**Front Line Manager/Supervisor Training: Gauge the necessity for  
formal training, either online or traditional.**

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| **TRAINING** |  |
| Do our front-line leaders have the coaching mindset and skills necessary to know what to recognize? If not, how will we provide that training for them? |  |
| Do our front-line leaders know when and how to recognize their team members and teams effectively and meaningfully? If not, what training is required? |  |
| Do we know who among our front-line leaders needs orientation versus training, or even just communications? |  |
| Will training or orientation be offered online, in the classroom, or embedded into other supervisor/manager training? |  |

**Employee orientation: Ensure that employees understand the  
reasons and objectives of the program and their role.**

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| **ORIENTATION** |  |
| Will employees understand the reasons for the purpose of the program from our communications activities alone? |  |
| How can we generate excitement about the program on an ongoing basis? |  |
| Do employees require additional orientation, though online learning modules, handbooks, town halls, webinars, or other vehicles? |  |
| Is peer-to-peer recognition part of the program? If so, do employees know what they should recognize, what type of recognition is most appropriate, how to articulate and record reasons for recognition, etc.? |  |

**Use of professional recognition program designers: Recognition programs are complex, if professional designers are not on staff, consider contracting their services.**

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| Have we designed successful recognition programs internally before? |  |
| Do we have people on staff who have done so? |  |
| Do we have the internal expertise to remove bias from the program, to make sure that it is fair and perceive as such? |  |
| Do we have the experience and knowledge of recognition programs to ensure there are no unintended consequences? |  |
| Do we have the people and skills to develop or customize, and deliver necessary orientation or training? |  |
| Do we have the people and skills to craft a measurement and reporting plan, to analyze and interpret data from the program, and to conduct an ROI analysis? |  |
| Do we have people on staff with experience creating clear and measurable rules for recognition programs with examples of desired behaviors? |  |