Trends in Employee Recognition

research

A Report by WorldatWork
and Underwritten by ITA Group
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Contact:

WorldatWork Customer Relations

14040 N. Northsight Blvd.

Scottsdale, Arizona USA

85260-3601

Toll free: 877-951-9191

Fax: 480-483-8352

CustomerRelations@worldatwork.org



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Introduction & Methodology

This report summarizes the results of a February 2013 survey of WorldatWork members to gather information about trends in recognition programs. Specifically, the research is designed to measure specific types of recognition programs and the impact on the workforce.

On Feb. 20, 2013, survey invitations were sent electronically to 5,520 WorldatWork members. Members selected for participation were:

- Randomly selected members who had designated responsibilities at the executive, top or senior level.
- Members that specified total rewards as their specific function area.

The survey was open to all members meeting specific criteria, domestic, Canadian and foreign.

The survey closed on March 14, 2013, with 499 responses, a 9% response rate. The data set was cleaned, resulting in a final data set of 471 responses.

In order to provide the most accurate data possible, data was cleaned and analyzed using statistical software. Any duplicate records were removed. Data comparisons with any relevant, statistically significant differences are noted in this report.

The demographics of the survey sample and the respondents are similar to the WorldatWork membership as a whole. The typical WorldatWork member works at the managerial level or higher in the headquarters of a large company in North America.

The frequencies or response distributions listed in the report show the number of times or percentage of times a value appears in a data set. Due to rounding, frequencies of data responses provided in this survey may not total exactly 100%.

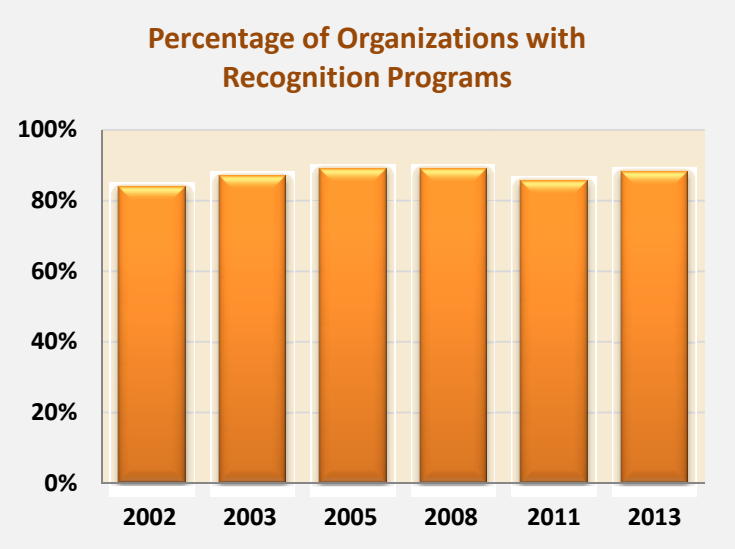
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Executive Summary

Recognition: A Total Rewards Staple

Overall prevalence: In the past decade, WorldatWork has found that recognition programs continue to hold their place in the total rewards tool kit. 88% of organizations (86% in 2011) have recognition programs in place (Figure 1). This appears to be trending back up as the economy recovers. And while 70% offer between three and six different programs, the average number of programs offered has declined from 4.5 to 3.9 (Figure 5). Specific applications may change as the environment, economy and labor markets shift, but new data suggest that even with a recession and some visible blips in the data during the past few years, recognition programs remain an important variable in the total rewards equation.



Prevalence of programs: Although more organizations are using recognition in 2013 than 2011, we may be seeing a shift in which recognition programs are being used more. Of the top five recognition programs in 2013, the top three remained the same: length of service, above-and-beyond performance and peer-to-peer. However, for the first time, programs to motivate specific behavior jumped to the fourth-most prevalent recognition program with a 7% increase over 2011 to 41% (a statistically significant difference since 2008). In addition, retirement recognition programs, which have been in the top five most prevalent programs since 2005, has dropped to No. 5 with an 8% decrease since 2011 to 34%. (See Figure 7a.) What we may be seeing are organizations moving away from legacy recognition programs and toward those programs that can drive results. What is also noteworthy is that sales performance recognition, which has also been in the top five most prevalent since 2003, dropped out of the top five with the biggest percentage decrease of 15% to 25% prevalence (a statistically significant difference). One potential reason for this significant decrease may be attributed to a divergence between sales goals and sales performance during 2012 when the economy was thought to be in recovery mode and in fact was not.

It is also interesting to note that in both 2011 and 2013 surveys, when asked to write in other programs that are offered in organizations, participants wrote in wellness program awards. With the increase in wellness programs and the continuing increase in programs to motivate specific behavior, we speculate whether wellness programs and programs to motivate specific behavior awards are intermingled.

Length of time in use: Retirement and length-of-service recognition programs have been in use for a long time — at least five years and probably many more for most. (See Figure 6.) But organizations continue to leverage newer programs that can have a more direct impact on business results such as above-and-beyond performance, peer-to-peer and programs to motivate specific behaviors. In fact, many of these programs in use today were first implemented within the past five years. Programs to motivate specific behaviors, in particular, continue to grow every year, having climbed in usage by 16 percentage points since first appearing in this survey in 2008. (See Figure 7.)

Most Recognition Practices Have Not Changed Much Since 2008

Formality and strategy: Nearly 70% have both formal and informal recognition programs in place, but formal is still the most common approach, as 24% have formal programs only. (See Figure 10.) Regarding strategy, even though formal recognition programs have structure to them, 49% of respondents indicated there is not a written strategy behind their organization's recognition program. (See Figure 13.) Furthermore 97% of those that have a strategy align recognition programs with their organizational strategies.

Companywide versus department-specific recognition: Companywide recognition programs are widespread, offered by 9 in every 10 organizations. (See Figure 9.) Also common are department/unit-specific programs (61%), and nearly half offer both types of recognition: companywide and department-specific.

Top Five Recognition Goals

1. Recognize years of service.
2. Create a positive work environment.
3. Create a culture of recognition.
4. Motivate high performance.
5. Reinforce desired behaviors.

Goals and award types: Within the top five objectives of recognition in 2013 (see box at right), we continue to see the same leaders from the past with the exception of the addition of reinforcing desired behaviors, which moved in as one of the top five goals, edging out increase morale by a few percentage points. Reinforcing desired results may go hand in hand with the significant increase in the programs to motivate specific behaviors that we saw earlier in the survey. The most common types of recognition awards (see box below) remain the same from 2011, with only slight changes to percentages this year. Also, 74% say the programs are meeting their objectives.

Top Five Recognition Awards

1. Certificates and/or plaques
2. Cash
3. Gift certificates
4. Company logo merchandise
5. Food

Amount budgeted: Organizations are budgeting an average of 2% of the payroll budget to be used for recognition programs (which is the same as 2011). The mode — or most common response — was 1%, the same as the median. See Figure 22 for a breakdown between budgets being centralized (39%) or in each department (17%). 44% split the budget between the two areas.

Recognition delivery settings: When recognition is delivered, a one-on-one setting with the manager is most common at 71%, with special events and staff meetings also regular settings at more than half of organizations. (See Figure 28.)

Global recognition: 46% of participating organizations with employees outside of North America indicated that international/global employees participate in all or most of the same recognition programs as North American employees. 19% said that non-North American employees have their own programs. (See Figure 12.)

Administration: Human resources is responsible for administering recognition programs at a little more than half of participating organizations (55%). The responsibility varies at remaining organizations. (See Figure 18.)

Training for managers: Organizations typically are not training managers about their recognition programs. Only 12% of organizations provide some training on recognition to managers (Figure 24), and when they do, it is usually through online and in-person training sessions. (See Figure 25.)

Senior management buy-in: Only a small percentage of respondents stated that senior management's support for recognition is low or lacking in their organization. In 2013 we see yet another increase in high levels of support for recognition by senior management since 2008 when the economic crisis began. (See Figure 26.) Interestingly, nearly half of respondents believe senior management views recognition as an investment rather than an expense. (See Figure 27.)

