

CIVIL SERVICE PERSONNEL ADVISORY COMMITTEE
EMPLOYEE RECOGNITION PROGRAMS

SUMMARY OF DISCUSSIONS AND IDENTIFICATION OF ISSUES

Our Committee began examining our task from the point of view of whether or not employee recognition programs would be of value to University of Minnesota employees. A strong consensus emerged favoring such programming as a means of developing employee morale among Civil Service employees as well as providing recognition to an identified group on campus which currently lacks such recognition. (Faculty and students have numerous recognition programs.)

Our goals include improving job pride, reducing turnover and absenteeism, promoting employee loyalty to the University, creating positive employee attitudes and providing the basic recognition that everyone needs.

Our Committee undertook to examine as many employee recognition programs as possible. Emphasizing public service institutions, we examined the following programs: State of Minnesota; Hennepin, Ramsey and Washington counties; other universities; Minneapolis, St. Paul and Stillwater; the University of Minnesota; and private industry. We gathered a great deal of documentation on each program and carefully examined what would and would not work for us. We interviewed representatives of various employee recognition programs and reviewed employee feedback on these programs. We then began a process of identifying what programs would most benefit University of Minnesota employees.

Our examination of potential employee recognition programs centered on three main assumptions:

1. We needed programs of adequate substance so as to be seen as a real value to employees.
2. We needed a developmental process; introducing several programs, with the capacity to develop new ones as time goes by.
3. We needed to be mindful of total costs of programs; keeping them in a range consistent with other organizations.

In selecting the four programs we recommend here, we had in mind two criteria. We wanted some programs to recognize a broad range of Civil Service employees for consistent performance and dedication to the University. Secondly, we wanted some programs that identified unique individuals. We attempted to establish protocol for each award, examine feasibility of accomplishing recommendations, and determine what would be required to implement each recommendation.

The four programs, 1) Longevity, 2) Special Person Award, 3) Employee Cost/Time Savings, and 4) Retirement, represent program ideas which can be implemented and maintained at a reasonable cost.

Employee Recognition Programs Summary-2

A Coordinator and a Recognition Advisory Committee are necessary to establish and maintain the recommended programs. We also recognize there will be greater expense the first year than subsequent years in the longevity program recommendation.

We believe the enclosed recommendations offer the University a plan to initiate an effective employee recognition program at a minimal cost to the University.

CIVIL SERVICE RECOGNITION PROGRAM

Priority # 1: LONGEVITY

RECOMMENDATION

Employees shall be recognized for length of service at the University. Different forms of recognition shall be awarded at five year intervals.

RATIONALE

An organization's chief asset is its employees. The University has not publicly recognized its employees for longevity, except for retirement. Implementation of a service award program will improve job pride, reduce turnover and absenteeism, promote employee loyalty toward the University, improve overall employee performance and productivity, create positive employee attitudes, and satisfy a basic need for recognition in individuals. Employee achievement and recognition are two motivating factors intrinsic to the job environment.

COST/BENEFIT TO UNIVERSITY

Cost to University of implementation. (See Appendix B.)

Benefits/risks. Implementing a longevity recognition program will improve morale among employees and serve as a unique means of recognizing all Civil Service employees. There must be an ongoing budget, which is impervious to retrenchment, to maintain this program.

Pluses/minuses in terms of money, time, human resources. There will be large up-front costs to implement the program the first year. The demand for human resources will be heavy the first year with coordinator and committee involvement. Committee members will need release time from their departments. Individual departments will be required to do minimal additional bookkeeping, providing Payroll can produce a computerized list for confirming length of service.

IMPLEMENTATION ANALYSIS AND STRATEGIES

Changes needed in order to meet this recommendation. There must be a strong ongoing commitment by University Administration to fund the program and promote its existence (publicity). A Recognition Coordinator, responsible for publicity, ordering and distribution of awards, and setting up a timetable of events, will need to be hired (see Appendix B).

What are the internal/external forces that help/hinder. The biggest obstacle to the service award program is funding. The up-front developmental costs the first year will be high, in order to include all staff who have already reached an award level. The budget will drop significantly after the first year the program is in place. The rewards for implementing the system are primarily intangible, but will result in improving employee morale, attitude, performance, loyalty, and productivity.

