The Guiding Principles of Recognition

1. Link recognition to the organization's mission, vision, and values. Recognition decisions must support defined guiding principles of recognition and business objectives.

2. Provide equity in the distribution of recognition. All staff members should be given an equal opportunity to be recognized for the results of their work.

3. Give recognition for specific achievements. Encourage managers and supervisors to use recognition to encourage positive actions or acknowledge results. Actions that produce positive and measurable outcomes should be rewarded. All supervisors and managers are responsible for ensuring that recognition is specifically linked to positive actions and contributions.

4. Involve coworkers, customers, and partners in recognition efforts. They often have an awareness of the contribution that an employee makes.

5. Give recognition in a timely manner. Recognition given promptly is most effective.

6. Emphasize team recognition that encourages teamwork and fosters the cooperation needed to address the overall strategic business goals and mission of the University.

7. When practical, emphasize non-monetary recognition. Use of innovative non-monetary recognition can create a positive work environment.

8. Get input from employees regarding the type of recognition they receive. In appropriate circumstances, employees should be given the opportunity to provide input about the type of recognition they would like to receive.

9. Publicize recognition activities including local level efforts.

10. Provide flexibility for recognition decisions at the University of Michigan. Staff will be encouraged to delegate responsibility for recognition decisions to the lowest level practicable and eliminate unnecessary layered review processes.

11. Incorporate funding for recognition into department budget planning. The University of Michigan must ensure that employee recognition is given attention in the budgeting process.

12. Provide uniform training for managers and employees in effective use of recognition. A discussion of the recognition process should be included in all University of Michigan management training programs, and recognition guidelines should be included in the orientation package for all new employees.