Recognition Perceived to have Primarily Positive Effects

Effects on engagement and retention: Most respondents believe their workforces would say that the effect of recognition programs on employee engagement, motivation and satisfaction are positive or extremely positive, but they are less confident when it comes to the perceived impact on retention. Only 34% said they believe the programs have a positive impact on retention. (See Figure 31.) Additionally, correlations demonstrated a positive relationship between senior management support for recognition programs and the perceived effect on employee engagement, satisfaction and motivation.

Recruiting leverage: Organizations do not typically feature recognition (62%) when trying to attract new employees. About half never do and about half do at least some of the time. 11% indicated that their organization features these programs regularly when recruiting. (See Figure 32).

Results and Analysis

Figure 1: Prevalence of Recognition
"Does your organization currently have recognition programs in place?" (n=469)

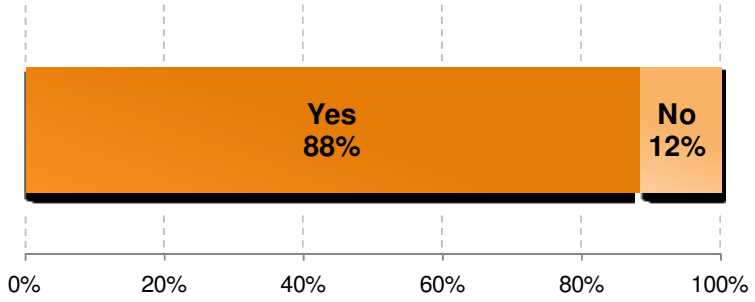


Figure 2: Elimination of Recognition Programs in the Past 12 Months
"Have you eliminated any recognition programs in the past 12 months?" (Check all that apply.) (n=400)
Only participants answering "Yes" in Figure 1 received this question.

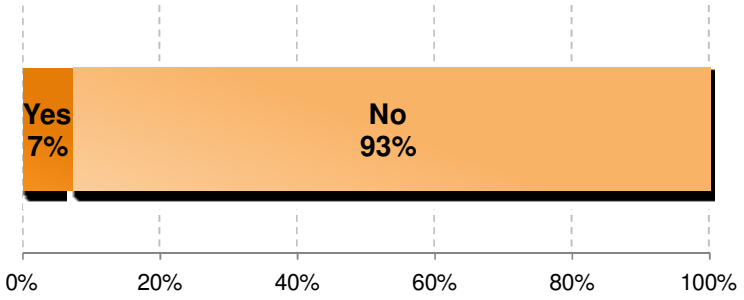


Figure 3: New Recognition Programs
"Are you considering implementing any new or additional recognition programs in the next 12 months?" (n=403)
Only participants answering "Yes" in Figure 1 received this question.

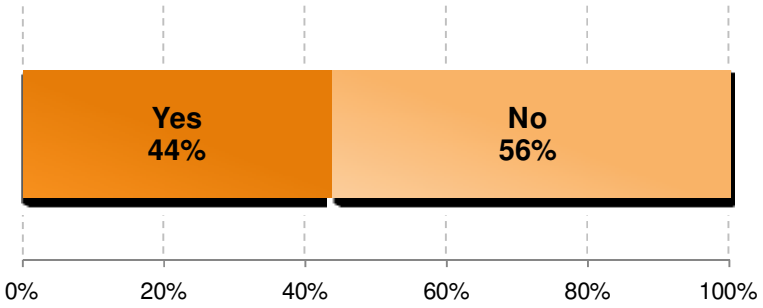


Figure 4: Prevalence of Recognition Programs Timeline

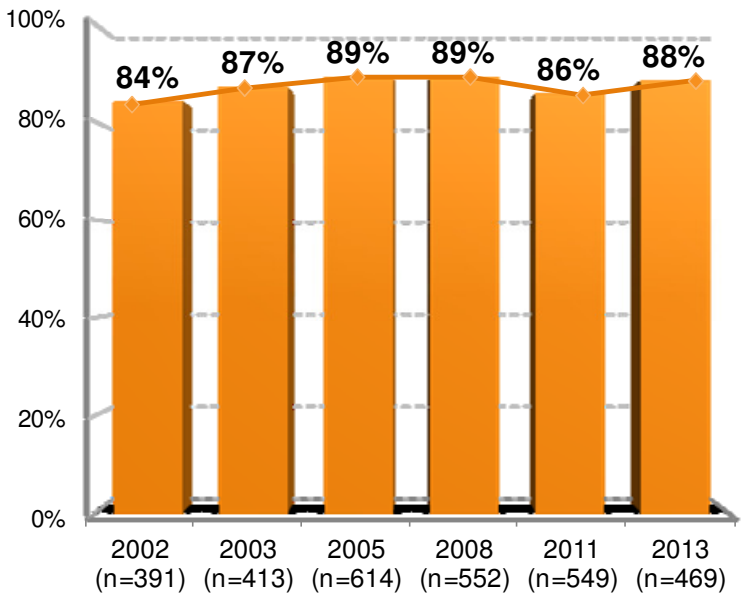
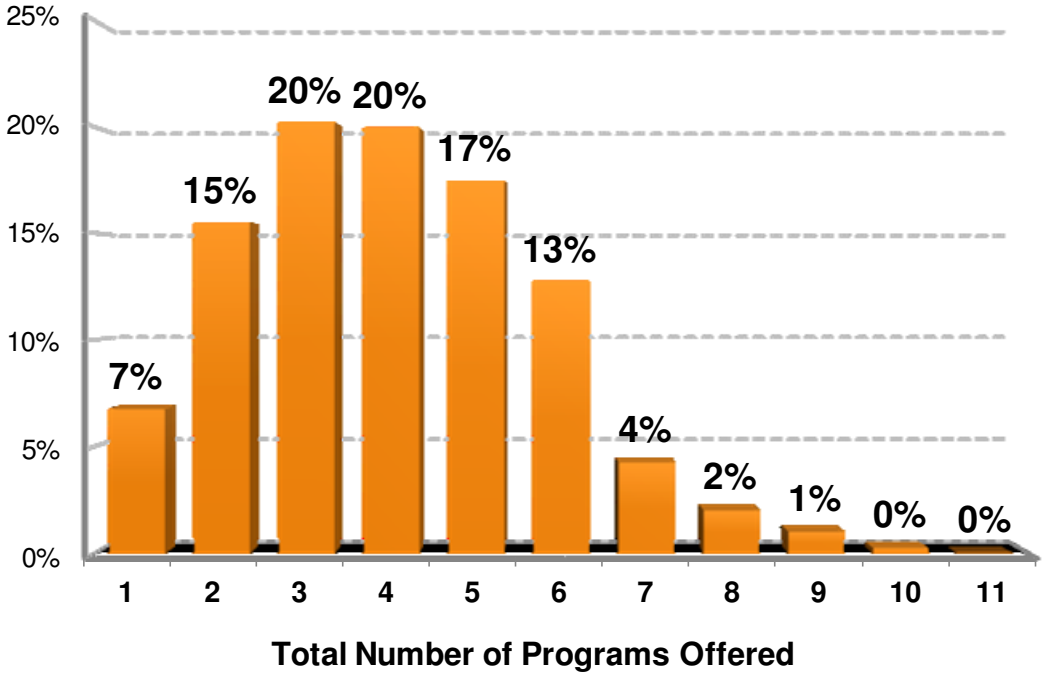


Figure 5: Number of Recognition Programs Offered (n=526)



Average number of programs offered: 3.9
Median number of programs offered: 4
Mode number of programs offered: 3

Figure 6: Recognition Programs Prevalence and Percent Recognized
Only participants answering "Yes" in Figure 1 received this question.

Program	Prevalence	Length of Time in Place			Average Percent of Employees Recognized (Past 12 months)
		Less than 12 months	1 to 5 years	More than 5 years	
Length of service (n=348)	84%	1%	11%	88%	19%
Above-and-beyond performance (n=309)	75%	7%	36%	58%	20%
Peer-to-peer (n=172)	42%	13%	48%	39%	25%
Programs to motivate specific behaviors (n=170)	41%	6%	42%	52%	20%
Retirement (n=142)	34%	4%	4%	92%	5%
Sales performance (n=103)	25%	4%	26%	70%	21%
Employee of the year, month, etc. (n=98)	24%	4%	24%	71%	6%
Suggestions/ideas (n=82)	20%	16%	37%	47%	7%
Safety performance (n=80)	19%	1%	31%	68%	30%
Major family event (e.g., birth, wedding, etc.) (n=73)	18%	2%	22%	76%	34%
Attendance (n=39)	9%	9%	14%	77%	23%
Other	14%	n/a	n/a	n/a	n/a

Other programs offered as noted by participants:

- Wellness program awards
- Quality
- Employee referral bonus
- Cost savings.

