



CITY POLICY

POLICY NUMBER: A1122

REFERENCE:

City Manager 1990 03 12
Comm Ref. 90712 1972 04 14
Comm Ref. 2538 1981 03 25

ADOPTED BY:

City Manager

SUPERSEDES:

5011

PREPARED BY: Personnel Department

DATE: 1990 01 29

TITLE: LONG SERVICE AWARDS

Policy Statement:

THE CITY WILL PROVIDE SERVICE AWARDS FOR EMPLOYEES ATTAINING TEN YEARS OF SERVICE WITH A FURTHER AWARD EACH FIFTH YEAR THEREAFTER.

PRESENTATION OF SERVICE AWARDS SHALL BE IN A FORMAL MANNER, BY THE DEPARTMENT.

The purpose of this policy is to:

Formally recognize employees for long service.



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1. DEFINITIONS

- 1.01 Formal Manner: means the General Manager/Chief Officer or other appropriate management person, shall make the presentation in a manner which provides, where possible, recognition by fellow employees, and in all cases extends the City's appreciation and good wishes to the employee concerned.
- 1.02 Length of Service: refers to consecutive years of service.
- 1.03 Service Award: is a pin of the type and design approved by the City Manager or, in the case of the fortieth and subsequent five year incremental anniversaries, a gift or award. (Refer to Attachment I).

2. RESPONSIBILITIES

2.01 City Manager to:

- a) approve this policy and any amendments thereto;
- b) approve the type and quality of Service Award.

2.02 The General Manager, Personnel to:

- a) develop and evaluate the City's Service Awards program;
- b) develop and recommend to the City Manager the type and quality of Service Awards;
- c) develop specifications for the Service Award pins and provide a copy to Central Stores;
- d) co-ordinate the implementation of any new/revised awards with Central Stores and line departments;
- e) pay for costs associated with changes to the Service Pins - either design changes or disposing of existing stocks of Service Pins;
- f) provide an annual data run to line departments, Corporate Communications and Central Stores showing eligible long service employees.

2.03 General Managers/Chief Officers to:

- a) requisition and pay for service pins from Central Stores;
- b) ensure that all employees in their jurisdiction receive their appropriate award within twelve months from the anniversary or at an appropriate time for the department and employee;
- c) ensure that presentations are made to all eligible employees in a formal manner unless otherwise preferred by the employee;



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- d) ensure presentations are conducted in a formal manner and in keeping with financial guidelines for Employee Recognition (Refer to Attachment II);
- e) arrange for employees to receive a congratulatory letter from the General Manager at five year intervals for 25 to 50 years of service.

2.04 Central Stores to:

- a) procure and maintain an adequate stock of the Service Pins, using the data run of eligible employees as a guideline;
- b) supply the departments with Service Pins upon request;
- c) notify the Personnel Department of any problems with pin specification, quality or supply.

2.05 Employees to:

- a) notify their department's Chief Personnel Officer in writing if they have been missed for long service recognition;
- b) except for manufacturing defects, costs for replacement pins will be borne by the requesting employee and will be based on the current market value of the pins.

1. Service Pins

- a) for eligibility at the 10 year anniversary: Steel
- b) for eligibility at the 15 year anniversary: Copper
- c) for eligibility at the 20 year anniversary: Bronze
- d) for eligibility at the 25 year anniversary: Sterling Silver
- e) for eligibility at the 30 year anniversary: 10 Carat Gold
- f) for eligibility at the 35 year anniversary: 10 Carat Gold

2. Gift or Award

Departments will provide an engraved gift or award to any employee who attains 40 or more years of service at five year intervals. The recognition shall be equivalent to the cost of a 35 year pin.

3. Congratulatory Letter

The City Manager will at five year intervals send congratulatory letters to employees for 25 to 50 years of service.

