

STATE OF COLORADO

DEPARTMENT OF MILITARY AND VETERANS AFFAIRS

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John W. Hickenlooper
Governor

Major General
Michael A. Loh
The Adjutant General

Policy Title: Employee Recognition and Incentive Program

Effective Date: December 1, 2017

Summary: Provides Policy and Guidance for Employee Recognition Options

Applicability: All State Personnel and Supervisors of State Personnel

Staff Proponent: Human Resources

Supersedes: January 1, 2009

A. Purpose:

To motivate employees to seek unique and creative ways to achieve organizational goals and service, and to publicly recognize and reward State employee efforts at the Department outside of performance management awards for unique and creative innovations and/or to positively reward behaviors and actions that are not identified through the performance management process.

B. Background:

Incentives are not to be used as a substitute for other compensation policies, such as annual salary adjustments, promotions, and position allocations. This provides supervisors with a management tool that will encourage high quality customer service, enhance employee morale, timely recognize employees for their achievements as well as promote greater employee involvement in the nomination process. This policy is subject to change at any time and becomes effective October 1, 2008. Past recognition and incentives are ineligible under this policy and cannot be grieved. All cash awards are reportable on the employee's W-2. All aggregate cash and non-cash awards greater than \$100 are reportable on the employee's W-2.

To ensure organizational commitment toward Employee Recognition, DMVA will set aside a portion of the budget to dedicate toward employee recognition. The specific amount dedicated toward this program will be determined on a year-to-year basis, based upon availability of funds, and will be coordinated with the Budget Office, the Deputy Director, and the Human Resource Director. Therefore, specific amounts for established awards may change on a year-to-year basis.

C. Definitions:

None

D. Policy:

The Department of Military and Veterans Affairs has adopted the following policies for employee recognition and incentive purposes:

- Years of Service
- Annual Appreciation Award
- Monetary Recognition Awards
 - Mt. Elbert (Executive Director's) Award
 - Aspen (Supervisor's) Award
 - Blue Spruce (Distinguished Accomplishment) Award
 - Columbine (Employee Recognition) Award
- Non-Monetary Recognition Awards
 - "Bugle Call" Award
 - "TAG You're It!" Award

Years of Service Award

This recognition and award is to identify and reward employees whose commitment to DMVA and the State is exhibited by their longevity. At the annual employee appreciation event, those employees who meet milestone years of service (five-year increments up to twenty) with the State during the current year will receive a certificate presented by the Adjutant General and a monetary award that consists of the following:

- 5 Years of Service = \$50
- 10 Years of Service = \$75
- 15 Years of Service = \$100
- 20 Years of Service = \$200
- 25 Years of Service = \$250
- 30 Years of Service = \$300

Appreciation Award

Provided funding is available, permanent employees who have at least six months or more of service with DMVA will be provided a gift certificate/gift card to an establishment of the administration's choice. Such establishments may include grocery stores, gas stations, retail stores (e.g., Target or Wal-Mart), or other universally beneficial vendor. Certificates will be presented at the annual employee appreciation reception as a gesture of the administration's appreciation for service. Those who have received a "needs improvement" on their most recent performance evaluation, are precluded from this award.

Monetary Recognition Awards

The following awards are meant to afford administration, supervisors, and colleagues the opportunity to recognize individual employee or team efforts. Nominations for these awards will be administered at the annual employee appreciation reception and will be presented by the Adjutant General and/or the nominating individual. Only one award of \$200 will be given for each category. It is expected that there may not be a nomination for each of these categories every year. Solicitation for awards will occur in September and October of each year however, an employee may be nominated at any time. Nominations will be discussed and determined in relation to the spirit of the category by a committee with final approval by The Adjutant General. All nominated employees who were not selected to receive an award will receive a thank you note from administration to acknowledge their work.

Mt. Elbert (Executive Director's) Award: To recognize service of a permanent employee who has had a significant overall impact on DMVA as a whole. Individual program directors will nominate employees. Administration will determine if the nomination meets the spirit and intent of any one of the following:

- Improving quality, timeliness, volume, and scope of services provided in carrying out the objectives of the Department of Military & Veterans Affairs.
- Improving the cost effectiveness of work performed and the procurement, conservation and effective allocation (budgeting) of resources.
- Improving employee productivity, competence, morale and efficiency.
- Improving public, legislative, inter-agency, and other key relations (e.g., with industry groups, community groups, commissions, media representatives, etc.) to maximize program support, credibility, and perceived responsiveness.
- Innovation in structuring ones own work and the work of others in ways that maximize productivity and efficiency in the accomplishment of the organizational mission and goals.
- Interacting with others in ways that gain their understanding, support, and effective action in the achievement of organizational objectives.