Figure 6a: Recognition Programs Top 5 Timeline

2005	2008	2010	2013
Length of service	Length of service	Length of service	Length of service
Above-and-beyond performance	Above-and-beyond performance	Above-and-beyond performance	Above-and-beyond performance
Retirement	Peer-to-peer	Peer-to-peer	Peer-to-peer
Sales performance	Retirement	Retirement	Programs to motivate specific behaviors
Suggestions/ideas	Sales performance	Sales performance	Retirement

Figure 7: Recognition Program Trends

Option	2003 (n=413)	2005 (n=614)	2008 (n=552)	2011 (n=549)	2013 (n=414)
Length of service	87%	89%	86%	90%	84%
Above-and-beyond performance	85%	87%	79%	79%	75%
Peer-to-peer	n/a	n/a	42%	43%	42%
Programs to motivate specific behaviors	n/a	n/a	25%	34%	41%
Retirement	n/a	51%	41%	42%	34%
Sales performance	43%	51%	38%	40%	25%
Employee of the year, month, etc.	29%	36%	32%	29%	24%
Suggestions/ideas	36%	41%	24%	27%	20%
Safety performance	28%	33%	25%	22%	19%
Major family event (e.g., birth, wedding, etc.)	n/a	n/a	19%	25%	18%
Attendance	20%	22%	16%	12%	9%
Other	n/a	n/a	n/a	27%	14%

n/a – Not an answer option in this year.

Figure 7a: Recognition Program Changes

				Percentage Difference from 2013	
Program	2008	2011	2013	2011	2008
Length of service (n=348)	86%	90%	84%	-6%[1]	-2%
Above-and-beyond performance (n=309)	79%	79%	75%	-4%	-4%
Peer-to-peer (n=172)	42%	43%	42%	-2%	-1%
Programs to motivate specific behaviors (n=170)	25%	34%	41%	7%	16%[2]
Retirement (n=142)	41%	42%	34%	-8%	-7%
Sales performance (n=103)	38%	40%	25%	-15%[3]	-13%[4]
Employee of the year, month, etc. (n=98)	32%	29%	24%	-5%	-8%
Suggestions/ideas (n=82)	24%	27%	20%	-7%	-4%
Safety performance (n=80)	25%	22%	19%	-3%	-6%
Major family event (e.g., birth, wedding, etc.) (n=73)	19%	25%	18%	-7%	-1%
Attendance (n=39)	16%	12%	9%	-2%	-7%

Figure 8: Change in Recognition

"Is there more or less recognition occurring (either formally or informally) in your organization today versus 12 months ago?"

Only participants answering "Yes" in Figure 1 received this question.

Option	2003 (n=358)	2005 (n=599)	2008 (n=551)	2011 (n=535)	2013 (n=400)
More than 12 months ago	40%	40%	35%	31%	28%
Less than 12 months ago	12%	8%	7%	7%	6%
About the same as 12 months ago	48%	52%	58%	62%	66%

[1] From 2011 to 2013 the percentage of organizations that use length of service recognition programs decreased at a statistically significantly rate (-6%).
[2] From 2008 to 2013 the percentage of organizations that use programs to motivate specific behaviors increased at a statistically significantly rate (16%).
[3] From 2011 to 2013 the percentage of organizations that use sales performance recognition programs decreased at a statistically significantly rate (-15%).
[4] From 2008 to 2013 the percentage of organizations that use sales performance recognition programs decreased at a statistically significantly rate (-13%).

Figure 9: Companywide vs. Department-Specific Recognition
"What type(s) of recognition programs are in place in your company?" (Check all that apply.)
Only participants answering "Yes" in Figure 1 received this question.

Option	2003[5] (n=358)	2005[6] (n=537)	2008 (n=501)	2011 (n=529)	2013 (n=398)
Companywide	92%	90%	91%	88%	90%
Department/division/unit/region/team-specific	54%	59%	54%	66%	61%
Other[7]	3%	3%	4%	8%	10%

Nearly half (46%) of organizations offer companywide and department-specific recognition.

Figure 10: Formality of Recognition
"What style(s) of recognition programs are in place at your company?"
Only participants answering "Yes" in Figure 1 received this question.

Option	2002 (n=327)	2003 (n=358)	2005 (n=535)	2008 (n=505)	2011 (n=530)	2013 (n=399)
Formal — a structured or planned recognition program (e.g., attendance, performance, safety, years of service, etc.)	17%	16%	19%	21%	23%	24%
Informal — a spontaneous gesture of appreciation	10%	9%	9%	9%	6%	7%
Both	70%	72%	71%	69%	72%	69%
Other	3%	3%	1%	0%	n/a	n/a

[5] The 2003 survey required respondents to select one option: "companywide" "department/unit-specific," "both" or "other." The question was changed in 2008 to allow respondents to select all options that apply, without a "both" option. In order to provide a fair comparison to 2008 and 2011 findings, the percentage of respondents who selected "both" were added to "companywide" and "department/unit-specific" options.
[6] The 2005 survey required respondents to select one option: "companywide," "department/unit-specific," "both" or "other." The question was changed in 2008 to allow respondents to select all responses that apply, without a "both" option. In order to provide a fair comparison to 2008 and 2011 findings, the percentage of respondents who selected "both" were added to "companywide" and "department/unit-specific" options.
[7] The change in question format in 2008 to allow respondents to select all options that apply could account, at least in part, for the increase in "other" responses in 2008 and 2011.

Figure 11: International/Global Employees
"Does your organization have employees outside of North America?" (n=380)
Only participants answering "Yes" in Figure 1 received this question.

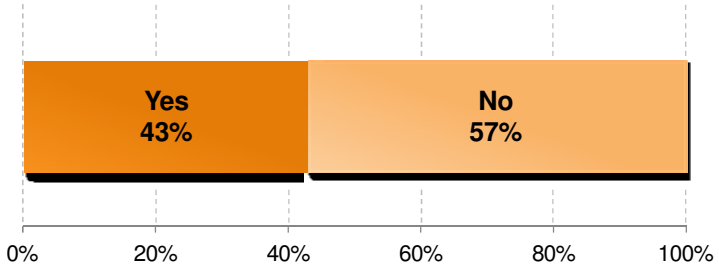


Figure 12: Recognition for International/Global Employees
"Which of the following best describes the recognition programs for these employees?" (n=224)
Only participants answering "Yes" in Figure 11 received this question.

Option	Percent
International/global employees participate in all or most of the same recognition programs as North American employees	46%
International/global employees participate in some of their own programs and some of the same programs as North American employees	21%
International/global employees have their own recognition programs	19%
International/global employees participate in a few of the same recognition programs as North American employees	8%
International/global employees do not currently participate in any recognition programs	6%

Figure 13: Recognition Strategy
"Is there a written strategy behind your organization's recognition programs (e.g., why they were created, goals, etc.)?" (n=374)

Only participants answering "Yes" in Figure 1 received this question.

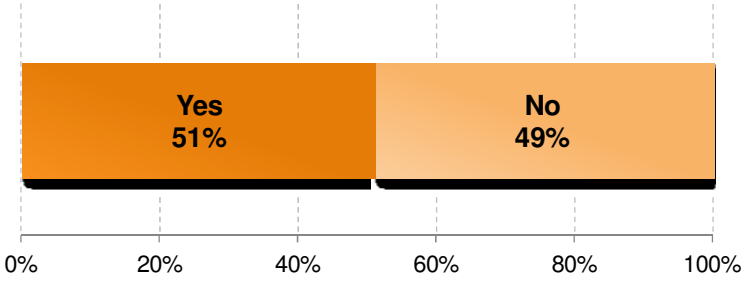


Figure 14: Recognition and Organizational Strategy
"Does your recognition strategy align with your organization's strategy?" (n=187)

Only participants answering "Yes" in Figure 13 received this question.

