.

An honorary award is not a cash payment or time-off, but rather an award of a honorific value. For example, a letter of appreciation, certificate, medal, plaque or item of nominal value.

A time off award is where time-off from duty is granted without loss of pay or charge to leave for which the number of hours granted is commensurate with the employee's contribution and accomplishment.

Module 2: Performance Management
Lesson 4: Recognition, Incentives and Awards



Recognition Categories

An award is something bestowed or an action taken to recognize and reward an individual or team achievement that contributes to meeting organizational goals or improving the efficiency, effectiveness and economy of the Government or is otherwise in the public interest. The various awards can be further grouped into three recognition categories.

- Monetary awards
- Honorary awards
- Time off awards

 *mouse over the bullet points for more information.*



To review the different kinds of Army awards. Go to PERMISS at <http://www.cpol.army.mil/library/permiss/53.html> to review a description of the various awards, eligibility, and criteria requirements.

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A Special Act or Service Award is a cash award given to recognize a meritorious personal effort, act, service, scientific or other achievement accomplished within or outside assigned job responsibilities.

A performance award is a monetary award given in recognition of high-level performance for a specific period.

A Quality Step Increase (QSI) is an additional within-grade pay increase for GS employees with an exceptional rating of record for the current rating period.

On-the-spot award is a small Special Act or Service Award which may be given by a supervisor for day to day accomplishments of subordinate employees.

Employees may be granted up to 80 hours of time off during a leave year without charge to leave or loss of pay as an award for achievements or performance contributing to the Army mission.


Length of service certificates are used to recognize all Federal and military service in 5-year increments provided that one year of total service has been served as a civilian employee.

Supervisors may grant informal recognition devices. No review or processing by any incentive awards committee is required unless provided for under local procedures. This category of recognition provide memory and trophy value (e.g., mementos, plaques, mugs, badges, paperweights, etc.).

The item must—

- (1) Be something that the recipient could reasonably be expected to value but not something that conveys a sense of monetary value.
- (2) Have a lasting trophy value.
- (3) Clearly symbolize the employer-employee relationship in some fashion. Affixing a logo represents this relationship.


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Lesson 4: Recognition, Incentives and Awards



Types of Awards

Major types of awards are:

- Special act and special service awards
- Rating-based (performance) awards
- Quality step increases (QSI)
- On-the-spot awards
- Time-off awards
- Career service recognition
- Informal recognition
- Honorary awards
- Public service awards

 *mouse over the bullet points for more information.*

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An Honorary award is not a cash payment or time-off, but rather an award of a honorific value. For example, a letter of appreciate, certificate, medal, plaque or item of nominal value.

Public Service awards include Decoration for Distinguished Civilian Service, Secretary of the Army Public Service Award, Outstand Civilian Service Award, Commander's Award for Public Service, and Certificate of Appreciation for Patriotic Civilian Service. Public Service Awards are granted by the President and DOD. Specific information related to eligibility covered in DA PAM 672-20.

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Lesson 4: Recognition, Incentives and Awards



Types of Awards

Major types of awards are:

- Special act and special service awards
- Rating-based (performance) awards
- Quality step increases (QSI)
- On-the-spot awards
- Time-off awards
- Career service recognition
- Informal recognition
- Honorary awards
- Public service awards

 *mouse over the bullet points for more information.*

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A Special Act or Service Award (SA/SA) is a cash award given to recognize a meritorious personal effort, act, service, scientific or other achievement accomplished within or outside assigned job responsibilities. Use Table of Tangible Benefits to determine amount Up to \$10,000, or \$25,000 with AIAB review

Rating-based awards are based on performance computed as a percentage of the employee's base pay with a maximum award of 10 percent. Unusually exceptional employees may receive awards up to 20 percent if approved by the major commander.

A quality step increase (QSI) recognizes employees for performance of duty in an exceptional manner. A QSI must be based on the highest quality of performance that a supervisor may certify (e.g., a Successful Level 1 rating). This level of performance must be expected to continue in the future. Only General Schedule (GS) employees are eligible to receive QSIs. Must be submitted within 30 days of approval or rating period. An employee may not receive a QSI if the employee has received a Performance Award based in whole or in part on the performance being recommended for recognition. This is a very common mistake made by Supervisors.

The On-the-Spot Cash Award (OTS) is a small Special Act or Service Award (\$50 to \$500) which may be given by a supervisor for the day to day accomplishments of subordinate employees. DA Form 1256 is used to nominate and approve the OTS.