RECOGNITION AWARDS

Length of service will be based on vacation/sick records. Awards will begin at five (5) years of service with names appearing in campus publications. At ten (10) years the employee will receive a certificate and publicity in campus publications. At 15 years the employee will receive a certificate, publicity in campus publications, and a University Bookstores gift certificate. At 20, 25, 30, 35, and 40 years the employee will receive a certificate, publicity in campus publications, and a choice of gift items from Jostens.

CIVIL SERVICE RECOGNITION PROGRAM

Priority # 2: SPECIAL PERSON AWARD

RECOMMENDATION

There shall be a recognition award for "Special Person." The "Special Person's" contributions could include positive attitude, professionalism, conscientiousness, community service, or other "above and beyond the call of duty" areas.

RATIONALE

Employee actions that greatly improve the quality of work life or make a significant contribution to their communities are often neglected. This program will enable anyone within (or outside) the University community to nominate University Civil Service employees for recognition of their individual contribution(s) within the University and/or their respective communities.

COST/BENEFIT TO UNIVERSITY

Cost to University of implementation. Awards will consist of a specialized plaque (unique to this category), an appreciation luncheon, and articles in University publications. (See Budget, Appendix C.)

Benefits/risks. A program that recognizes an employee's special qualities will improve morale. There are no significant risks.

Pluses/minuses in terms of money, time, human resources. The Recognition Coordinator will be responsible for forwarding nominations to a selection committee and will also be responsible for publishing names of award recipients and organizing the annual luncheon. Committee members will need release time from their departments.

IMPLEMENTATION ANALYSIS AND STRATEGIES

Analysis and strategies will be the responsibility of the Recognition Advisory Committee and implementation will be handled by the Recognition Coordinator. The Coordinator will also be responsible for communicating with the Advisory Committee for all publicity needs.

Changes needed in order to meet this recommendation. A Recognition Coordinator and Advisory Committee are needed to administer and publicize this program. (See Supplemental Recommendations, pages 8 and 9.)

CIVIL SERVICE RECOGNITION PROGRAM

Priority # 3: EMPLOYEE COST/TIME SAVING PROGRAM

RECOMMENDATION

There shall be a recognition award for employees who have made a significant contribution towards cost/time savings. Areas to be considered here are work simplification, safety, or generating additional revenues in a University department and/or unit.

Tangible Savings: actual saving of a cash outlay or the collection of additional monies.

Safety: ways to reduce accidents and/or hazards.

Work Simplification: substantial changes which make a job easier or more pleasant.

RATIONALE

It is important to the University to recognize employees who have expended time and energy in contributing to improved working conditions of, or better management in, their departmental unit or the University as a whole.

COST/BENEFIT TO UNIVERSITY

Cost to University of implementation. A cash award of \$100 given to a maximum of ten individuals on an annual basis would be a small cost compared to the overall savings to the University when a good idea has achieved results.

Benefits/risks. This program would contribute toward more efficient and economic operations at the University. Carefully defined criteria need to be established due to the subjective nature of this award.

Pluses/minuses in terms of money, time, human resources. Significant benefits to the University would be reducing costs, increasing efficiency and quality of work, eliminating waste and conserving energy, promoting safety, and improving employee morale.

IMPLEMENTATION ANALYSIS AND STRATEGIES

Changes needed in order to meet this recommendation. There must be a commitment by University Administration to fund the program and promote its existence. A Recognition Coordinator will need to be hired to administer this program on a University-wide basis, to carry out the policies and procedures established by the Recognition Advisory Committee.

CIVIL SERVICE RECOGNITION PROGRAM

Priority # 4: RETIREMENT

RECOMMENDATION

University Relations' Retirement Reception shall be continued as it now exists. We recommend that additional publicity be provided to increase University-community awareness.

RATIONALE

It is important to recognize retiring employees for their years of service at the University and to allow friends and family to share this special time with them.

COST/BENEFIT TO UNIVERSITY

Cost to University of implementation. The cost of implementation is minimal. Our only suggestion is to publish the names of retirees, their departments, and years of service in Update (no cost), the Minnesota Daily (approximate cost of \$320 for 250 names), and other campus publications. The list can be obtained from University Relations.

Benefits/risks. The benefits are improved morale for those close to retirement. Wider publicity will inform other University employees who is retiring so they have the opportunity to express their thanks and special wishes. We don't believe there are any significant risks.

Pluses/minuses in terms of money, time, human resources. Very little time, money or human resources will be needed to implement this recommendation. The Recognition Coordinator will be responsible for getting names published and monitoring the effects of the increased publicity on the cost of the University Relations' Retirement program.