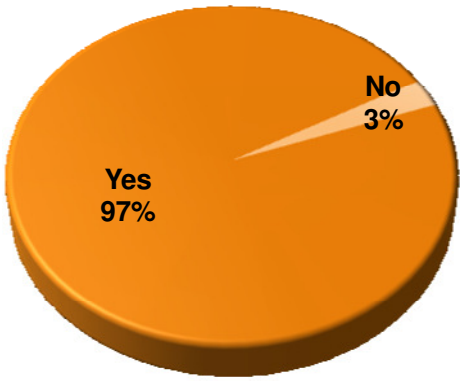


Figure 15: Recognition Objectives
"What are the objectives/goals of your organization's recognition programs?" (Check all that apply.) (n=374)

Only participants answering "Yes" in Figure 1 received this question.

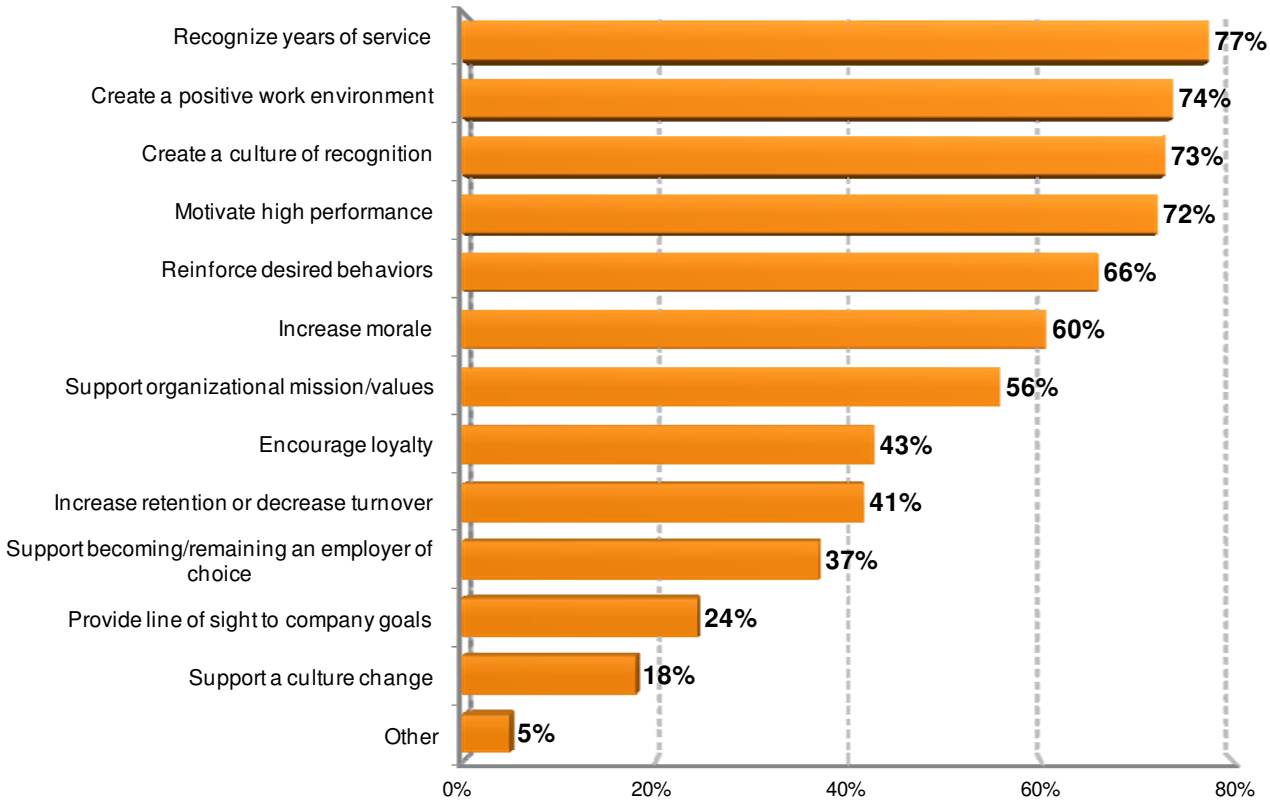


Figure 16: Success of Recognition Program
"Do you feel your programs are meeting the objectives/goals?" (n=366)

Only participants answering "Yes" in Figure 1 received this question.

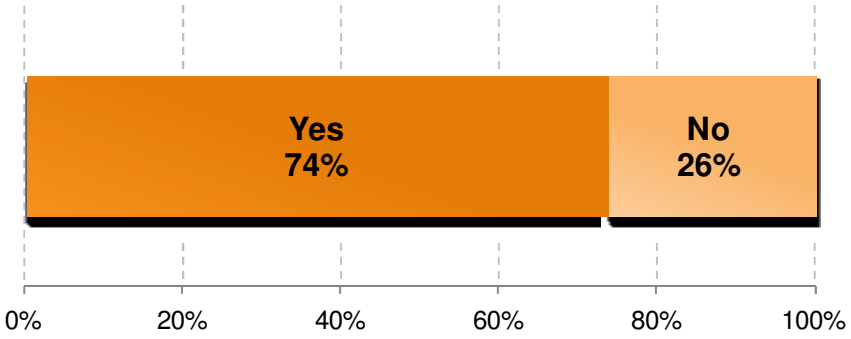


Figure 17: Measuring Success of Recognition
"What types of measurements for success do you use in your recognition programs?" (Check all that apply.) (n=303)

Only participants answering "Yes" in Figure 1 received this question.

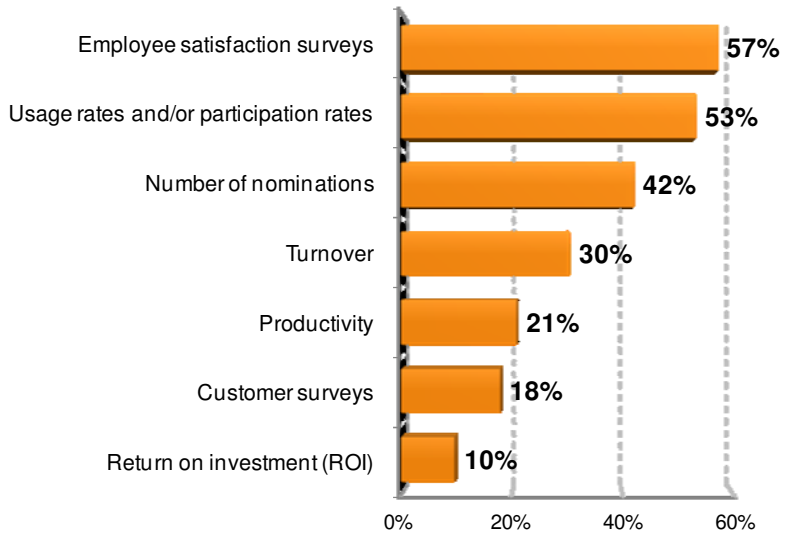


Figure 18: Department Administration of Recognition Programs
"Which department is responsible for administering the majority of your organization's recognition programs?" (n=370)

Only participants answering "Yes" in Figure 1 received this question.

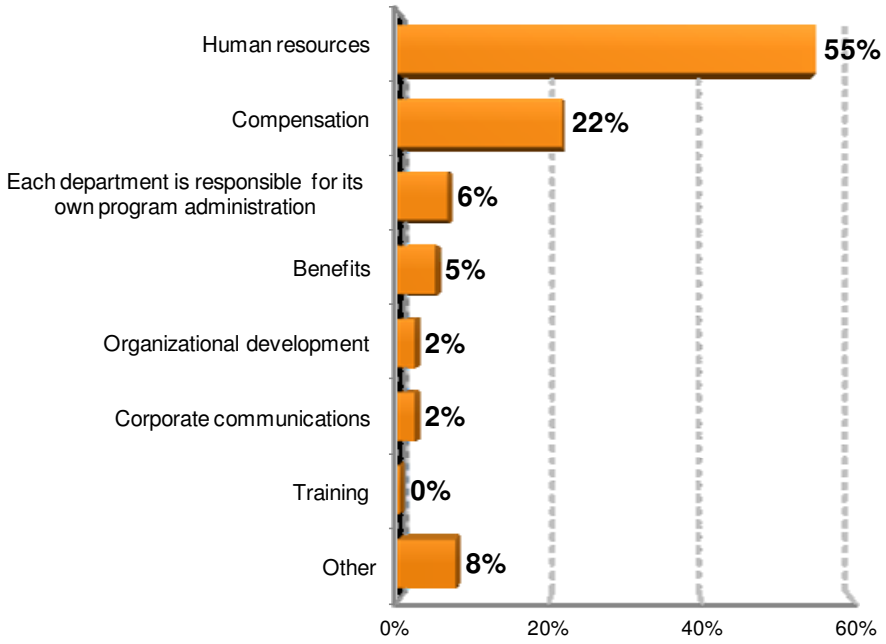


Figure 19: Position Administration of Recognition Programs
"Which position is responsible for administering the majority of your organization's recognition programs?" (n=365)

Only participants answering "Yes" in Figure 1 received this question.