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Monetary Awards

Note that monetary recognition must be approved at a management level higher than that of the recommending individual. Recommendations are submitted and approved on DA Form 1256. All monetary awards require written justification.

- Special Act/Service award
- Rating-Based awards (performance)
- Quality Step Increase (QSI)
- On-the-Spot (OTS)

 mouse over the bullet points for more information.



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Monetary Awards, Continued

 **Examples of Contributions That Are Best Suited For An On-the-Spot Award**

Completion of a short-term project in less time than expected or where there were unusual difficulties to overcome.	Planning a special event which is particularly successful because of the employee's personal efforts.	Helping a co-worker who has an unusually heavy workload or a crash project.	Handling an unusually heavy workload, such as when co-workers are absent or when vacant positions are not filled immediately.	Development of new or revised procedures or other contributions toward improvement of office productivity.	Completion of a significant special assignment that is outside of normal job responsibilities.
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Level A

Recognizes effort beyond normal performance expectations of the job in a given instance. Typically, the employee might exercise initiative by developing a new approach to a task, or might put forth extra effort permitting early completion of a routine project 1

Level B

Recognizes a particularly efficient or resourceful effort expended by the employee. Typically, the employee takes the initiative to develop and follow through on a difficult task not specifically required but which results in an immediate benefit to the work unit, or the employee completes an important and particularly difficult assignment in an exemplary manner. Level B is appropriate to recognize an employee who takes extra steps to resolve a troublesome situation or in some special way benefits the work unit.

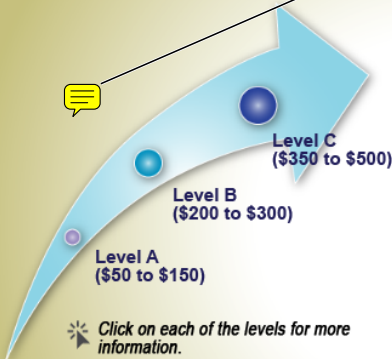
Level C

Recognizes exceptional contributions of employees. As an example, the employee may apply original concepts to an unstructured, non-routine assignment, or an employee may perform outstandingly in a crisis situation. Level C is appropriate to recognize an employee's effort that clearly can be called "going significantly above and beyond the call of duty."

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Monetary Awards, Continued

You the supervisor select the appropriate award level for the OTS award. Award levels selected should depend on the impact and results of the contributions. The award level descriptions provided here are one approach to determining the amount of an on-the-spot award.



Level C (\$350 to \$500)

Level B (\$200 to \$300)

Level A (\$50 to \$150)

Click on each of the levels for more information.

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Honorary Awards

The following is a listing of the honorary civilian awards in hierarchical order from lowest to highest:

1. Armed Forces Civilian Service Medal
2. Certificate of Achievement
3. Civilian Award for Humanitarian Service
4. Certificate of Appreciation for Patriotic Civilian Service
5. Achievement Medal for Civilian Service
6. Commander's Award for Civilian Service
7. Superior Civilian Service Award
8. Meritorious Civilian Service Award
9. Decoration for Exceptional Civilian Service
10. Secretary of the Army Award for Valor

Please refer to AR 672-20, Chapter 8 for award criteria.

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Department of the Army (DA) Awards Hierarchy

This chart is for informational purposes only and compares top civilian and military awards by approval level. See AR 672-20 Chapter 8 for more details.

Civilian Award	Authority	Civilian Award	Authority
Decoration for Exceptional Civilian Service	Sec of Army	Distinguished Service Medal	Chief of SA
Meritorious Civilian Service Award	Major Commander	Legion of Merit	MACOM Commander
Superior Civilian Service Award	Commanders MG+ and Civ Equiv.	Meritorious Service Medal	Commanders MG+
Commanders Award for Civilian Service	Commanders COL+ and Civ Equiv.	Army Commendation Medal	Commanders COL+
Achievement Medal for Civilian Service	Commanders LTC+ and Civ Equiv.	Army Achievement Medal	Commanders LTC+

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Lesson 4: Recognition, Incentives and Awards



Time Off Awards

For time off awards, note the following:

- Supervisor can approve awards up to one day or less
- Benefits to Government similar to Special Act or OTS
- Maximum Award Amounts
 - 40 Hours for any single award
 - 80 Hours for any 1-year period
- Limitations
 - Must be used within 1 year of the approval date
 - Cannot be transferred outside of Army
 - Cannot be restored or paid in lump sum

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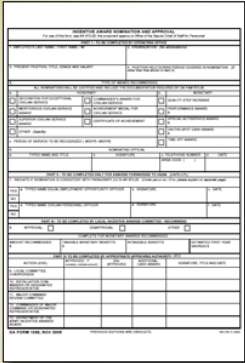
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Lesson 4: Recognition, Incentives and Awards



Nomination for Award


Nominations will be submitted on DA Form 1256 (Incentive Award Nomination and Approval). AR 672-20 provides instructions.


