

H 3000.5 E77c 2008 c.3



OKLAHOMA

Esprit / CSE- Reference Book



ESPRIT SUMMIT AGENDA

8:30 a.m. –	9 a.m.	Continental Breakfast
9 a.m. –	10 a.m.	Introductions
10 a.m. –	10:15 a.m.	Gary Dart
10:15 a.m. –	11:45 a.m.	Guest Speaker
11:45 a.m. –	12:30 p.m.	Lunch
12:30 p.m. –	1:15 p.m.	Team Building Exercise
1:15 p.m. –	1:45 p.m.	Spirit Stick
		Life Events
		Free or Nearly Free
1:45 p.m. –	2 p.m.	Break
2 p.m. –	2:15 p.m.	Bright Ideas
2:15 p.m. –	3 p.m.	Sharing – Office Best Practices
3 p.m.		Summit Adjourned

Recognition Begins with you

The Mission of the OKDHS Child Support Enforcement Esprit Team is to appreciate and acknowledge the efforts and contributions of CSE employees. Recognition can be aimed at specific individuals, teams of workers, or the division as a whole. Employee recognition is a reward for past work with an aim towards future productivity. This is not some ploy to make employees work harder, nor is it simply a practice of rewarding employees with no eye on the future. Employee recognition resolves both of the problems. The goal is both to reward and to motivate and stimulate the employee's confidence, self-esteem, and productivity, all at the same time.

In simple terms, a happy worker is a good worker. The most effective forms of employee recognition are positive, immediate, and specific. Define specific and reachable goals, which can be achieved by an individual or a team, and promptly come through on your end of the bargain when the goal has been achieved. In addition, simple and random forms of employee recognition can also be highly effective. Gratitude, casual but sincere conversation, or a small surprise gift, all serve to remind that the employee is a valued person and a part of the division. As we move forward, we are striving to make enhancements to CSE's award and recognition efforts as well as encourage and help support recognition efforts at all levels within the state of Oklahoma.



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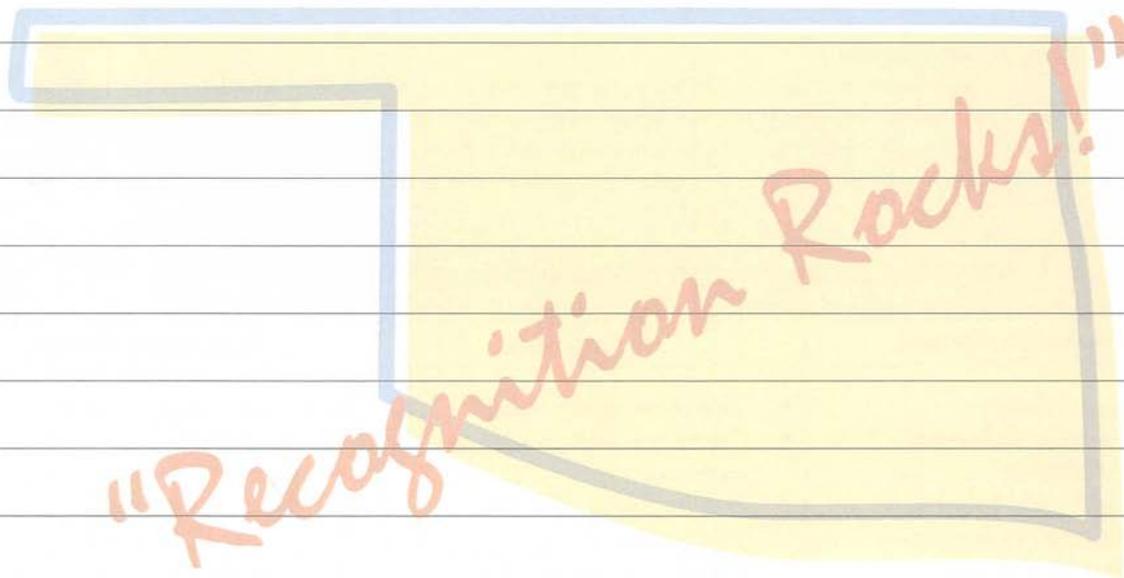
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I. Introduction

This reference book should serve as a tool for Esprit liaisons in developing their office award and recognition programs. It provides information on the importance of recognition in the workplace, guidelines to assist liaisons in developing a customized program and recognition ideas.

The Importance of Employee Recognition

The implementation of effective award and recognition programs can create a positive working environment that encourages employees to thrive. Recognition makes employees feel valued and appreciated, contributes to higher employee morale, increases organizational productivity, and aids in recruitment and retention. Recognition is a powerful motivator. It serves to reinforce the enthusiasm, commitment and social conscience of employees and is a great vehicle for conveying the agency mission and goals.