Option	Percent
No one position is responsible for the program, it is a shared responsibility among the department personnel	57%
Part-time dedicated position; please indicate the percentage of this position's week spent working on recognition programs: • The majority indicated 10% or less of this position's week is spent working on recognition programs	16%
Full-time dedicated position(s); if more than one, please indicate the number of full-time recognition positions: • Most participants designated two full-time dedicated positions	20%
Other	7%

Figure 20: Budgeting for Recognition Programs
"Is there a budget for your recognition programs?" (n=369)

Only participants answering "Yes" in Figure 1 received this question.

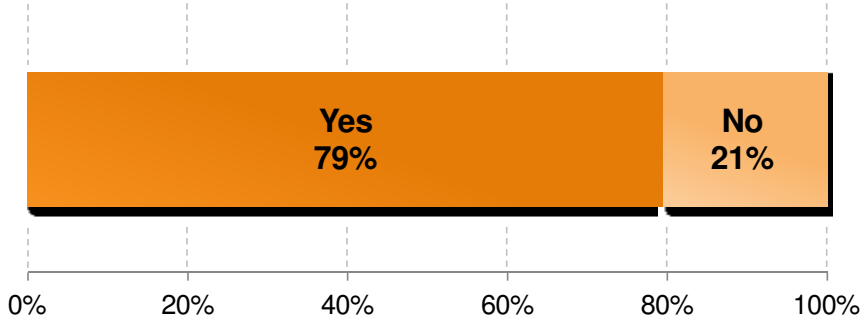


Figure 21: Percentage of Payroll Budget for Recognition Programs
"What percentage of your payroll budget is used for recognition programs?" (n=178)

Only participants answering "Yes" in Figure 20 received this question.

Mean	Median	Mode
2%	1%	1%

Distribution of Responses					
0%	0.1%-1.0%	1.1%-2.9%	3.0%-5.9%	6.0%-10.0%	>10.0%
5%	68%	10%	11%	3%	4%

28% of participating organizations budget exactly 1% of their payroll budget for recognition programs, which was the most common response.

Figure 22: Budget for Recognition Programs (Centralized or Departmental)
"Is the recognition budget:" (n=280)

Only participants answering "Yes" in Figure 21 received this question.

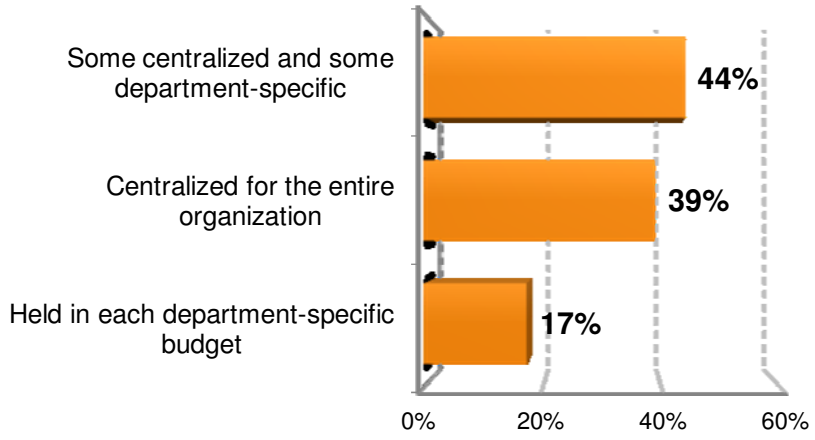


Figure 23: Media Communication of Recognition Programs
"Which media channels do you use to communicate your recognition programs?" (Check all that apply.) (n=345)

Only participants answering "Yes" in Figure 1 received this question.

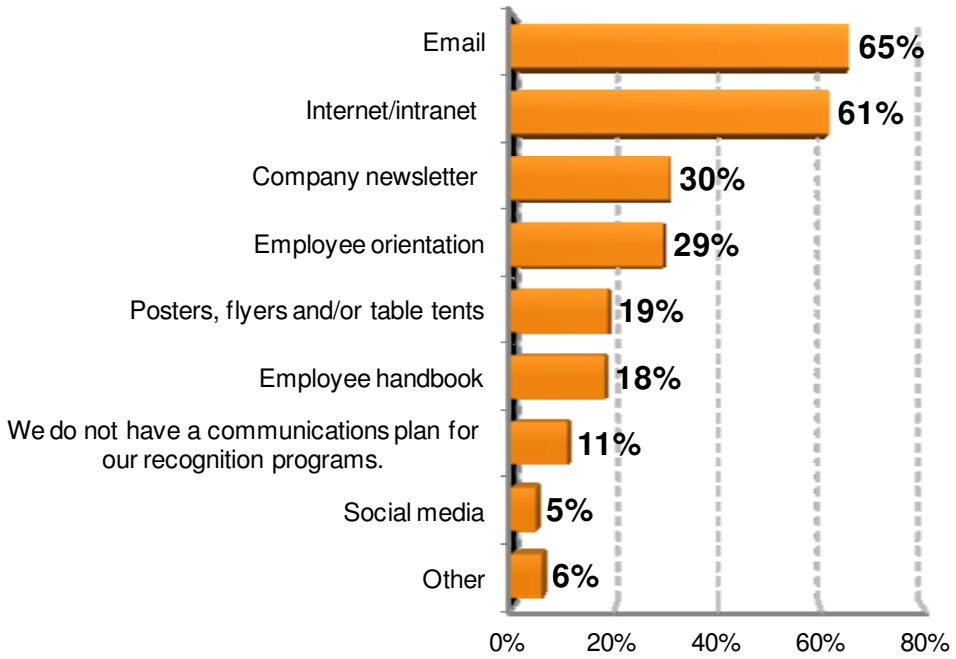


Figure 24: Training for Managers About Recognition Programs
"Do you have a formal training program for managers about your recognition programs?" (n=355)

Only participants answering "Yes" in Figure 1 received this question.

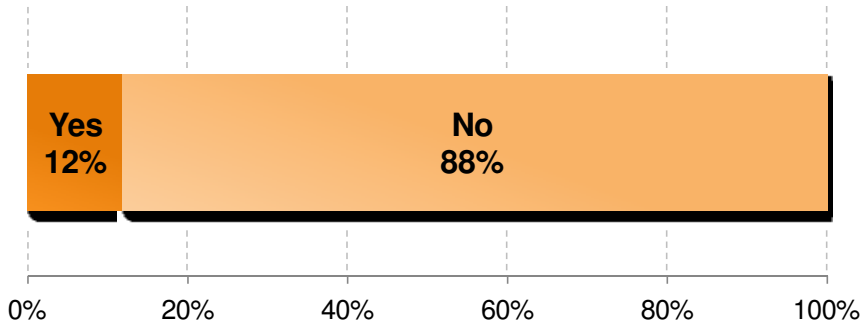


Figure 25: Training Methods Used for Managers About Recognition Programs
"Which formal training methods do you use to train your managers?" (Check all that apply.)

Only participants answering "Yes" in Figure 24 received this question.

Option	2002 (n=329)	2003 (n=112)	2005 (n=124)	2008 (n=94)	2011 (n=71)	2013 (n=42)
Online education	34%	21%	36%	32%	51%	62%
In-person training session	76%	75%	69%	80%	70%	57%
Handbook	42%	36%	36%	34%	23%	24%
Video	6%	10%	8%	7%	10%	14%
Other	10%	12%	17%	7%	n/a	n/a

Figure 26: Senior-Management Support for Recognition Programs
"What level of support do you feel your organization's senior-management team shows for your recognition programs?"