IMPLEMENTATION ANALYSIS AND STRATEGIES

The Recognition Coordinator will work with University Relations to handle publicity regarding retirement candidates by publishing their names in University publications.

Changes needed in order to meet this recommendation. A Recognition Coordinator will need to be hired to be responsible for publicizing this program and ensuring that names of retirees are published in campus publications.

CIVIL SERVICE RECOGNITION PROGRAM

Supplemental Recommendation: RECOGNITION ADVISORY COMMITTEE

RECOMMENDATION

A Recognition Advisory Committee shall be established to assist in developing, implementing, and maintaining the recommended recognition programs.

RATIONALE

A Recognition Advisory Committee is necessary as a governing body to assure that the needs of Civil Service employees are met by the recognition program.

COST/BENEFIT TO UNIVERSITY

A Recognition Advisory Committee composed of Civil Service employees will assure credibility of the recognition program.

Committee members will need release time from their departments.

IMPLEMENTATION ANALYSIS AND STRATEGIES

The Recognition Advisory Committee shall consist of seven Civil Service employees. Committee members will serve a two-year term, with four members appointed initially for two years and three members appointed for three years.

The Committee shall set policies and procedures for the implementation and maintenance of the recognition programs.

CIVIL SERVICE RECOGNITION PROGRAM

Supplemental Recommendation: RECOGNITION COORDINATOR

RECOMMENDATION

A position of Recognition Coordinator shall be established in the Department of University Relations to coordinate the Civil Service Employee Recognition programs.

RATIONALE

The Coordinator will be the liaison and resource for the Recognition Advisory Committee and will be responsible for providing the information needed to make awards, receiving nominations, planning lunches and receptions to honor those being recognized, setting meeting times and places, ordering awards, and other duties as assigned.

University Relations is responsible for promoting the University; therefore, the Recognition Coordinator should be located in this department to provide employee recognition and publicity regarding Civil Service recognition programs.

COST/BENEFIT TO UNIVERSITY

This position will benefit the University and Civil Service employees. Promoting and publicizing recognition events pertaining to Civil Service employees will encourage them to have positive feelings about themselves, their jobs, and the roles they fill within the University system.

The cost factor would include:

Coordinator's salary	\$22,000
Supply budget (minimum)	<u>2,000</u>
TOTAL	\$24,000

IMPLEMENTATION ANALYSIS AND STRATEGIES

It will be necessary for the University to fund this position within University Relations.

CIVIL SERVICE RECOGNITION PROGRAM

Supplemental Recommendation: COLLEGE OR UNIT LEVEL RECOGNITION PROGRAMS

RECOMMENDATION

We encourage departments to recognize employees for contributions to their college or unit.

RATIONALE

Departmental recognition encourages higher performance and increases an employee's job satisfaction and commitment. Whether given formally or informally, recognition acknowledges or expresses appreciation for service and/or performance.

COST/BENEFIT TO UNIVERSITY

When employees are recognized by their department, they are more likely to continue positive behavior and encourage others to do the same.

We propose that departments be allowed, and encouraged, to develop individual programs that when implemented would send a message to their employees that 1) they work for a definable unit within the University, 2) their work is consistently valued within that unit, and 3) in exemplary situations, their work and service are recognized and rewarded in visible, concrete ways. Although there are potential pitfalls in the creation of individual programs and although there are modest, but not inconsequential costs of staff time and departmental dollars to consider, we feel that the positive, reinforcing aspects of these programs are worth the minimal risk and reasonable costs incurred.

Cost of implementation would vary with each department.

IMPLEMENTATION ANALYSIS AND STRATEGIES

Analysis, strategies, and implementation will be the responsibility of individual departments.

Changes needed in order to meet this recommendation. University Administration will need to allow departments to use discretionary funds to implement their individual programs.