GUIDELINES FOR DEVELOPING
RECOGNITION STRATEGIES AND BUDGETS

Organization Development and Design Branch
Personnel Department
September, 1987

GUIDELINES FOR DEVELOPING RECOGNITION STRATEGIES AND BUDGETS

BACKGROUND

As a result of the Employee Attitude Survey conducted across the Corporation in 1985, employee recognition was highlighted as an area of concern. Employee responses reflected their perception of how well job efforts were appreciated and how well recognition was tied to performance. Following the survey, departments started to discuss and compare how recognition was provided to their people. This led to more attention being given to informal types of recognition, expanding and improving on performance - related awards, and showing greater interest in using general recognition to build pride and morale.

Recognition which is tied to performance is considered motivational. In other words, individuals or teams are recognized for their contributions. Recognition which is more general, is primarily social and serves to bring a sense of pride, fun and teamwork into the workplace. Both are important and can work together but essentially they serve different purposes.

The guidelines presented here are intended to help the City build a stronger motivational environment through increased and improved performance-based employee recognition.

TYPES OF RECOGNITION

Recognition can be thought of in four components:

1. Formal Recognition - pre-planned, formal, tangible awards programs.

What's Important in Using Awards?

- o Awards are only one way of recognizing the value of individual and team contributions. Awards programs should complement a management approach which recognizes and supports good work from employees on an ongoing basis.
 - o Awards are often given out infrequently and only touch on a small part of the employee population. Awards which are given out more frequently than annually and which involve more people in receiving awards, will probably have a greater impact on staff morale.
 - o Awards and recognition events can act as dissatisfiers if there isn't wide acceptance of what is important to reward and how the selection of deserving individuals is made.
 - o Planning for an award should answer these questions:
what do we want to reward?.....innovation.....customer service.....City volunteer work.....etc.?
what criteria will be used for making the award?
how can we ensure that deserving individuals are selected and acknowledged?
what is an important award and what is the best way to present it?
 - o Publicizing the awards. Do employees and supervisors know:
what awards there are?
what people are being recognized for and how they are selected?
what their role is identifying deserving individuals or groups?
2. Informal Recognition - the day to day actions that show appreciation in tangible and intangible ways - everything from praise to small celebrations.
 3. Merit Pay and Sales Incentives - this is a key part of recognition and is dealt with separately under the City's compensation policies.

4. Recognition Through the Job Itself - providing meaningful work which meets people's needs as well as the organizations.

This type of recognition comes in many forms, some of which are listed below:

- o job enrichment;
- o self-managed work teams;
- o promotion from within;
- o career development;
- o special assignments;
- o bridging positions to move from union to management;
- o effective goal setting and performance review;
- o developmental moves;
- o enhanced training opportunities;
- o secondments;
- o increased choice of work assignments; and
- o delegation of responsibility/authority/decision making ability.

USING RECOGNITION AS A MOTIVATOR

Two references. 'The Ten Principles of Recognition' and, 'Recognition as a Motivator', can be used by supervisors and departments to critique and improve their approaches to providing performance-based employee recognition.

DEVELOPING RECOGNITION STRATEGIES AND BUDGETS

Departments are encouraged to prepare a recognition plan and budget for Formal and/or Informal Recognition. This will enable the City to support the financial expenditures and will provide departments with a basis for evaluating the effectiveness of these recognition strategies.

RECOGNITION EXPENDITURES

The amount spent on awards is discretionary and is meant to be symbolic rather than remunerative.

As a guideline, the types of awards made by departments in 1986 and their typical values are shown below:

<u>Award Item</u>	<u>Guideline</u>
Letters of Commendation	Nominal
Certificate	Nominal (unless framed)
Plaque or Pin	\$5 - \$50
Gift or Gift Certificate	\$5 - \$50
Recognition Event (the event is the award, for example a luncheon for an outstanding team effort or a small celebration for successfully completing a difficult project)	Variable
<u>Supporting Ceremonies</u>	<u>Guideline</u>
Ceremonies often accompany the presentation of awards and will vary according to the nature of the award	Variable

THE THRUST TOWARDS BUILDING AN IMPROVED MOTIVATIONAL ENVIRONMENT IS TO INCREASE AND IMPROVE PERFORMANCE-BASED EMPLOYEE RECOGNITION