What is most important in an award and recognition program?

To Senior Management	To Employees	To Managers of Programs
<ul style="list-style-type: none">• Increases productivity• Produces Return on Investment (ROI)• Improves attitudes• Builds loyalty and commitment• Generates positive feedback• Empowers the workforce• Assures efficiency	<ul style="list-style-type: none">• Satisfies recognition needs• Creates a positive recognition experience• Provides a wide selection of attractive, personalized awards• Provides timeliness of recognition• Guarantees quality of award• Fosters open communication of appreciation• Provides value for employees	<ul style="list-style-type: none">• Includes efficient administration• Excites employees• Creates pride• Pleases management• Involves all employees• Develops a partnership with the workforce• Adds value for employees

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The Role and Responsibilities of Managers

Managers can use recognition as a leadership tool. It can convey a strong message to employees regarding the work performance and behavior that is valued by their managers. By communicating these essential values, employees will understand how their performance directly contributes to the agency's ability to achieve its goals.

The role of Esprit is to:

- Encourage recognition;
- Initiate training for supervisors, managers and award program coordinators in the implementation and delivery of the recognition program;
- Serve as a resource and advocate to CSE on the employee award and recognition program; and
- Promote and communicate the award program to the agency.

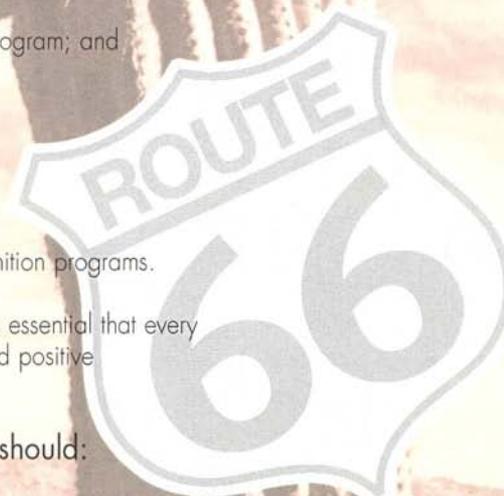
Esprit liaisons are encouraged to

- Allocate resources to implement the program;
- Provide internal training for the award program; and
- Promote and serve as an advocate for the district office's employee award and recognition programs.

All liaisons should be well trained in the elements of recognizing and rewarding employees. It is essential that every liaison, manager and supervisor be aware of the responsibility to provide effective feedback and positive reinforcement to their employees

To cultivate a successful recognition program, all managers and supervisors should:

- Learn ways to motivate and inspire others;
- Learn how to communicate needs, expectations and goals clearly;
- Explain how the program works and how employees can receive recognition; and
- Provide employees with an understanding of how they impact the organization's goals, mission and success



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II. Developing a Successful Award and Recognition Program

Step One: Define the Program's Scope and Direction

What are the goals and objectives of the program?

It is important in the development of any program that the goals and objectives, or what is hoped to be achieved, are understood by all those participating in the process. Child Support Enforcement Division, provides tools to promote opportunities for recognition, community partnerships, and morale building within the workplace. Esprit supports a forum for employees to receive credit by sharing their ideas and suggestions for program improvement. In order for a program to be cost-effective and survive in the long term, the results of the program must contribute to the achievement of the organizational mission. The award and recognition program should focus on acknowledging those accomplishments and behaviors that contribute to the organization's mission and demonstrate organizational values. It should be cautioned that recognition of behaviors unrelated to the organization's mission might lead to an ineffective program. These established program goals and objectives should clearly reflect the organization's values, mission, and vision for the future. Examples of program goals may be:

- Improving safety
- Honoring long-term employment
- Acknowledging creativity that results in new and innovative procedures
- Recognizing excellent customer service
- Acknowledging employees of the week, month, quarter or year
- Acknowledging positive attitudes
- Honoring highly skilled employees
- Honoring team players
- Honoring retiring employees
- Recognizing volunteers

An agency may select any number of goals and objectives to suit their individual program.

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Step Two: Develop a Budget

It is important to consider the impact of the Esprit Program, with the help of all employees. It is also important to remember that even with a limited budget, there are many ways to recognize employees with little or no cost. The Esprit Program is a team effort and funds must be raised in order to succeed. The following considerations may be useful in developing a budget for the program:

- The potential number of award recipients in a set time frame;
- The types and subsequent costs of the awards;
- Costs associated with the presentation of the awards;
- The costs of promotional and informational materials; and
- Local fundraising efforts.