Aspen (Supervisor's) Award: Permanent employees who do not function in a supervisory or managerial capacity are eligible for this award. Supervisors or managers may nominate an employee who projects a positive image of his/her unit, work, and colleagues while helping others (visitors, clients, customers, co-workers, supervisors, departments, etc.) in ways that do not qualify for a Level III performance rating based upon DMVA guidelines. Nominations must describe what makes the employee uniquely qualified for the award and provide examples. Employees eligible for this award model any or all of the following on a *consistent* basis:

- Can-do attitude.
- Highly accountable to their work, their integrity, and to the rules of the State and DMVA.
- Exhibits compassion for their colleagues.
- Commitment to the organization is unsurpassed.
- Highly professional in their approach toward colleagues and their work.
- Work habits are excellent and well-organized.
- Enhances cooperation, morale, and teamwork.
- Displays responsiveness, courtesy, diplomacy, and flexibility.

Blue Spruce (Distinguished Accomplishment) Award: To recognize a single notable event or achievement that is significant in scope, effort, or impact on the State of Colorado's operations with service to the mission of the Department of Military & Veterans Affairs. This award category indicates an achievement or event that is well beyond the norm and was performed either by a single individual or a group of employees. Employees eligible for this award model any or all of the following:

- Creativity and innovation to enhance services.
- Established new and outstanding methods, practices, plans, or designs.
- Effective stewardship through innovative and responsible management of human and fiscal resources.
- Visionary leadership that balances vision with reality.
- Agility with an explicit focus on faster and more flexible response.
- Focus on future that takes into account both short-term and longer-term factors that affect DMVA.
- Managing for innovation to improve DMVA and create value.
- Systems perspective that provides a keen understanding of alignment as a strategy for improving the overall department.
- Public responsibility and citizenship that goes beyond mere compliance.

- Employee suggestion that measurably improves a work process.
- Participates in an inter-departmental project with a successful outcome.
- Demonstrates fiscal awareness resulting in additional revenue or expense reduction.
- Prevents a major disaster (i.e. legal liability, new construction infrastructure, etc.).

Columbine (Employee Recognition) Award: To recognize a peer nominated co-worker or employee recognition of a supervisor. While employer recognition of work well done through raises, promotions, and awards is important, the acknowledgement of excellence by co-workers, peers, or employees is often regarded as the most valued praise that one can receive. DMVA wishes to afford employees with the opportunity to spotlight co-workers' or supervisor's positive attitudes, outstanding contributions to the success of the organization, and/or for serving as ambassadors of goodwill. Employees eligible for this award model any or all of the following:

- Enhances cooperation, morale, and teamwork.
- Displays courtesy, diplomacy, and flexibility.
- Performs job with knowledge, example, and positive attitude while working well under pressure.
- Consistent individual who does not have extremes in their performance.
- Addresses and resolves complaints and problems at the lowest possible level in a timely manner.
- Inspires others to help DMVA become a better place to work.
- Creates a better public image of State government (such as positive personal interaction with other employees, working on relations internally within an agency; or collaboration between different parties/departments).
- Honest and straight forwardness in all relationships.
- Treating those we serve and with whom we work with compassion, demonstrating a high regard for the dignity and worth of each person.

State Supported Campaign Coordinators: To share the task of coordinating the department-wide Colorado Combined Campaign. This incentive establishes an annual sponsor department/division/representative within the department. The sponsoring department/division/representative will be responsible for organizing and coordinating the annual CCC. Each year, the sponsor will build relationships, explore new fundraising ideas; develop new and imaginative fundraising activities, promote the campaign by producing posters, newsletters, and flyers to advertise events, develop and implement strategies for donations, monitor contributions/participation, and educate employees about the need for funds to support the charities on behalf of DMVA. A successful campaign will require a substantial effort from the Lead Volunteer. The Department's Lead Volunteer attends training sessions and then coordinates campaign(s) within DMVA to insure that each employee has the opportunity to contribute. Efforts of organization and coordination involve considerable time and resources to reach the various groups of state employees that constitute the department. To foster creativity, encourage participation, and to acknowledge the Lead Volunteer's effort involved, this policy establishes the ability to provide a one-time pay differential of up to \$600 paid to the Lead Volunteer(s) for successful conduct, creativity, outreach, and completion of DMVA's Colorado Combined Campaign. The actual amount awarded will be based upon the success of the campaign defined as personal outreach to every DMVA employee, the campaign involves education of participating Colorado non-profits, creativity, and level of effort.