Only participants answering "Yes" in Figure 1 received this question.

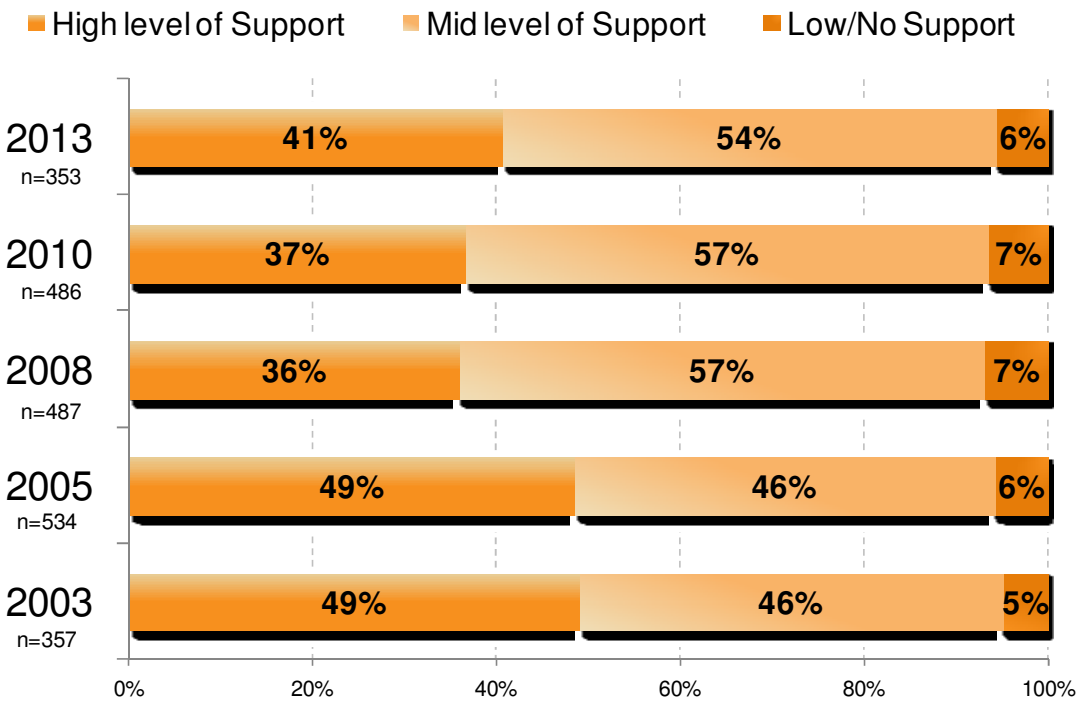


Figure 27: Senior-Management View of Employee Recognition Programs
"Which of the following best describes how senior management in your organization views employee recognition programs?"

Only participants answering "Yes" in Figure 1 received this question.

Option	2005 (n=534)	2008 (n=492)	2011 (n=489)	2013 (n=354)
As an investment	55%	46%	52%	46%
As an expense	13%	13%	14%	12%
Unsure	32%	41%	34%	42%

Figure 28: Presentation of Recognition Awards
"How are recognition awards presented?" (Check all that apply.)

Only participants answering "Yes" in Figure 1 received this question.

Option	2002 (n=289)	2003 (n=355)	2005 (n=528)	2008 (n=494)	2011 (n=488)	2013 (n=348)
One-on-one with manager	63%	69%	67%	63%	68%	71%
Special event (e.g., banquet, luncheon, etc.)	65%	63%	70%	57%	57%	61%
Staff meeting	59%	59%	60%	53%	53%	55%
Companywide meeting	33%	37%	36%	38%	40%	41%
Email announcements/notifications	n/a	n/a	n/a	n/a	39%	36%
Intranet announcement	n/a	n/a	n/a	28%	33%	29%
Company newsletter	n/a	n/a	n/a	n/a	29%	28%
Not presented (e.g., mailed to recipient at work or home)	n/a	7%	10%	8%	10%	10%
Social media	n/a	n/a	n/a	n/a	n/a	5%
Other	11%	10%	3%	11%	6%	5%

Figure 29: Types of Recognition Awards (Items)
"What types of items are presented as recognition awards?" (Check all that apply.)
Only participants answering "Yes" in Figure 1 received this question.

Option	2002 (n=328)	2003 (n=358)	2005 (n=535)	2008 (n=494)	2011 (n=488)	2013 (n=348)
Certificates and/or plaques	n/a	75%	81%	78%	77%	77%
Cash (not pay-for-performance or compensation)	58%	63%	58%	60%	62%	61%
Gift certificates for product purchases	63%	57%	57%	51%	47%	50%
Company logo merchandise	n/a	51%	57%	46%	43%	47%
Food (breakfast, lunch, pizza party, etc.)	n/a	n/a	n/a	42%	36%	36%
Timepieces (e.g., watches, clocks, etc.)	28%	33%	21%	30%	32%	32%
Jewelry (e.g., necklaces, lapel pins, bracelets, etc.)	40%	43%	44%	28%	31%	31%
Household items (e.g., crystal, vases, china, etc.)	35%	34%	38%	26%	27%	28%
Office accessories (e.g., desk sets, portfolios, pen/pencil sets, etc.)	41%	41%	38%	25%	26%	26%
Electronics (e.g., cameras, TVs, stereos, etc.)	24%	24%	28%	21%	25%	28%
Recreational items/sporting goods	n/a	n/a	29%	19%	20%	23%
Gift certificates for personal services (e.g., spa treatments, maid service, etc.)	n/a	26%	25%	17%	18%	24%
Travel	14%	17%	21%	15%	15%	14%
Redeemable points	n/a	n/a	n/a	n/a	14%	14%
Other	31%	23%	8%	11%	n/a	n/a

Figure 30: Electronic Communication of Recognition Awards
"What electronic media or technology are used for the following program activities?" (Check all that apply.)

Only participants answering "Yes" in Figure 1 received this question.

Option	Intranet	Email	Internal Social Network	Recognition Program Software	Internet	External Social Network
Program communication (n=250)	73%	73%	10%	8%	6%	0%
Recognition nomination (n=241)	56%	59%	3%	22%	7%	0%
Award/item ordering (n=227)	23%	30%	1%	21%	50%	0%
Program administration (n=207)	43%	50%	3%	30%	17%	1%
Recognition presentation (n=167)	56%	59%	13%	12%	8%	5%
Peer acknowledgement/celebration (n=145)	43%	58%	15%	18%	5%	2%
Program financials, reporting and/or tracking (n=138)	33%	39%	3%	41%	9%	0%
Program training (n=124)	71%	57%	6%	19%	4%	0%

Figure 31: Perceived Workforce Effect of Recognition Awards
"What would your workforce say is the effect of your organization's recognition programs on:"

Only participants answering "Yes" in Figure 1 received this question.

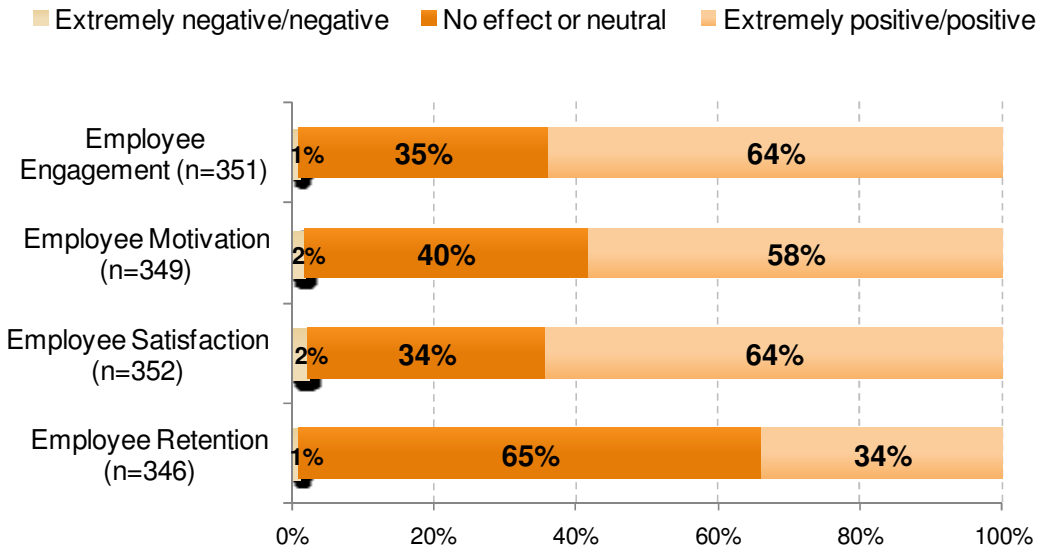
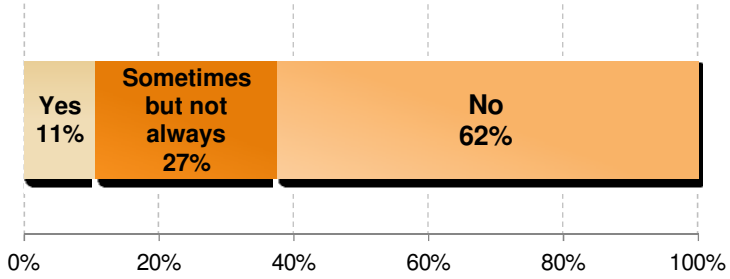


