



DAHLGREN DIVISION
NAVAL SURFACE WARFARE CENTER

Dahlgren, Virginia 22448-5100



NSWCDD/MP-96/137

**COMBAT SYSTEMS DEPARTMENT EMPLOYEE
RECOGNITION SYSTEM**

COMBAT SYSTEMS DEPARTMENT

AUGUST 1996

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FOREWORD

The Naval Surface Warfare Center, Dahlgren Division (NSWCDD) is the principal Navy RDT&E center for surface ship weapon systems, ordnance, mines, and strategic systems support. Although technology is the thrust, people are the foundation of the Center. Recognition of this simple truth is found wherever a statement of vision, mission, and objectives is displayed. To support our people, NSWCDD objectives include provisions to: 1) provide challenging work and appropriate facilities and equipment, 2) create a climate that encourages self-development through experience, training and education, 3) value and respect each individual, and 4) empower people to express themselves and take action.

The key product within N-Department is Combat Systems but the key to success has been the employees. Dahlgren Division strategic goals provide a clear statement to: 1) remain a people-oriented, efficient, and adaptable organization, and 2) achieve and maintain efficient and effective program teams to support our mission and vision.

As employees are fundamental to the success of the department, the recognition system is fundamental to employee morale. The recognition system must ensure that employees remain self-motivated, empowered, flexible, and dedicated to the mission, principals, vision and objectives.

In a continuing effort to provide employee support and promote personal development, Mr. L. M. Williams III chartered the Employee Recognition System Task Force. This task force studied the existing employee recognition process, conducted a survey to obtain employee feedback on the existing process, and evaluated methods used by other organizations. As a result, a system for employee recognition was developed with the goal of providing fairness, openness, consistency, and accountability. This system will improve the work environment, provide employee support and development, empower the individual, and help develop effective teams.

Members of the N-Department Employee Recognition System Task Force included: Tony Scaramozzi (N91), Larry Weeks (N51), Jose Gonzalez (N93), Michele Tart (P30A), Paul Tice (N25), Armando Garza (N24), and Linda Freeman (N803).

The Employee Recognition System has been presented to the N-Department Board Of Directors (N-BOD) for approval and implementation. This document represents only the original N-Department Employee Recognition System. It is expected and mandated, as a built-in responsibility of all N-Department employees that this system continue to be reviewed and improved.

Approved by:



L. M. WILLIAMS III, Head
Combat Systems Department

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SECTION 1

INTRODUCTION

This handbook contains two types of information: guidelines and instructions. The guidelines provide a foundation of purpose, assumptions, principles, expectations and attributes the Employee Recognition System is designed to reflect. These guidelines stand first and foremost as the foundation for understanding why the Employee Recognition System exists, how to implement it, and how to change it. The guidelines are the most important aspect of the Employee Recognition System and should remain uncompromised as long as this system exists.

The instructions provide the necessary framework for establishing the formal Employee Recognition System. They are derived from an assessment of previous recognition processes, employee feedback, and industry input. The instructions include direction for award types, the nomination process, and implementation of the Nomination Board. The Nomination Board is designed to provide oversight of the Employee Recognition System.

These instructions are to be used as the initial formal direction for implementing the Employee Recognition System. It is expected that future changes will occur, and this has been accounted for within the instructions themselves. However, any questions or changes to the instructions should directly correlate to the guidelines before being accepted.

There are also three appendices. Appendix A is a summary of awards and methods provided via the Award Application Matrix and a description of the Symbols of Excellence. Appendix B is the recommended double sided Award Nomination Form. This form should be available throughout the N-Department organization for employee use. Appendix C is the Executive Brief and is provided as additional information for gaining insight into the Employee Recognition System.

This document is provided to all Combat System Department employees as the handbook for understanding and implementing the N-Department Employee Recognition System. Updates to the handbook will be distributed as changes to the system occur.