CIVIL SERVICE RECOGNITION PROGRAM

APPENDIX A

BUDGET BREAKDOWN

Longevity (see Appendix B)	1st year	\$ 33,717.28
	2nd year	\$ 10,677.38
	3rd year	\$ 11,979.26
Special Person (see Appendix C)		\$ 1,200.00
Employee Cost/Time Savings (see Priority #3, page 6)		\$ 1,000.00
Retirement (see Priority #4, page 7)		\$ 320.00
Coordinator: (see Supplemental Recommendation, page 9)	Salary . .	\$ 22,000.00
	Supplies .	\$ 2,000.00

	PROGRAM TOTAL, 1ST YEAR	\$ 60,237.28
	PROGRAM TOTAL, 2ND YEAR	\$ 37,197.38
	PROGRAM TOTAL, 3RD YEAR	\$ 38,499.26

CIVIL SERVICE RECOGNITION PROGRAM

APPENDIX B

PROJECTED BUDGETS FOR LONGEVITY AWARD

FIRST YEAR

Awards	\$ 31,306.28
Daily Ad	700.00
Set-up Charges	811.00
Brochure	<u>900.00</u>
TOTAL	\$ 33,717.28

SECOND YEAR

Awards	9,977.38
Daily Ad	<u>700.00</u>
TOTAL	\$ 10,677.38

THIRD YEAR

Awards	11,279.26
Daily Ad	<u>700.00</u>
TOTAL	\$ 11,979.26

Cost based on 1987 estimates provided by Jostens.

PROJECTED EXPENSE FOR AWARDS

FIRST YEAR OF PROGRAM

Years	# of People*	Cost**	Total
10-14 years	1,278	\$ 1.26	\$ 1,610.28
15-19 years	668	10.00	6,680.00
20-24 years	279	21.00	5,859.00
25-29 years	152	36.00	5,472.00
30 years plus	123	95.00	<u>11,685.00</u>
GRAND TOTAL			\$31,306.28

SECOND YEAR OF PROGRAM

Years	# of People*	Cost**	Total
10 years	413	\$ 1.26	\$ 520.38
15 years	201	10.00	2,010.00
20 years	85	21.00	1,785.00
25 years	57	36.00	2,052.00
30 years plus	38	95.00	<u>3,610.00</u>
GRAND TOTAL			\$ 9,977.38

THIRD YEAR OF PROGRAM

Years	# of People*	Cost**	Total
10 years	451	\$ 1.26	\$ 568.26
15 years	263	10.00	2,630.00
20 years	113	21.00	2,373.00
25 years	53	36.00	1,908.00
30 years plus	40	95.00	<u>3,800.00</u>
GRAND TOTAL			\$11,279.26

*Based on 1983 report University of Minnesota Years of Service for A, F, H Status Employees

**Cost based on 1987 estimates provided by Jostens.

LONGEVITY AWARDS

<u>YEAR OF SERVICE</u>	<u>AWARD</u>	<u>AVERAGE COST</u>
5 years	Ad in the Daily and Update article (also includes all employees being recognized each year)	\$700.00
10 years	Custom Certificate	1.26
15 years	University Bookstore Gift Certificate	10.00
20 years	Walnut Desk Pen Set Set of 4-24% Lead Crystal Goblets Leather Checkbook Holder	21.00
25 years	Classic Black Pen & Pencil Set of 4-24% L.C. Tumblers Quartz Carriage Clock Gerber Pocket Knife	36.00
30 years and up	Brass and Glass Clock 24% L.C. Pitcher and 4 Glasses Polished Pewter Champagne Flutes and Coaster Walnut Thermometer Plaque with Brass Instrument	95.00

NOTE: Recipients at each award level will choose one award item from a given selection similar to that stated above. The perceived value of these items could exceed twice the actual cost.

Award costs based on 1987 estimates provided by Jostens.

SET-UP CHARGES

The following are one-time set-up charges to incorporate the chosen logo with the awards. The chosen logo could be the Regent's Seal or one chosen by the Recognition Advisory Committee.

Certificate	\$186.00
Walnut	95.00
Crystal	60.00
Fewter	95.00
Writing Instruments	225.00
Plaque	65.00
Leather	85.00

COMMUNICATION BROCHURES

Line Art Brochure

8 1/2 x 14" three-fold with order form	
3,200 copies	\$900.00

Costs based on 1987 estimates provided by Jostens.

CIVIL SERVICE RECOGNITION PROGRAM

APPENDIX C

PROJECTED ANNUAL BUDGET FOR SPECIAL PERSON AWARD

Awards (Plaques) -- one per month	\$20.00/person	\$ 240.00
Annual Luncheon	\$20.00/person	\$ 260.00
Article in campus publications for each of the 12 recipients		\$ 700.00
Annual article in <u>Update</u> including picture and short description of all 12 recipients		<u>NC</u>

	TOTAL COST PER YEAR:	\$1,200.00

CIVIL SERVICE PERSONNEL ADVISORY COMMITTEE

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