 [Click here to view and print the actual form.](#)


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During the period of...

...(give time of performance), (individual/group) did what. Beginning paragraph should start with this sentence.

This exceeded expected performance...

...as identified in the current position description by:

- o Improving quality
- o Timely completion of the project
- o Increasing productivity
- o Overcoming adverse obstacles or working under unusual circumstances
- o Using unusual creativity
- o Saving the Government time and/or money
- o Increasing program effectiveness

As a result...


- o Project acceptance
- o Savings in time, money, and/or material
- o More efficiency
- o Effectiveness
- o Technological advancement
- o Productivity increase
- o Improved levels of cooperation

>> Module 2: Performance Management Lesson 4: Recognition, Incentives and Awards

Justification Outline

As an aide in preparing a justification narrative for an award, a good justification outline to follow includes these four elements:

1. During the period of...
2. This exceeded expected performance,,,
3. As a result...
4. Therefore, I propose an award of...

 *mouse over the four elements for more information.*

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Justification Outline

As an aide in preparing a justification narrative for an award, a good justification outline to follow includes these four elements:

1. During the period of...
2. This exceeded expected performance,,,
3. As a result...
4. Therefore, I propose an award of...

 *mouse over the four elements for more information.*

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Therefore, I propose an award of...

...(amount/hours) which has been calculated using the (Tangible Benefits/Intangible Benefits/Time Off Scales in AR 672-20)

- o If based on measurable benefits, enter the expected Benefit to the organization.
- o If based on nonmeasurable benefits, enter the Value of Benefits and the Application.

Poorly written:

Contains mostly jargon, glowing adjectives, or global phrases;
Uses incorrect grammar or punctuation;
Written in technical language not understandable by reviewing authority;
Unfocused, unclear writing;
Includes extraneous and distracting information.

Doesn't meet award criteria:

Individual has already been recognized for these accomplishments either through a previous award or as part of a unit award;
Accomplishments are not yet completed;
Time period covered on nomination form does not agree with time period covered by the narrative;

Narrative does not justify the award:


Accomplishments and statement of impact are not clear or specific;
Narrative does not demonstrate that accomplishments are above and beyond those normally required of the officer;
Achievement and impact do not correlate with the level of proposed award.


>> Module 2: Performance Management Lesson 4: Recognition, Incentives and Awards

Narrative Pitfalls

The award narrative should be easy to read, meet the criteria for the particular award, and clearly show why the award is justified. Some common mistakes with the narrative include:

- Poorly written
- Doesn't meet award criteria
- Narrative does not justify the award



 mouse over the bullet points for more information.

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No Performance or Achievement Awards for Employees Who...

Monetary and honorary awards for performance or achievement will not be made to an individual who has been actively and substantially involved in unlawful discrimination based on race, color, religion, sex, age, national origin, marital status, or handicap.

In addition, no discretionary monetary or honorary award for performance or achievement will be made to an individual who

- Is either under investigation, or upon whom disciplinary or adverse action based on performance or conduct is pending.
- Was the subject of a disciplinary action within the preceding 120 days.

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Some additional examples of common mistakes supervisors make in trying to motivate employees include:

Recognizing or awarding some people while others who've done the same or similar work get nothing.
 Giving everyone the same award for work on a project but not all employees contributed anywhere close to equally.
 Using threats, intimidation, or discipline or other negative means to motivate employees
 Giving people different awards when each contributed equally.
 Not understanding the criteria or eligibility standards for an award. For example, trying to get an honorary award that is much too high for the employee's contribution.
 Promising an employee ahead of a task, "if you do this, I will put you in for an award."
 Telling a person before an award has been approved, "I put you in for a \$1000 cash award."
 Providing a cash award for a project and then listing the same contribution in the annual appraisal as a basis for a rating that leads to a cash award.
 Thinking that it is only cash, time off or honorary awards that motivate people
 Sending someone to training or a desirable course as a reward

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Module 2: Performance Management Lesson 4: Recognition, Incentives and Awards

Award and Recognition Mistakes

Supervisors often make major mistakes when managing their award and recognition strategy, such as:

- Going overboard or doing little if any recognition
- Thoughtless or routine awards.
- Presenting the recognition long after the behavior that this is being rewarded occurred



Click the image for a list of other common mistakes.