Figure 32: Attraction and Recognition Awards
"Does your organization feature or market some or all types of recognition programs as a key employee benefit when attempting to attract new employees?" (n=351)

Only participants answering "Yes" in Figure 1 received this question.



Recognition Programs by Organization Size and Type

Figure 33: Recognition Programs by Organization Size[8]

Option	Prevalence	Less Than 100 Employees (n=17)[9]	100 to 499 (n=45)	500 to 999 (n=26)[9]	1,000 to 2,499 (n=63)	2,500 to 4,999 (n=48)	5,000 to 9,999 (n=56)	10,000 to 19,999 (n=39)	20,000 and Over (n=61)
Length of service	84%	77%	87%	89%	91%	90%	84%	90%	80%
Above-and-beyond performance	75%	71%	76%	73%	73%	77%	75%	74%	90%
Peer-to-peer	42%	41%	31%	46%	29%	42%	46%	44%	51%
Programs to motivate specific behaviors	41%	24%	36%	31%	35%	42%	50%	46%	54%
Retirement	34%	6%	38%	39%	54%	44%	30%	44%	16%
Sales performance	25%	18%	27%	31%	24%	17%	25%	41%	26%
Employee of the year, month, etc.	24%	12%	13%	31%	29%	31%	27%	36%	13%
Suggestions/ideas	20%	29%	13%	27%	22%	19%	20%	15%	23%
Safety performance	19%	18%	22%	15%	18%	15%	21%	36%	18%
Major family event (e.g., birth, wedding, etc.)	18%	41%	33%	35%	13%	21%	4%	10%	16%
Attendance	9%	0%	9%	15%	8%	15%	13%	10%	5%

[8] Due to program combinations and distribution, tests of statistically significant differences were not performed.
[9] The count for this group is less than 30; data corresponding to larger sample sizes will have stronger statistical power and validity. This group was not included in testing for statistically significant differences.

Figure 34: Recognition Programs by Organization Type[10]

Option	Prevalence	Public Sector (n=52)	Nonprofit /Not-for-Profit (n=67)	Private Sector — Publicly Traded (n=126)	Private Sector — Privately Held (n=109)
Average number of programs offered	3.9	4.1	3.7	4.0	4.0
Length of service	84%	87%	97%	81%	86%
Above-and-beyond performance	75%	73%	73%	83%	76%
Peer-to-peer	42%	29%	39%	48%	39%
Programs to motivate specific behaviors	41%	48%	48%	26%	34%
Retirement	34%	21%	9%	28%	37%
Sales performance	25%	40%	37%	48%	39%
Employee of the year, month, etc.	24%	39%	28%	20%	20%
Suggestions/ideas	20%	25%	9%	24%	20%
Safety performance	19%	10%	15%	15%	28%
Major family event (e.g., birth, wedding, etc.)	18%	21%	9%	22%	24%
Attendance	9%	14%	8%	10%	8%

[10] Due to program combinations and distribution, tests of statistically significant differences were not performed.

Recognition Programs and Total Rewards

Employee Motivation, Engagement and Satisfaction Relating to Recognition

Figure 35: Level of Support from Senior Management and Engagement[11]

	Extremely Negative/Negative	No Effect or Neutral	Extremely Positive/Positive
Low or no support from senior management (n=20)	5%	65%	30%
Neutral support from senior management (n=187)	1%	45%	54%
High support from senior management (n=143)	1%	18%	81%

Figure 36: Level of Support from Senior Management and Satisfaction[11]

	Extremely Negative/Negative	No Effect or Neutral	Extremely Positive/Positive
Low or no support from senior management (n=20)	10%	75%	15%
Neutral support from senior management (n=188)	3%	39%	59%
High support from senior management (n=143)	1%	20%	79%

Figure 37: Level of Support from Senior Management and Motivation[11]

	Extremely Negative/Negative	No Effect or Neutral	Extremely Positive/Positive
Low or no support from senior management (n=20)	5%	65%	30%
Neutral support from senior management (n=187)	2%	52%	46%
High support from senior management (n=141)	1%	20%	79%

Additionally, correlations demonstrated a positive relationship between senior management support for recognition programs and the perceived effect on employee engagement (r=0.4), satisfaction (r=0.4) and motivation (r=0.4). Relationships are significant at the 0.01 level.

[11] Statistically significant testing between groups was not performed on motivation, engagement or satisfaction indicators due to distribution and group size.

Employee Retention and Recognition

Figure 38: Offer Recognition Programs and Voluntary Turnover Rates

Option	0% to 5% (Low) (n=115)	6% to 10% (Medium) (n=145)	11% to 15% (High) (n=116)
Average number of programs offered	4.1	4.0	3.7
Have at least one recognition program	89%	90%	83%
Do not offer any recognition programs	11%	10%	17%

Figure 39: Recognition Program by Type and Voluntary Turnover Rates[12]

Option	All Respondents	0% to 5% (Low) (n=102)	6% to 10% (Medium) (n=132)	11% to 15% (High) (n=96)
Length of service	84%	86%	85%	89%
Above-and-beyond performance	75%	79%	80%	71%
Peer-to-peer	42%	36%	48%	34%
Programs to motivate specific behaviors	41%	42%	45%	36%
Retirement	34%	44%	35%	27%
Sales performance	25%	23%	24%	29%
Employee of the year, month, etc.	24%	17%	25%	31%
Suggestions/ideas	20%	26%	19%	17%
Safety performance	19%	28%	17%	15%
Major family event (e.g., birth, wedding, etc.)	18%	26%	13%	17%
Attendance	9%	10%	12%	7%

[12] Due to program combinations and distribution, tests of statistically significant differences were not performed.

Demographics

Figure D1: Number of Employees
"Please choose the total number of employees your organization employs worldwide:" (n=410)

Option	Percent
Less than 100 employees	7%
100 to 499	13%
500 to 999	7%
1,000 to 2,499	17%
2,500 to 4,999	13%
5,000 to 9,999	15%
10,000 to 19,999	11%
20,000 to 39,999	5%
40,000 to 99,999	7%
100,000 or more	3%

Figure D2: Organization Type
"Your organization is:" (n=409)