SECTION 2

GUIDELINES

2.1 PURPOSE

The purpose of formal recognition is to demonstrate organizational level appreciation for employees who meet or exceed the accepted standards of excellence. All employees must meet or exceed these standards of excellence before being considered as candidates for recognition.

2.2 ASSUMPTIONS

These assumptions are set forth as self evident. They pinpoint key ideas which must be reflected upon before and during implementation of the recognition system. Recognize that:

1) People are the organization's number one resource and should be given the highest priority. It is not enough just to say so. Our actions should reflect this assumption in everything we do.

2) Implementation is always effected by individuals. The goal is to obtain sufficient consistency across the organization to maintain employee trust, and maintain the flexibility required to allow molding of the recognition system to each organization's special requirements.

3) Everyone should be provided the opportunity to be a winner, and to view themselves as such. If one views the organization as the winner, and themselves as the loser, then the entire organization and its products suffer. Loss of efficiency, motivation, and productivity will result. We must strive to be a Win/Win organization.

4) An employee recognition system should provide positive re-enforcement. What positively motivates one person may negatively affect another. The best way to determine what motivates an employee is to ASK THEM.

5) The easier it is to do, the more likely it is to get done. The final measurement of any change to the Employee Recognition System should be made against this test.

2.3 PRINCIPLES

The principles set forth here are a continuation of the threads that bind this system into a working process. The purpose guides our assumptions while our assumptions provide a framework for establishing the guiding principles. As with the assumptions, the principles set forth must be used as a guide to implementation. They are an integral part of the active process and are as follows:

1) There are different types of recognition just as there are different types of achievement. The achievements represented within this handbook include: Personal Growth, Special Achievement, Sustained Superior Contribution, Human Awareness, Leadership, Employee of the Quarter, and Team Contributions.

2) Individuals are integral to the success of the Naval Surface Warfare Center, the program, the team, and the Employee Recognition System. Involve them in the process.

3) The perception of fairness is paramount. This can be achieved through consistency of application. Nothing will defeat employee acceptance and participation quicker than the perception that other organizations take better care of their people. Supervisors must be held accountable for the consistent and universal application of all rules within the scope of the Employee Recognition System.

2.4 EXPECTATIONS

The expectations are simple to state, but difficult to follow. It is recognized that in the onslaught of daily business activity we tend to press on toward the task. However, if we do so at the expense of our people, we shall lose the capability to press on at all. It should be noted that the expectations represent how we expect ourselves to perform, not how we expect the system to perform.

1) Focus on people: not rules, regulations, or limitations. During development of this system the Employee Recognition Task Force uncovered numerous instances where managers, past and present, had stated the rules or limitations for not being able to do something, so nothing was done. To provide our people with the support they deserve, we must focus on what we can do, not what we cannot do. We must go out of our way to positively influence our work environment, our tasks, and most importantly, our people.

2) In all that we do, we should set the example for others to follow. This is the guide. If something needs changing, work to change it. Winning requires that we never give up. A Win/Win organization requires that we never give in. Our standard is a standard of excellence. Continue to make it so.

2.5 ATTRIBUTES

The attributes the Employee Recognition System is expected to maintain are presented here. If these attributes do indeed describe the implementation of the Employee Recognition System, then this system will have a positive influence on the work environment. If it does not, then the system should be changed. The system attributes should encompass:

1) Provisions for peer and subordinate input as well as supervisory input. In addition, customer input should be actively pursued. Nominations from throughout an employee's area of influence should be openly accepted and acted upon.

2) Provisions for holding management accountable. Publish only those rules that apply. Explicitly state the known limitations, and do not allow unsanctioned limitations to inhibit the system.

3) Provisions for flexibility, but sufficient controls to maintain the consistency needed to preserve employee trust.

4) A focus on the individual's view of positive reinforcement. Include them in discussions. Ask for their opinions.

SECTION 3

INSTRUCTIONS

3.1 SYSTEM INTRODUCTION

The Employee Recognition System was developed from the previously stated principles and guidelines. The N-Department Employee Recognition System is the process of recognizing our employees for their contributions.