Step Three: Establish the Program Guidelines

Awards are conferred or bestowed. They are outside of the control of the recipients.
Rewards are earned. By their behavior the recipients control them.

The Esprit Program Guidelines, established by the Child Support Enforcement Division, provides tools to promote opportunities for recognition, community partnerships and morale building within the workplace. Esprit supports a forum for employees to receive credit by sharing their ideas and suggestions for program improvement. Offices may select any number of the five award categories for which they want to recognize employees:

- Distinguished accomplishment;
- Meritorious service;
- Innovation;
- Quality management; and
- Volunteerism.

Offices are required by regulation to recognize employees for the length of service category. Offices have flexibility in the types of awards or recognition given – monetary and non-monetary, and in the nomination and selection processes. Offices have the option to set limits on the number of awards employees can receive in a fiscal year and are able to structure the program to best fit work unit and agency needs. Consideration should be given to the goals of the proposed program, as well as the scope and budget of the program. Refer to the program guidelines for more information.

The award program should be evaluated regularly to ensure that program goals and categories continue to be effective, are fresh, and align with the work unit or agency objectives. The office may want to consider surveying employees about the program to determine how well the program is being received throughout the organization.

Notes

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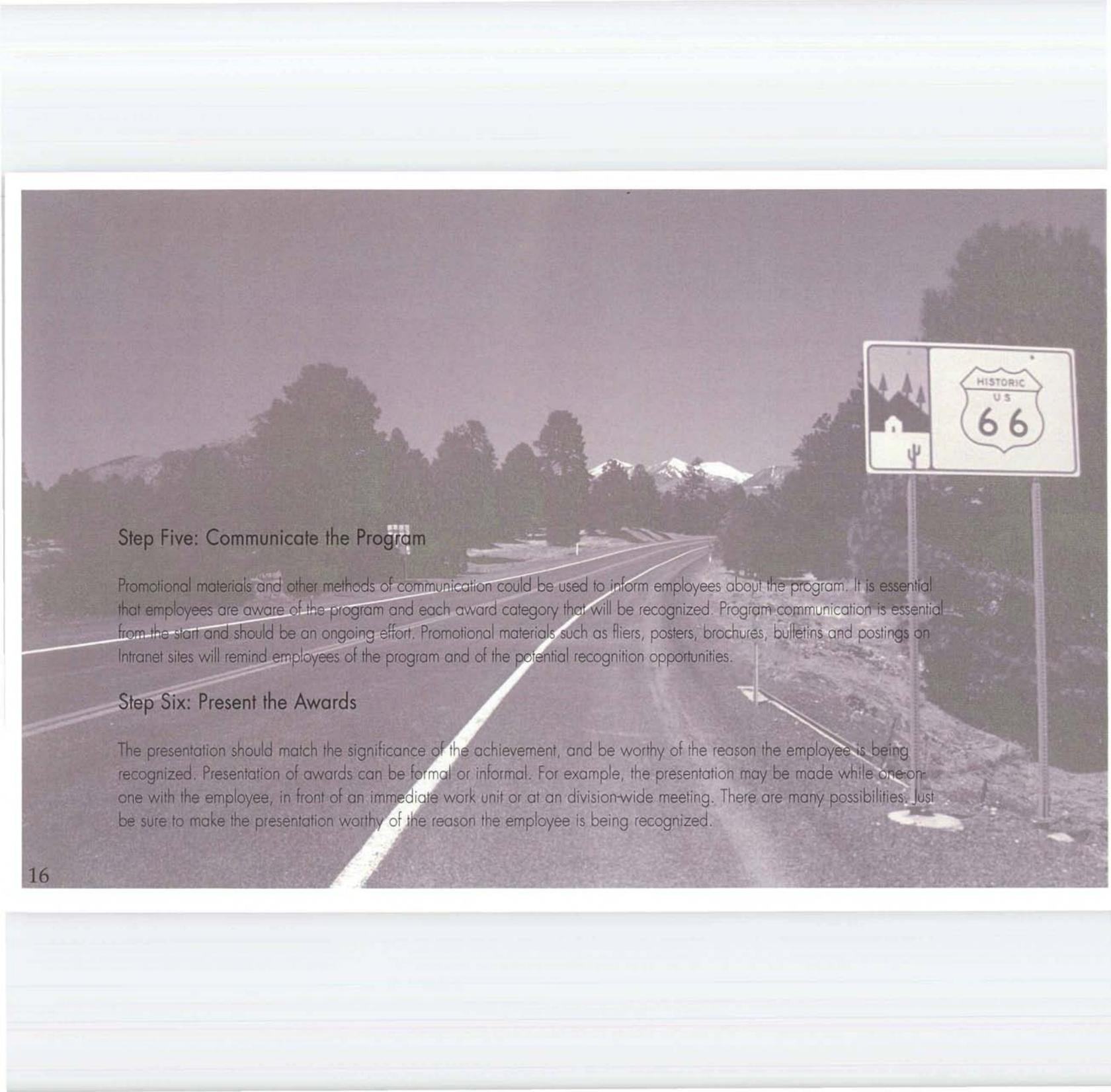
Step Four: Choose the Awards