Lean Initiative Engagement: To encourage the thoughtful engagement in the Lean Initiatives within the department, an incentive of \$150 to a State employee who submits a Lean idea that

comes to fruition and is implemented which results in greater efficiencies and/or cost savings to the department and/or State government.

Non-Monetary Recognition Awards

The following awards are meant to afford administration, supervisors, and colleagues the opportunity to recognize individual employee efforts more in-time with the positive behavior/action/performance and/or in a less formal manner and/or in an anonymous way. Individuals earning these awards will be invited to a very special event with The Adjutant General (TAG) each year. They include:

“Bugle Call” Award: Although this award has no monetary value, it is established to allow for recognition of a supervisor/employee/colleague by another employee who wishes to remain anonymous. Supervisors may not nominate their own employees. Additionally, employees may not nominate more than one individual each year. Those nominated will be publicly recognized at the annual employee appreciation reception where the recognition will be read publicly; however, the author’s name will remain anonymous. All nominations for recognition must be submitted to the State Human Resources office by November 15 of each year, must identify who the nomination is received from to establish credibility, and a copy will be placed in the nominated employee’s official personnel file. There may be some instances where individual recognitions cannot be honored based upon information contained within the nomination. Administrative leave may be granted to nominees of this award by The Adjutant General.

“TAG You’re It!” Award: This award provides individual work unit leaders/managers/supervisors with a yearly dollar amount of \$50 to provide for on-the-spot gift card awards (e.g., movie tickets, coffee houses, lunches, etc.) to be given throughout the year to permanent State employees who are caught in the act of excellence in the performance of their job. The discretion of what constitutes an award is at the discretion of the leader/manager/supervisor of the individual unit. The \$50 allotment must account for at least two awards for the entire year and will be provided to the following areas:

- Veterans Affairs and Grand Junction Cemetery
- Executive Director’s Unit
- Accounting
- Greeley ANG Patrol Officers
- Administration and Resource Management Units of CFMO
- Environmental Unit of ARNG CFMO
- Design and Project Management & Facilities Management Unit of ARNG CFMO
- Maintenance Unit of ARNG CFMO
- Buckley Transportation Maintenance Unit of ANG CE
- Buckley Structural Trades and Custodial Units of ANG CE
- Buckley Pipe/Mechanical Trades and Greeley Facilities Unit of ANG CE

Supervisors/managers/leaders must keep track of who was provided the award, dollar amount of award, and receipt for the certificate to be provided to accounting for reporting and auditing purposes.

Management Accountability

- The awards, dollar values, and/or implementation of this program are subject to change, removal, addition, and adjustment on an annual basis.

- Human Resources will coordinate with Accounting Services in November and April of each year to analyze what supervisors are utilizing awards and to identify disparities, inappropriate usage of funds, as well as to provide education on the spirit and intent of awards, if required.
- Upon conclusion of an Employee Appreciation Event, Human Resources will review the award program to measure the understanding and comprehension of each award, identify areas for improvement, and make appropriate adjustments to the plan.

Communication Plan

- This policy will be sent out to all employees on an annual basis at the time of solicitation of award nominations.
- This policy will be available at all times on the DMVA website under Policy and Regulations.
- Employees and supervisors may nominate an employee for an award at any time throughout the year. Forms will be maintained on the DMVA website, under Human Resources.
- Solicitations of awards will occur at least two months prior to the planned employee appreciation event to ensure that supervisors/employees have ample time to complete and submit nominations.
- Upon conclusion of the annual employee recognition event, Human Resources will solicit input on the formulation, changes, and execution of this policy from all employees. Employees who wish to provide feedback on any aspect of this program is welcomed and appreciated. All feedback will be kept confidential and may be sent directly to the State Human Resource Director at any time.
- When this policy requires an update or change, Human Resources will broadcast it on the DMVA, Human Resources Front Page section of the website. Please remember to check this site for the latest changes in policy at DMVA.

Training Plan

- DMVA is a small organization. As such, if an employee is not certain on how this policy is to be implemented, they may contact Human Resources for a one-on-one clarification and discussion. This policy along with all other DMVA policies, will be covered during orientation for new hires as well as quick discussions during annual orientation refresher sessions for existing employees.
- Supervisors will be trained on all department policies during their supervisory training course provided by Human Resources. Of course, any supervisor who has questions regarding any DMVA policy may receive individual training as needed by Human Resources or other appropriate administrative personnel.

Official:

//Signed//

Michael A. Loh, General
Executive Director

Distribution: DMVA Employees and Supervisors
DMVA Website