3.1.1 EMPLOYEE RECOGNITION SYSTEM

The Employee Recognition System begins with the observation that someone deserves recognition for their accomplishments. To accommodate the need to provide a method of award nomination, a nomination form has been developed, and an N-Department Employee Recognition Nomination Board has been instituted. The Nomination Form is a two page (front and back) form listing all pertinent information and instructions for initiating the recognition process. This form can be found in Appendix B. The N-Department Employee Recognition Nomination Board charter and award nomination instructions are provided in Section 3.3.

3.1.2 AWARD NOMINATION PROCESS

The Award Nomination Process is initiated whenever an Award Nomination Form is completed. Once the originator of the award fills out an Award Nomination Form it shall be forwarded to the nominee's Branch Head, or first level supervisor if the nominee is in a management or staff position. There is no restriction on who may originate an award. Anyone in N-Department who meets or exceeds the expected standards of excellence, including Military personnel, is eligible for an award.

The Branch Head or first level supervisor shall, upon receipt of the award nomination form: 1) record the date of receipt on the nomination form, 2) review the nomination for completeness and accuracy, 3) request additional information as

required, 4) circle 'Yes' or 'No' for an award recommendation or non-recommendation respectively, 5) add comments as desired, and 6) date and forward the nomination to the next level supervisor.

The Division Head or second level supervisor shall, upon receipt of the award nomination form: 1) record the date of receipt of the nomination, 2) review the nomination for completeness and accuracy, 3) request additional information as required, 4) circle 'Yes' or 'No' for an award recommendation or non-recommendation respectively, 5) add comments as desired, and 6) date and forward the nomination to the Nomination Board.

The N-Department Nomination Board shall, upon receipt of the award nomination form: 1) review all award nominations from the Department to determine if the award is appropriate for the nominee, if the nominee is qualified for the award, and if any additional or amplifying information is required, 2) notify the award originator that the award nomination has been received, and the results of the Board's award nomination review process, and 3) contact the nominee's appropriate supervisor of the award determination if an award is to be given. The supervisor will determine from the award recipient whether the award will be presented privately or publicly.

3.1.3 KNOWN LIMITATIONS

As with any process or system there are limitations or boundaries placed upon the activities to be undertaken. The activities, awards, and remuneration must abide by the current rules imposed by the authority within the Department of Defense, Navy, NAVSEA, and NSWCDD. Some recognized limitations include limits on awarded time off, monetary award, and controls over equipment. These are not always insurmountable obstacles to an effective process, and should be reviewed periodically for change or new recommendations.

3.1.4 CONCLUSION

The N-Department Employee Recognition System is designed to include periodic feedback from throughout the organization. Therefore, it should be stressed that opportunities are the issue, not restrictions. Awards can be added as the requirement becomes recognizable. This system should grow to become an

integral N-Department function. Employees should be queried as to what most motivates them before an award is given. The organization must remain committed to tailoring awards to individuals, not tailoring individuals to the awards. Simply stated, continue to consider the possibilities, recognize opportunities, and create them when they are not already available.

3.2 AWARDS

The various available awards are listed with an explanation of purpose, criteria, rationale, and additional recommendations.

3.2.1 PERSONAL GROWTH AWARD

Purpose

The purpose of the Personal Growth Award is to recognize personal growth and development, progress, maturation, capability improvement, increased knowledge or experience, skill refinement, or other personal improvement.

Criteria

The criteria for individual nominations for personal growth are that the individual demonstrate recognizable performance gain, ability to cope, productivity improvement, skill enhancement, academic prowess or other significant improvement.

Rationale

The rationale for rewarding a person for personal growth is to demonstrate the importance the organization places on the individual. In addition, it illustrates the value of their membership on the team, shows respect and appreciation for their distinct individuality, and shows that leadership is close enough to the individual and their work to recognize when positive growth has occurred.

