

RECOGNITION AND REWARD

GAP ANALYSIS

<i>Elements to be Considered</i>	<i>Definition of Element</i>	<i>Description of Desired State</i>	<i>Description of Current State</i>	<i>Perceived Gap Size between Desired and Current State</i>
Management-controlled/driven recognition	This includes formal approaches to reward and recognition. Typically these are programs which have specific rules that are set by management and that identify who can participate in the program and in what roles.			
Policies related to gift-giving	Because of tax implications, any gift-giving done in an organization must conform to tax regulations. This can influence who is able to give gifts that have a monetary value. It is important that the policies and procedures are written and understood by all.			
Team-based	This is recognition that is controlled by the team. What is given and any directive around the giving process is established by the team. No- or low-cost recognition is generally governed by the team. Recognition that required company funding will have some boundaries set by the corporation.			
Peer-to-peer opportunities	Since most contact within an organization is with peers, it is important to encourage employees to recognize each other's contributions. Vehicles, whether no-cost and informal or formal and structured by the organizations, are readily available to all employees			
Low-cost/no-cost alternatives	The value of recognition is enhanced by recognizing things that the receiver values, by timing the recognition closely to the event. This category of reward and recognition requires a diverse selection of recognition vehicles that are accessible to everyone.			
Visibility—people at all levels giving recognition	Recognition becomes a process rather than a program when everyone is involved and all are empowered to give. Visibility reinforces involvement at all organizational levels.			
Accessibility—the means to give are easily accessed by all	A formal recognition program is often inaccessible to most employees by virtue of the rules that govern it. A recognition <i>process</i> will include enough alternatives so that anyone can easily access some means of recognizing a co-worker in a timely and appropriate manner.			
Attention to quality	Rewards and recognition are in place to support to quality within the organization. This includes focus on the customer, whether recognizing outstanding customer service or rewarding customers directly for their contribution to organizational process. Also recognized is attention to doing the right things right the first time.			