

MEMORANDUM

From: Lynn Johnson, VPUO

To: DUO Department Directors

Re: DUO Awards Program Charter

Date: Apr 5, 2019

The Division of University Operations adopts an employee awards program similar to the SPOT Awards Program adopted by the College of Veterinary Medicine and Biomedical Sciences in 2014. This program is designed to help to recognize the extraordinary achievements of our employees and to reward them when they are observed going above and beyond the call of duty. The CVMBS program was approved by the state Department of Personnel and Administration, and this program should fall within the scope of that approval, as well. Note that Facilities Management has already adopted its own program and would not be included within the scope of this plan.

The award program has been developed for and is defined by the actions of one individual or group of individuals identifying, at any given moment, another employee contributing significantly to the greater good of the Department or University through their outstanding performance while advancing the University's mission and strategic initiatives. Such outcomes could include acts of kindness, ideas that improve the work environment, enhancing safety standards and customer care, or exemplifying the values of the department or the University. Some examples of values that a department may wish to utilize include:

- *Be accountable.* We will strive to learn from mistakes, respond promptly and honestly to complaints and criticism, take responsibility for tasks that rightly belong to us, report fully to supervisors, and show results for the investment made in our programs.
- *Serve the institution.* We will conduct all activities with only the best interests of the University, its Board of Governors, and the State of Colorado in mind. We will provide the highest possible quality of service to our customers to help them reach their goals and fulfill the CSU mission.
- *Be civilly and socially responsible:* We will strive to maintain the moral, ethical and social justice aims of the University and to advance these values over expediency when the two conflict.

- *Promote inclusiveness and diversity:* We will be effective in achieving the diversity efforts of the University by facilitating and promoting policies and practices that actualize diversity goals.
- *Enable and support academic and research innovation:* We will contribute by crafting compliance and risk management solutions that support, not stifle, the academic and research activities of our students, faculty and staff, and that seek to manage risk without undermining the benefits of such activities.
- *Promote opportunity and access:* We will be an important resource for the entire University community to have a participatory role in risk management, policy development and compliance with the laws, rules and regulations that we are responsible to enforce.
- *Demonstrate Professionalism and Respect.* We will conduct business in a professional manner with transparency, integrity, and fairness to all involved. We will act all times with the utmost respect for the dignity of all persons with whom we interact.
- *Demonstrate the Principles of Community.* Each department in DUO should be incorporating the Principles of Community into its work spaces, overall goals and values, and expectations of employees. Behavior exemplifying one or more of the Principles may form the basis for an award.

While there is encouragement to recognize others as much as possible through many avenues, including verbal recognition, the awards do carry with them a value and significance that should weigh into the decision of when and how to distribute them. Actions meriting recognition may be simple and special or grand and complex. An award may be earned for actions that are beyond what would normally be encompassed in the assigned job duties or responsibilities. Awards are not to be used as an incentive to improve one's performance or as a substitute for compensation.

The heart of the award is the ability to recognize efforts "on the spot" and not through a prolonged approval process in which we lose sight of the impact. While an approval is still required, there is no application form or committee review process that would make it cumbersome to make an award.

The award consists of providing an employee with a key to a "treasure chest" of gift items that is kept in a secure location within each work unit. These gifts will each have a retail value of less than \$15. In addition, an employee who is recognized for a third time may, in the discretion of the department head, be awarded a gift card of up to \$50 in value in \$25 increments (taxable as

compensation). Gift cards may also be given for truly extraordinary achievements as noted below.

Employees awarded will typically work in the department giving the award, but, may work in any other DUO departments if they significantly contribute to the success of the awarding department or the University as a whole. In those cases, both department directors should keep records of the awards given.

Departments should budget accordingly; if additional funding is needed as a specific result of this program at year end, I am willing to consider a one-time funding request.

Procedure

Awards may be made as follows:

- Anyone can submit a nomination to a department director (or designee of the department director) in recognition of another employee. At the department head's discretion, keys may be awarded by unit managers who report to a director, assistant director or associate director. Each person authorized to award keys must make a written record, in a standard format, of every award. See the Award Log Sheet attached to this memo.
- Examples as to why one might present an award:
 - An individual who suggested a way to improve an existing work flow that was adopted, and which increased efficiency.
 - Without this individual's efforts which went above and beyond, a particular project would not have been done on time, or without their input the outcome of the project would not have been successful. "Above and beyond" may include additional research, greater attention to detail, creative thinking, and a greater level of effort.
 - Taking the extra effort to help another department even though it was very late (after 10:00 PM).
 - Taking responsibility and leading a program not related to their work because it is a benefit for the university.
- The department head or designee will review the nomination in a timely manner to ensure the impact of the award meets program objectives. Attention must be paid to avoiding the appearance of favoritism.

- Once the director or designee approves the award, an Award Key will be given to the employee. The keys are symbolic; they don't actually open a chest. Along with the key is a card that is printed with the words, "You are the Key to our Success!" (or other such message) and has a brief description of the effort or reason behind the award and the value that the awardee demonstrated. The card must be dated and signed by the manager or director who is awarding it.
- Once an individual has been presented with the award, the individual may present their key that is attached to the affirmation card for a prize that can be collected at the location determined by the department director. The key is presented to the department director or designee, who enters it into the log sheet and who has access to the prize "chest". Log sheets must be turned in monthly to the director.
- Gift cards may only be awarded if the employee being recognized has received two or more prior awards, or, has provided an extraordinary service or performed so far above and beyond the call of duty, that the department director determines a gift card is warranted. These should be limited to no more than one gift card to any one person in a year's time, and the overall number should be low enough that the gift cards represent something truly special. The total of the gift cards awarded to any one person in a fiscal year must not exceed \$50. The department director will decide the amount of the gift card.
- The department director's office will keep the award logs. In the case of a gift card, the amount of the award will be reported to Human Resources Payroll for inclusion in the employee's taxable compensation.
- Prizes must be kept in a locked office, and preferably, in a locked cabinet or chest.
- Department directors are responsible for reviewing awards and preparing an annual report to the VPUO.

Conclusion

The DUO Award Program has been developed with input from department directors and others within your units and is designed to meet the needs of all the departments, but we all recognize that not every unit has the same experiences, culture, and value statements. Departments wishing to modify this plan should contact me with any desired changes. These changes should be based, in part, on input you receive from your employees after discussions and experience with the plan. If no changes are desired right away, the plan may be implemented immediately, and should be implemented by the beginning of next fiscal year.

It's important that you communicate and market this plan to all employees in your department in order for it to be successful. Employees must understand the plan and have the chance to provide input on it if it is to be meaningful to them. Supervisors should be trained in how to equitably and properly implement the plan; guidance is available to directors, please contact Diana Prieto. The plan must also be reviewed in each unit annually to ensure it is meeting its goals and so that we can assess how it is being utilized, what is working well and what needs to be changed.

APPROVED:

A handwritten signature in blue ink that reads "Lynn Johnson". The signature is written in a cursive style with a large initial "L".

Lynn Johnson, Vice President University Operations