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Motivation Tips for Supervisors

Review these proven strategies for creating a climate and supervisory style that can contribute to developing and nurturing a high performance workplace.

1. Treat employees with manifest respect, appreciation, and trust—give people the change to express the best in themselves
2. Use simple, sincere thank you's for doing good work
3. Consider using more thoughtful thank you's, such as an e-mail to the commander with the employee on the CC line or a handwritten Thank You card
4. Use public recognition such as a meeting or organizational get together present a Certificate of Appreciation or Achievement
5. Take care of your people; foster a positive work environment; and act as a buffer between them and

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Motivation Tips for Supervisors

Review these proven strategies for creating a climate and supervisory style that can contribute to developing and nurturing a high performance workplace.

5. Take care of your people; foster a positive work environment; and act as a buffer between them and higher supervisors.
6. Allow employees to participate in decisions, planning and idea generation
7. Provide developmental opportunities for professional growth
8. Provide new challenges to get employees out of ruts
9. Provide visible, significant projects for an employee to gain experience & recognition
10. Tell people—regularly and sincerely—how they're

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Module 2: Performance Management Lesson 4: Recognition, Incentives and Awards



Motivation Tips for Supervisors

Review these proven strategies for creating a climate and supervisory style that can contribute to developing and nurturing a high performance workplace.

9. Provide visible, significant projects for an employee to gain experience & recognition
10. Tell people—regularly and sincerely—how they're making a difference
11. Use well written performance objectives and regular (e.g., quarterly) feedback on progress
12. Encourage people to improve constantly
13. Communicate often and be an effective listener
14. Don't micromanage
15. Be a positive leadership example by living the Army values

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Lesson 4: Recognition, Incentives and Awards



Supervisor Responsibilities

Some general guidelines regarding supervisor responsibility in managing the Army reward and incentive program include the following items:

- Recognize employees for specific achievements. Ensure recognition is distributed equitably and based on appropriate justification.
- Consider input from appropriate sources when making recognition decisions.
- Recognize contributions in a timely manner.
- Emphasize the importance of teamwork through recognition of group accomplishments.
- Use non-monetary recognition as an alternative to monetary awards for specific achievements or when monetary awards are not authorized (e.g. for private citizens).

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Supervisor Responsibilities

Some general guidelines regarding supervisor responsibility in managing the Army reward and incentive program include the following items:

- Use non-monetary recognition as an alternative to monetary awards for specific achievements or when monetary awards are not authorized (e.g. for private citizens).
- Promote the recognition program by encouraging employee participation, arranging for appropriate presentations and periodically publicizing recognition activities.
- Allow those recognized to choose the type of non-monetary recognition they receive when choices are possible.
- Ensure that recognition is linked to the contribution and that the award accurately reflects the value of the contribution.

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Supervisor Scenario Revisited

Now that you have a better understanding of recognition, incentives and awards, let's revisit the earlier scenario where you were considering recognizing Juan and Caitlin for their outstanding contributions.

Look at your notes. Which supervisory response did you select as the best choice?

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Author: AMSC Subject: Sticky Note Date: 8/11/2011 1:06:00 PM

(As Supervisor, your first option was...) NOT A GOOD CHOICE: Supervisors should give every consideration to recognizing individual and group performance when warranted because it helps create a positive and productive environment. Appropriate awards add value to the people who are the heart and soul of the organization. The administrative requirements for submitting an award nomination should not be an obstacle or excuse for not recognizing deserving employees or shirking your leadership responsibilities.

(As Supervisor, your second option was...) NOT THE BEST CHOICE: According to Army Regulation 672-20 the On-the-Spot cash award limit is \$500 and is designed to award day to day accomplishments. While a \$1000 award may be justified, it must be given under another monetary award category. Employees should never be informed that they are under consideration for or have been nominated for any award. Such actions may create serious morale problems. Additionally, it is important that an award be given based on the employee's contribution. In this case, should both Caitlin and Juan's award be equal?

(As Supervisor, your third option was...) THE BEST CHOICE: Different levels of achievement warrant different levels of recognition if the criteria for the award are met. Each nominee for an award should be given individual consideration in determining the type and/or amount of the award. As a leader, you should recognize that individual differences greatly influence the type of award or recognition that employees value and prefer.


Module 2: Performance Management Lesson 5: Coaching, Counseling and Mentoring

Leadership Application

NOT A GOOD CHOICE: According to Army Regulation 672-20 the On-the-Spot cash award limit is \$500 and is designed to award day to day accomplishments. While a \$1000 award may be justified, it must be given under another monetary award category. Employees should never be informed that they are under consideration for or have been nominated for any award. Such actions may create serious morale problems. Additionally, it is important that an award be given based on....