It is important to give some thought when choosing awards. The award or recognition should spark motivation and perhaps inspire employees to achieve the goals or to emulate the behavior that the award is associated with. During the development of a program that incorporates non-monetary and monetary awards, it is essential to take into account that some employees will be award recipients, while others will not be so fortunate. It is important to be aware of how a particular award functions within the work unit and the agency. There is potential to destroy the culture of a workplace if the recognition develops into a series of competitive contests, focusing on gifts and monetary awards, rather than on the recognized behaviors of employees. This situation can undermine the goals of the program. Awards and recognition should have value and meaning to employees. The success of the program depends on employee buy-in. There are several methods of recognition that can be delivered to any one employee. It can be as simple as verbal praise or as elaborate as a tangible gift or monetary award and will likely result in increased productivity, motivation and much more. A reward should be:

- **Sincere:** A reward should reflect a genuine expression of appreciation. Shallow acknowledgements leave something to be desired and are often mishandled.
- **Meaningful:** To elicit a motivating influence, rewards should be aligned with the values, goals, and priorities of the organization.
- **Adaptable:** A diverse workplace demands alternative recognition methods. Consider creative options to keep the program fresh. Remember, no single reward format works for everyone all the time.
- **Relevant:** Some personal dimension is essential to any good reward. No matter how formal or informal, expensive or affordable, the relevance of any recognition will be enhanced with a personal touch. It's the little things that make a big difference.
- **Timely:** It is important that a reward addresses the behavior it is intended to reinforce. It is important not to let too much time pass or the reward may be devalued.

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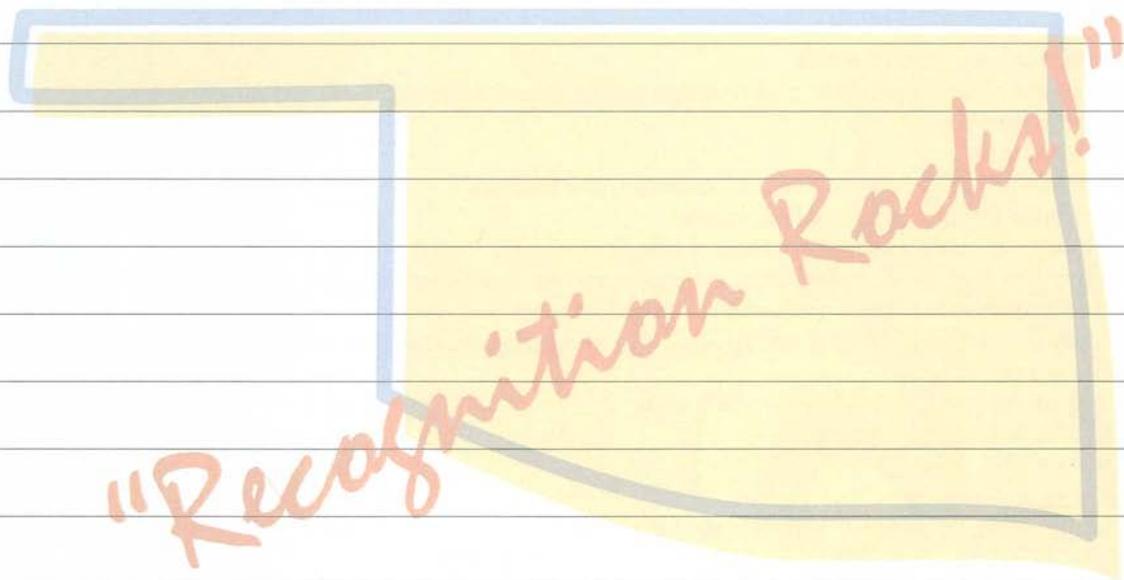


Step Five: Communicate the Program

Promotional materials and other methods of communication could be used to inform employees about the program. It is essential that employees are aware of the program and each award category that will be recognized. Program communication is essential from the start and should be an ongoing effort. Promotional materials such as fliers, posters, brochures, bulletins and postings on Intranet sites will remind employees of the program and of the potential recognition opportunities.

