**Objectives: A clear statement of purpose**

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| **OBJECTIVE** |  |
| Why are we building/restructuring a recognition program? |  |
| What are the key and measurable changes/improvements we expect it to drive? |  |
| Are our reasons, goals and objectives aligned with our values, mission and overarching strategic objectives? |  |
| Have we made the rationale for the program clear and compelling for executives, managers, front-line supervisors, and employees? Is there a written and accessible business case? |  |

**Rules: Make it clear to the audience what they have to do to qualify for recognition, and what behaviors, actions, etc. deserve recognition.**

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| **RULES** |  |
| What are the rules? |  |
| Are they crystal clear and easy to understand? |  |
| Have we audited the rules to ensure they are free of bias and fair? |  |
| Have we provided examples of the behaviors we want recognized? |  |
| Have we provided examples of the actions we want recognized? |  |
| Have we provided parameters for recognition of events like tenure milestones? |  |
| Will some recognition be limited to intangible appreciation only (e.g., thank-you notes, sincere verbal appreciation, etc.)? |  |
| Will some recognition come with token tangible rewards (e.g., points, gift cards, spot rewards, time off, etc.)? |  |
| Do we have clear guidelines in place for when to recognize with tangible rewards and when not to? |  |
| Have we established rules and guidance around documenting recognition, providing reasons, recording them, sharing them with the recipient in a timely way? |  |
| Will we include employees in recognizing each other (peer-to-peer)? |  |
| If we use peer-to-peer recognition, what other rules, processes might be needed (e.g., amount of points allocated to each employee or manager per month, value of points, use of points, are points “use it or lose it” within the month to encourage ongoing recognition, etc.)? |  |

**Responsibilities: Every component of the program should have clear administrative accountabilities**

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| **RESPONSIBILITIES** |  |
| Have we assigned each core element of the program to a person and/or team? |  |
| Have we created a RACI-type project/implementation plan that includes who is responsible and accountable for tasks and who should be consulted and informed? |  |

**Participants: Who are we aiming to reach?**

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| **PARTICIPANTS** |  |
| Through our program rules and structure, have we made recognition and appreciation as universal as possible without compromising integrity? |  |
| Do executives, managers and employees understand the value of recognition and their role in creating a culture of appreciation? |  |
| Have we considered extending the program to stakeholders, including suppliers, customers, investors and others? |  |

**Budget: Decisions regarding the funding of the program**

(Note: Refer to the IRF’s Recognition Program Budget Calculator to  
get started with general budgeting guidelines)

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| **BUDGET** |  |
| What percentage of payroll are we allocating for the recognition program? |  |
| How much do we plan to spend in total per year? |  |
| How much, on average, will we target per person? |  |
| What is our budget for communications? |  |
| What is our budget for administration (including design and measurement)? |  |
| What is our budget for technology? |  |
| What is our budget for points and rewards? |  |
| What is our budget for orientation and training? |  |
| What is our budget for recognition events/celebrations/special lunches., etc.? |  |
| What, if anything, are the tax implications for the firm and those rewarded? |  |

**Measurement & Reporting: How will we know whether the program is succeeding?**

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| **MEASUREMENT & REPORTING** |  |
| What metrics (or KPIs) have we identified that map to our program objectives? |  |
| Have we identified where and how the data will be collected and who is responsible? |  |
| Do we know who will analyze and interpret the data? |  |
| How and at what intervals will we report progress? |  |
| Will we calculate ROI and/or ROR? |  |
| How will we use measurement to continuously improve the program? |  |

**Contracts: if using an external consultant/designer or other external resources**

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| **CONTRACTS** |  |
| Is the contract clear and unambiguous? Does it go into sufficient detail? |  |
| Does the contract specify milestones and other performance measures? |  |
| Is payment linked to performance in any way? |  |
| Is it in writing and co-signed? |  |

**Communications: Awareness and promotion of the program is critical to its success**

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| **COMMUNICATIONS** |  |
| How and when will the program be announced? |  |
| Who will make the first announcement? (e.g., CEO, VP HR, etc.) |  |
| How do people register, log-in, start engaging with the program? |  |
| What vehicles and media will be used (email, text, web, intranet, internal social media, posters, town halls, webinars, videos, etc.)? |  |
| How often will we repeat communications? |  |
| Will a website be developed? |  |
| Will we mail program promotions to employees’ homes? |  |
| Have we crafted a communications plan? |  |