NOT THE BEST CHOICE: Supervisors should give every consideration to recognizing individual and group performance when warranted because it helps create a positive and productive environment. Appropriate awards add value to the people who are the heart and soul of the organization. The administrative requirements for submitting an award nomination should not be an obstacle or excuse for not recognizing deserving employees or shirking your leadership responsibilities.

THE BEST CHOICE: Different levels of achievement warrant different levels of recognition if the criteria for the award are met. Each nominee for an award should be given individual consideration in determining the type and/or amount of the award. As a leader, you should recognize that individual differences greatly influence the type of award or recognition that employees value and prefer.

 Do you give both employees the same award or different awards? Can you give people different awards when they have contributed equally – why or why not?

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[Click here](#) to open a PDF file of this list. You can then print it and add it to your Supervisor Development Folder.



Remember you can always click the FAQ button to help you find answers.

Additional Considerations to Research

1. What are the procedures and rules for various kinds of awards and recognition?
2. How important is the timing of an award?
3. Can an employee receive a cash award for a project and then have the same contribution identified in the annual appraisal as a basis for a rating which leads to a performance award?
4. Is it acceptable to provide honorary awards only when employees leave the organization?
5. Is sending someone to training or a desirable course a good recognition/reward option? Why or why not?
6. Supervisors can access their employees' personnel information on the Defense Civilian Personnel Data System (DCPDS), which includes all past awards. An employee's past award information has to be referenced when recommending award actions, so it is advisable for supervisors to become familiar with those various areas in DCPDS.

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Lesson 4: Recognition, Incentives and Awards



Lesson Takeaways

You have completed the Recognition, Incentives and Awards lesson. As a supervisor, it's important that:

- You know what resources are available
- You know what motivates your employees and what they value
- You know what types of recognition, awards, and incentives are available and when they are appropriate
- You know the various methods available for you to recognize, reward and motivate your employees
- You know what situations are inappropriate or preclude an employee from receiving an award



Click image for Supervisor Reflections

Do you have a thorough understanding of the Lesson Takeaways? Do you still need to do some reading about the Additional Considerations listed on the previous screen? If you feel confident about your knowledge of Position Management and Classification, proceed to the next lesson. If not, use the flyout menu to review, or use the Reference tool or FAQ tool to gain more knowledge.

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Reflections for a Supervisor

As a supervisor, consider the following...

- What is the consequence if you don't recognize your employees' efforts and hard work?
- What is the consequence if you recognize or award some people while others who've done the same or similar work get nothing?
- How do your employees perceive your actions regarding awards? Motivating? Demotivating?

Position Management and Classification, proceed to the next lesson. If not, use the flyout menu to review, or use the Reference tool or FAQ tool to gain more knowledge.

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Reflections for a Supervisor

As a supervisor, consider the following...

Demotivating?

- Why would an employee desire an honorary award? Monetary award? Time-off award? Do you know your organization's policy and procedures for nominating an employee for an award or recognition?
- Do you recognize contributions in a timely manner?

Position Management and Classification, proceed to the next lesson. If not, use the flyout menu to review, or use the Reference tool or FAQ tool to gain more knowledge.

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Reflections for a Supervisor

As a supervisor, consider the following...

- Do you recognize contributions in a timely manner?
- Should you take suggestions from my employees as to the type of honorary award they would appreciate the most? Monetary or time off?
- Do you promote the recognition program as a motivation tool for your employees?

Position Management and Classification, proceed to the next lesson. If not, use the flyout menu to review, or use the Reference tool or FAQ tool to gain more knowledge.

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A certificate of completion for the Recognition, Incentives and Awards lesson. The certificate is framed in a blue border and mounted on a wooden plaque. It reads: 'CERTIFICATE OF Completion', 'THIS AWARD IS GIVEN TO', 'You', 'IN RECOGNITION OF SKILLS GAINED BY', 'PARTICIPATION IN THE AWARD MANAGEMENT', 'STAFF COLLEGE'S R.I.D.C. LESSON'.

Lesson Complete!

Congratulations, you have completed the Recognition, Incentives and Awards lesson. Exit this lesson to continue with the Supervisor Development Course. Remember, you can always come back to this lesson to review.

By clicking the Next button, you will be given the opportunity to provide us with feedback on the lesson you have just completed. Your input is important to us, and will help us keep our content and playability at the highest level possible.

Congratulations!

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