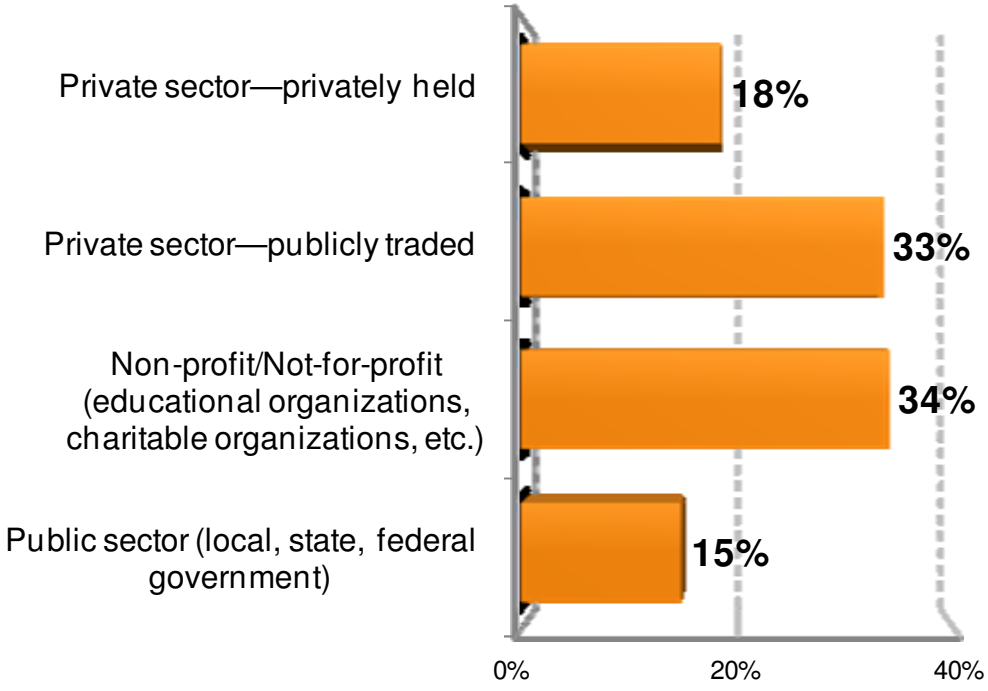


Figure D3: Voluntary Turnover
"What is the approximate annual voluntary turnover for employees?" (n=378)

Option	Percent
0%-5%	31%
6%-10%	39%
11%-15%	17%
16%-20%	6%
21%-26%	4%
27%-40%	2%
41% or more	2%

Figure D4: Industry
"Please choose one category that best describes the industry in which your organization operates:" (n=410)

Option	Percent
Finance & Insurance	15%
All Other Manufacturing	14%
Consulting, Professional, Scientific & Technical Services	12%
Healthcare & Social Assistance	8%
Utilities, Oil & Gas	7%
Information (includes Publishing, IT Technologies, etc.)	5%
Educational Services	4%
Computer and Electronic Manufacturing	4%
Public Administration	3%
Pharmaceuticals	3%
Transportation	3%
Retail Trade	2%
Wholesale Trade	2%
Arts, Entertainment & Recreation	1%
Other Services (except Public Administration)	1%
Warehousing and Storage	1%
Real Estate & Rental & Leasing	1%
Agriculture, Forestry, Fishing & Hunting	1%
Construction	1%
Accommodations & Food Services	1%

Participating Organizations

3Rivers Federal Credit Union
AAM
Actelion Pharmaceuticals US Inc.
Acument Global Technologies
Afni Inc.
AJB Software Design Inc.
Alberta Health Services
Alliance Data — Retail Services
Allianz of America Corp.
AlloSource
Amcal Family Services
American National Insurance
American Red Cross
Ameritas Life Insurance Corp.
ANSYS Inc.
Ariens Co.
ARINC Inc.
Army Welfare Project
Associated Bank
AstraZeneca
Astron Solutions
Autodesk
Avanade
Aviva
Avon
Bacardi
Baptist Health
BASF
Baylor Health Care System
Bentley University
Black Hills Corp.
Blue Cross and Blue Shield of Kansas
Blue Cross Blue Shield of MI
BlueCross BlueShield of South Carolina
BP
Business Development Bank of Canada (BDC)
Canadian Medical Protective Association
Canadian Science Publishing
Canadian Western Bank
Carhartt Inc.
Celanese
Central Georgia Health System
Ceridian Canada Ltd.
CFA Institute
Chubb & Son
Cisco
CitiFinancial
City & County of Denver
City of Columbus
City of Seattle
City of Virginia Beach
Coldwater Creek
Community Social Services Employers Association
Compassion International
Corning Inc.
Country Casual
County of Allegany, Maryland
Covidien
CTS Corp.
Daiichi Sankyo Inc.
Dakota County
Dave & Buster's
Del Monte Corp.
Deltek Inc.
Denso Manufacturing Tennessee
Doosan Infracore
Edifecs
Eli Lilly and Co.
EMC Corp.
Emergency Medical Care
Encana Corp.
Erie Insurance
Everbank
Evolution1
Experian
Farm Credit Services of America
Federal Reserve Bank of Atlanta
FedEx SupplyChain
Ferguson Enterprises Inc.
FINCA International
FINRA
Fiserv
Flextronics
Forest Oil Corp.
Fossil
FP International
Franklin Templeton
Freddie Mac
General Dynamics Advanced Information Systems
General Dynamics-AIS
Girl Scouts of the USA
Google
Grande Cheese
Great River Energy
GW Medical Faculty Associates
Halifax Regional Municipality
Harborstone Credit Union
Harman International
Harris Corp.
Hawaii Employers Council
Hilltop National Bank
Hines
Holland America Line
Home Capital Group
IDEX Corp.
IEEE
Indiana State University
Integreon Managed Solutions
Inter-Coastal Electronics
Inteva Products LLC
ITOCHU International Inc.
Ixia
J.J. Keller & Associates Inc.
Jackson Family Wines/Enterprises
JDSU
Jet Propulsion Laboratory
JetBlue Airways
Lenovo
Level 3 Communications
Liberty Mutual Insurance Group
Linden Lab
Mathworks
McCormick Canada
Medibank
Metal-Era Inc.
MidMichigan Health
Musco Sports Lighting LLC
Musculoskeletal Transplant Foundation
National Fuel

National Geographic
National Grid
National Pen Co.
Nautilus Inc.
Navigant Credit Union
NCR
NEC Corporation of America
Neighborhood Health Plan of Rhode Island
New England Natural Bakers Inc.
New York Life Insurance
NorthShore University Healthsystem
Northwest Community Healthcare
NOVA Chemicals
NOVEC
NVIDIA Corp.
NW Natural
NXP Semiconductors
O'Brien & Gere
Ocean Spray Cranberries Inc.
Ohio University
Ohio Wesleyan University
On Assignment Inc.
OSI Industries LLC
Oxfam America
Palomar Health
Panduit Corp.
Parmalat Canada
PCAOB
Penn National Insurance
PeopleMatters
PetSmart
Piedmont Natural Gas
Port of Seattle
PPL Corp.
Premier Farnell PLC
Prime Therapeutics
ProBuild Holdings Inc.
Pueblo County Government
Purolator Inc.
QLogic Corp.
Quality Bicycle Products
Quantum Corp.
RAE Engineering and Inspection Ltd.
Random House
Red Bull North America Inc.
Regions Hospital
Remy
Ridgewood Savings Bank
Robert W. Baird
Roundy's Supermarkets Inc.
Rush University Medical Center
Saint Mary's Hospital
Salient Federal Solutions
Savannah River Remediation
SCANA Services
Schneider National Inc.
Scholastic Corp.
Selective Insurance Group
Sensus
ServiceMaster
Siemens Corp.
Sky Deutschland
Smith Seckman Reid Inc.
Smiths Medical
Southwest Gas Corp.
Spectrum Brands
Sports Authority
SSAB Americas
St. Lawrence Seaway Management Corp
St. Louis County Government
Starkey Hearing Technologies
State of Wyoming
STMicroelectronics Inc.
Subaru of America Inc.
Symantec
TD Ameritrade
TD Ameritrade (Retail Distribution)
Technology Credit Union
Tectura
TelePacific Communications
Texas Mutual Insurance Co.
TG
Thales
The Archdiocese of San Francisco
The Attachmate Group
The Capital Group Cos.
The Croner Co.
The Finish Line
The Ken Blanchard Cos.
The Methodist Hospitals Inc.
The National Academies
Toyota de PR Corp.
Transportation Technology Center Inc.
UHC
Uni-Select Inc.
University of Iowa Foundation
University of St. Thomas
University of Toronto
University of Utah Hospitals and Clinics
USG Corp.
Vantiv
Vistaprint
Volvo Group US
Waters Corp.
WellPoint
WellStar Health System
Western Compensation & Benefits Consultants
Western Nevada College
Wilson Group
Wilson Sporting Goods Co.
Windstream
Wipro Ltd.
Woodmen of the World Life Insurance Society
Workforce Experts
World Wildlife Fund
Zygo Corp.