Step Six: Present the Awards

The presentation should match the significance of the achievement, and be worthy of the reason the employee is being recognized. Presentation of awards can be formal or informal. For example, the presentation may be made while one-on-one with the employee, in front of an immediate work unit or at an division-wide meeting. There are many possibilities. Just be sure to make the presentation worthy of the reason the employee is being recognized.

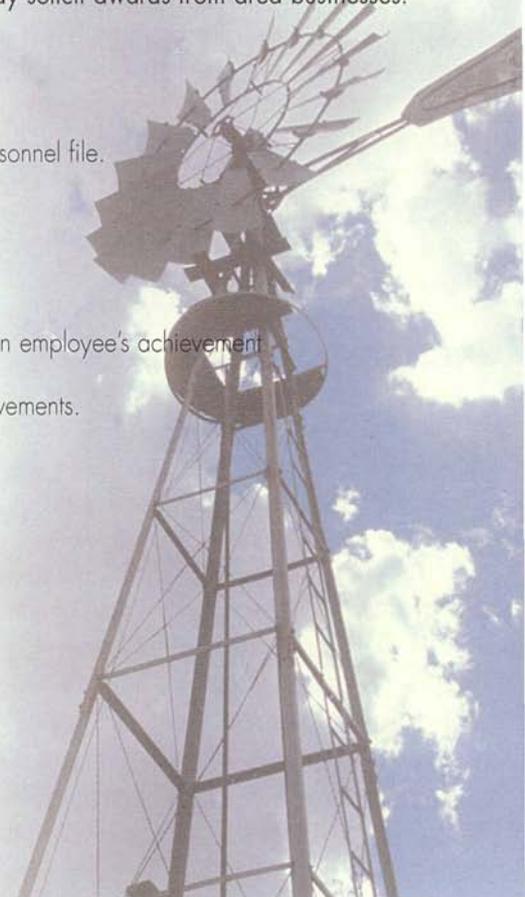


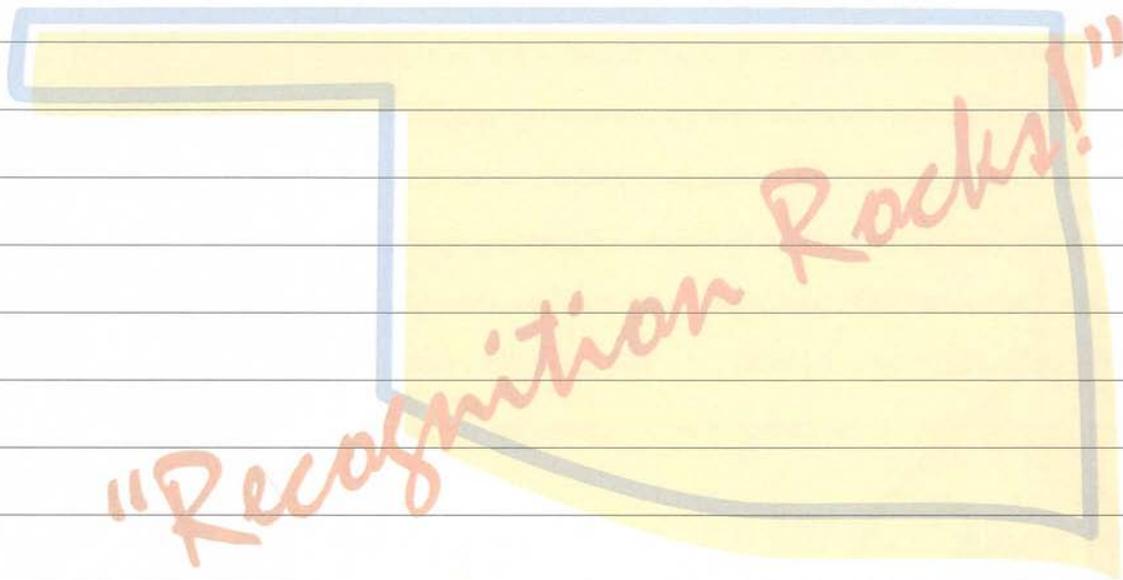
III. Award and Recognition Ideas

To enhance the division's ability to provide meaningful awards and recognition, an office may solicit awards from area businesses.

