

Employee Recognition Strategy Discussion Starter

Purpose: To assist in evaluating or establishing employee recognition programs, and to provide insights into how they can be improved.

Audience: HR or business leaders responsible for establishing and maintaining employee recognition strategy.

Instructions: Circulate this document to key stakeholders. Use this tool in strategy meetings to guide the discussion.

Introduction

This discussion starter, based on Bersin’s Employee Recognition Framework¹, is intended to help your organization to design a strategy to engage employees and drive business performance over the short and long terms. Answering the following questions can enable your team to create a holistic strategy that is supported by the right programs and measurement tools.

Key Questions for Creating or Modifying an Employee Recognition Strategy

Alignment

Key discussion questions for strategy alignment with business goals

What is the purpose of recognition at our organization?

How can we use recognition to accelerate business goals and build the desired culture in the future?

How should recognition align with, reinforce, and contribute to our organization’s talent management strategy?

What measures do we need to take to ensure our program is equitable and transparent for employees across different functions, regions, and geographies?

Who should be accountable for reaching our goals?

How will we measure what we set out to achieve?

Implementation and Program Management

Key questions for implementation and management of the recognition program

Are we spending our budget in a way that rewards and recognizes employees based on qualified criteria?

Do we need to reconsider who should deliver the recognition?

Are the approval processes that we have in place working to enable the best possible program?

¹ For more information, *The Bersin & Associates Employee Recognition Framework: A Guide to Designing Strategic Recognition Programs*, Bersin & Associates / Stacia Sherman Garr, April 2012.



Have we segmented our program to meet the needs of employees across multiple regions and geographies?

How often should we recognize employees?

How can we measure our program in a more quantitative fashion?

Rewards

Key questions for integrating with current reward expectations

How much does the organization praise or express appreciation?

How important is it at our organization to include rewards in addition to recognition?

Employee Support and Vendor Strategy

Key discussion questions for developing vendor and support strategy for the recognition program

To what extent do we have the right platforms and tools to engage managers and employees in our program?

What vendors will help us to add value and is our existing vendor strategy working?

What portions of the program need to be integrated with our existing talent management program?

Program Launch and Measurement Activities

Key discussion questions for launch and measurement of the recognition program

What are the highest-value activities that drive results and how do we encourage leader participation?

To what extent do employees receive enough training and support on the things that matter most to business results?

To what extent does our branding plan and supporting marketing materials reflect the messaging necessary to communicate the performances and behaviors that our organization perceives as valuable?

To what extent does our compliance and governance structure support what we are trying to accomplish for the business?

How can we better leverage our recognition programs to show measurable results for the talent management function and other parts of the business?



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