No or low cost recognition ideas

- Personal thank you notes or e-mails
- Write a letter of recommendation or commendation to be placed in the employee's personnel file.
- Free dress-down day
- Good deed awards
- Post on recognition board bulletin board, newsletters, and Web site.
- Hall of Fame photos of recognized employees
- Submit an article about recipient to Intranet or Internet .
- Submit an article about recipient to local, regional or national newspapers regarding an employee's achievement.
- Begin a scrapbook that details achievements throughout the year, including photos.
- Ask a senior manager to attend a staff meeting when recognizing employees for achievements.
- Hold a recognition lunch.
- An informal party with various foods and soft drinks
- Gift certificate to a local restaurant
- Traveling trophy
- Certificate or plaque
- Mugs, pens, and tee shirts with team or division logo
- Flowers
- Gift certificates for books or CDs
- Movie tickets
- Month of free parking
- Trophies





Other Recognition Ideas

When anyone makes a negative comment, put 25 or 50 cents into a pot and use the money for a fun committee.

Bring camera to work occasionally and take candid photos of staff and post pictures on a bulletin board for all to enjoy.

Make selection of the employee of the month, quarter or year by peers and not just management.

When someone is named employee of the month, give a special name tag highlighting that status.

Points can be given out at any time for anything such as good attendance, or helping out a guest, and are redeemable for prizes.

Spontaneous calls from division administrators can be made to local staff saying how they are appreciated.

Provide certificates of achievement, lunches and mugs for perfect attendance, and a gift certificate to the staff member with the longest perfect attendance.

Pick a trophy that is passed from honoree to honoree so it is much desired. What the trophy is does not matter. The older the trophy, the better, so it is fun.

Always find ways to get staff input into the operation. A simple suggestion box works great.

Special Focus

Inexpensive Ways To Reward Your Staff

- Say thanks to staff for doing a great job.
- Add a gold star on a note to staff.
- Give birthday cards to all your staff.
- Provide free passes to your facilities.

- Create an awards program for staff, such as a 110% Award for giving extra effort.
- Name a program after your staff, for example, the Search for John Smith Volleyball Tournament.
- Make breakfast for your staff.
- Highlight your staff in your program brochure.
- Praise staff in meetings.
- Make homemade cookies for your staff.

Ideas To Recognize and Motivate Your Staff

- Listen.
- Keep staff informed.
- Involve staff in decisions.
- Make work fun.
- Catch staff doing something right.
- Reward outstanding behavior.
- Celebrate successes.
- Provide training.
- Thank staff personally.
- Encourage staff initiative

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Notes





Try this: Selection of employee month, quarterly or year by peers

Monthly:

On the office bulletin board, employees should give each other an On Target Reward. The honorable mention is for going above and beyond their job duties and also helping others out on their jobs.

Send an e-mail. Send the list of On Target Rewards winners for the month and get employees to vote on an overall winner.

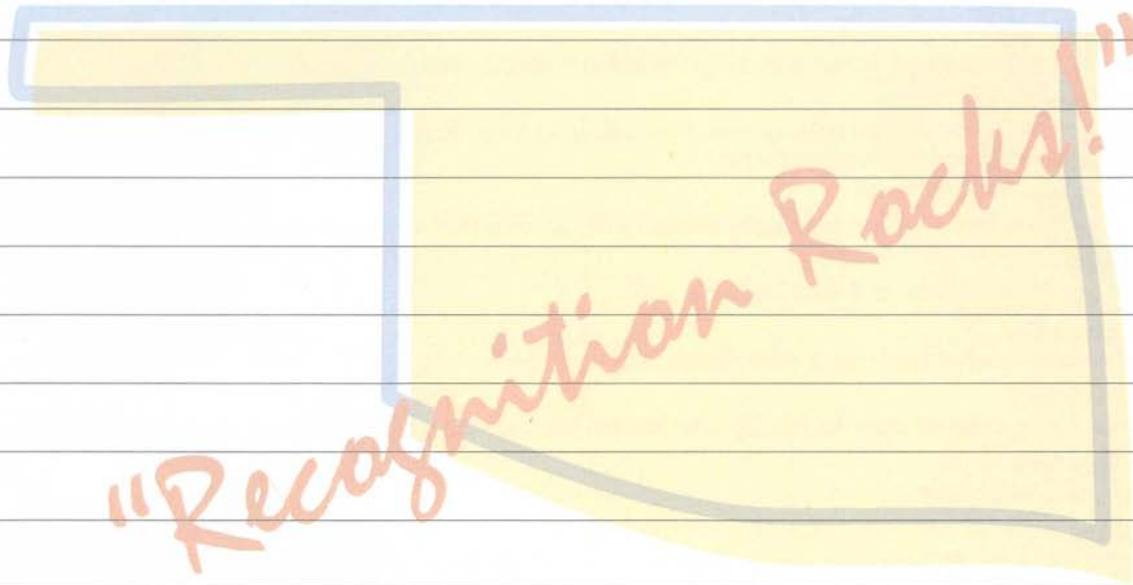
The monthly winner will receive a Golden Dart Reward. The unit can throw the winner a pot luck bash or office luncheon.

Quarterly:

Staff can vote on one of the three Golden Dart Reward winners. The top vote getter will receive the Platinum Dart Reward. The office manager can take the winner out to lunch each quarter.

Yearly:

Staff can vote on one of the four Platinum Dart Reward winners. The top vote getter will receive a Bulls Eye Reward, and perhaps a \$50 to \$100 cash award if it is in the budget. The office manager can take the winner out to lunch each year.



Try this: Monthly, come up with themes for units to set up their own pot luck lunches:

January – Let It Snow

Have a soup, chili, or crock pot day. Hold a chili cook-off. Get prize donations from local businesses.

February – Sweethearts Day

Liaisons can send e-cards to all office employees or cut out little hearts and give valentine candies.

March – St. Patty's Day

Go green crazy including green food. Raise money by getting staff to guess how many coins are in the pot of gold.

April – Happy Easter

Have an Extravaganza Breakfast as a fundraiser or make it pot luck. Send out an e-card for Easter. April is Take Your Daughters and Sons to Work Month, so plan something for employee's children.

May – Cinco de Mayo

Hold a fiesta. May is also Best of the Best and Quality awards month, so remember to help plan something for the winner in your office.

June – Beach Party

Have an Aloha Luau or maybe pizza and salad lunch sale.

July – Independence Day

Hold an Old Fashioned Fourth of July picnic or sell barbeque.

August – Back to School

Sell sack lunches. August is also the month for the CSE Cram the Van Tour. Encourage donations from employees and local businesses.

September – Team Spirit

Hold a pot luck Tail Gate Luncheon.

October – Fall Fest

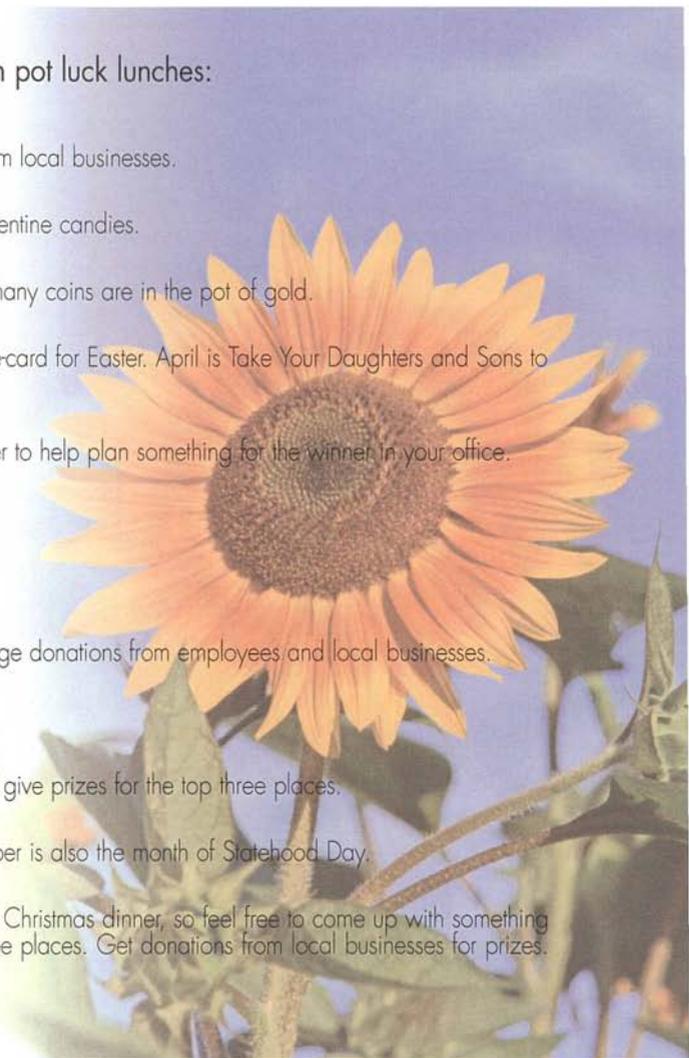
Sell hot dogs and hold a hay stack luncheon. Have a door decorating contest and give prizes for the top three places.

November – Let's Talk Turkey

Provide the turkey for office luncheon. Employees should bring side dishes. November is also the month of Statehood Day.

December – Holiday Hope

If funds are available have the luncheon catered. It doesn't have to be a traditional Christmas dinner, so feel free to come up with something else. Have a door decorating contest, and set a theme, with prizes for the top three places. Get donations from local businesses for prizes. Play secret Santa.



"Recognition Rocks!"



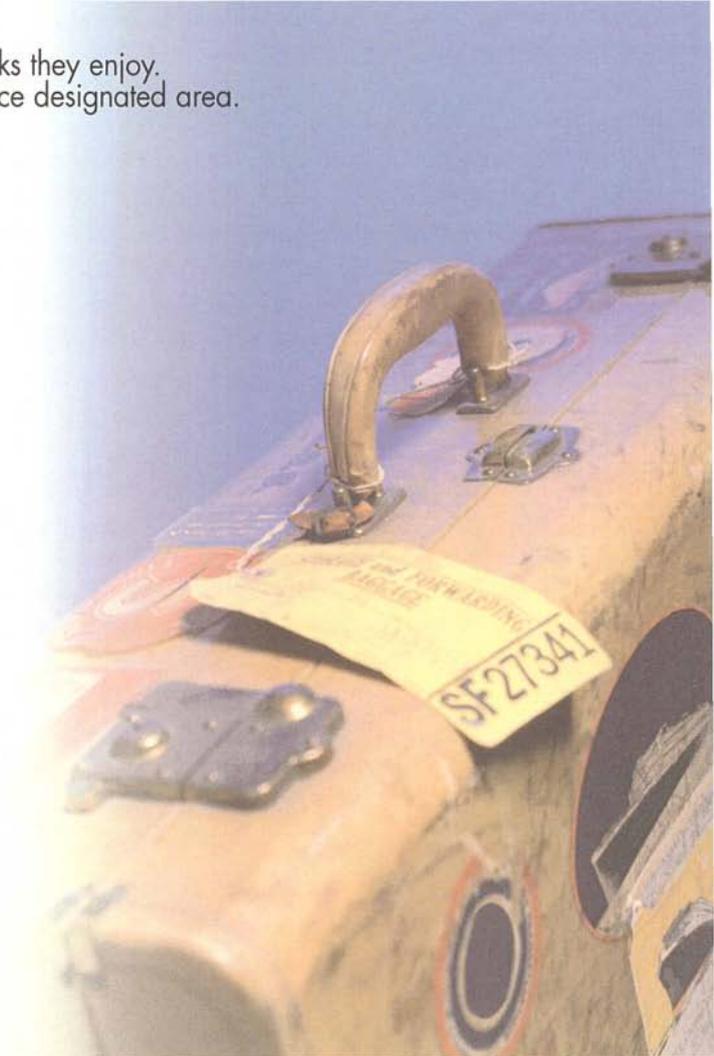
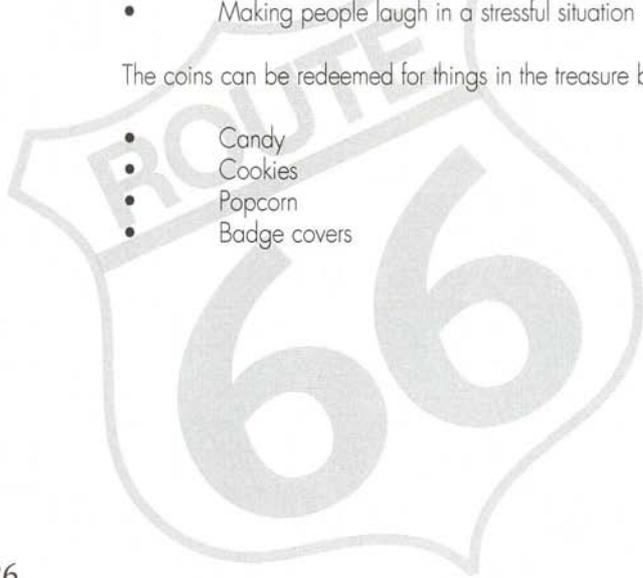
Try This: Go around the office ask employees what type of snacks they enjoy. Go to a grocery store and buy those things. Sell them in the office designated area.

Golden coins – Supervisors should give them out when employees are:

- Learning new skills
- Pitching in to help a co-worker
- Volunteering
- Mentoring new employees
- Sharing information
- Taking notes in a meeting
- Holding a record of perfect attendance for the month
- Adapting willingly to change
- Making people laugh in a stressful situation

The coins can be redeemed for things in the treasure box:

- Candy
- Cookies
- Popcorn
- Badge covers





New: Esprit will be retiring the Spirit Stick that was being awarded quarterly. Our new quarterly award will be called the Esprit Clearinghouse. Esprit will go to the winning office quarterly and present the office with balloons, basket of goodies, framed certificates, spirit, smiles, and \$100 dollar check to help with awards and luncheons.

New: Esprit will purchase 12-inch Dart Trophies for each office. The trophy is passed to a new winner each month, the Golden Dart Award employee of the month.



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