An individual awarded for personal growth should see that the organization recognizes and appreciates their performance improvement. The change may reflect a positive personal change in the individual, or a significant performance improvement. The

knowledge that the organization recognizes positive change in a person should re-enforce the change and encourage continued positive growth.

Recommendation

The Personal Growth Award should be presented by the employee's immediate supervisor, Branch Head or higher, within 2 weeks of the Nomination Board's recommendation. The award should consist of a low monetary award if available, a letter from the Department Head, and a choice from the Symbols of Excellence list. Judgement should be used when considering whether to publish the employee's name and brief description of this award.

3.2.2 SPECIAL ACHIEVEMENT AWARD

Purpose

The purpose of the Special Achievement Award is to reward specific finite acts that are extraordinary in nature.

Criteria

The criteria for Special Achievement Awards are that the employee has accomplished some special achievement above and beyond the normal expectations of their work. Focus should not be on routine job assignments. If the employee suffers a degree of personal inconvenience such as unexpectedly working late or over the weekend to meet a new deadline, or sent on travel without prior notice, this should further promote granting this award.

Rationale

The rationale for this award is to replace the current on-the-spot awards. Survey research indicates that while the attitudes toward on-the-spot awards are positive, there is a broad concern that on-the-spot awards are not used effectively.

Recommendation

The Special Achievement Award should be presented by the employee's immediate supervisor, Branch Head or higher, within 2 weeks of the Nomination Board recommendation. The award should

consist of a low, medium, or high monetary award if available, a choice from the Symbols of Excellence list, and a letter from the Department Head. Publish the employee's name and a brief description of the award.

3.2.3 SUSTAINED SUPERIOR CONTRIBUTION AWARD

Purpose

The purpose of this award is to recognize those employees who deserve recognition but tend to slip through the cracks when the time comes for awards or promotion. This lack of past recognition could be the result of an employee's performance not peaking at the right time, their efforts not receiving the deserved visibility, or their work assignments being consistently out of phase with current award and promotion requirements. However, it is recognized that these employees year in and year out provide a sustained superior level of reliability, achievement, and performance.

Criteria

An individual nominated for the Sustained Superior Contribution Award should have a track record of continuous quality performance.

Rationale

The rationale for rewarding a person for their Sustained Superior Contribution is to demonstrate the organization's commitment to supporting and recognizing the importance of employees working in the trenches, the team players not normally provided an opportunity for high visibility.

Recommendation

The Sustained Superior Contribution Award should be presented by the Department Head at a yearly ceremony. The award should consist of a medium or high monetary award if available, a plaque, a letter from the Department head, a certificate, and a choice from the list of Symbols of Excellence. The employee's name and a description of the award should be published.

3.2.4 HUMAN AWARENESS AWARD

Purpose

The purpose of the Human Awareness Award is to recognize outstanding accomplishments in the areas of employee development, helping others reach their potential, coaching and mentoring employees, and creating opportunities for people to grow and contribute to the organization.

Criteria

Often because of the press of business we don't take enough time for development of people. This award should recognize those employees that take the time to ensure others have the opportunity to develop and achieve their own personal goals. Ultimately, a more people oriented organization improves individual performance and provides new capabilities and higher quality products. This award should be recognized as a benefit for both the individual and the organization.

Rationale

The rationale for this award is to demonstrate the value the organization places on people. Not only for what they contribute to the organization, but also for helping others gain opportunity for personal development, for giving employees the chance to feel a sense of accomplishment, and for contributing to a satisfying work environment. In short, this award shows that the organization values people who value people. Everyone should understand that individuals and their development are important. The organization will benefit from the increased emphasis on their needs.

Recommendation

The Human Awareness Award should be presented by the Department Head at a yearly ceremony. The award should consist of a medium monetary award if available, a letter from the Department Head, a certificate, and a choice from the list of Symbols of Excellence. Publish the employee's name and a description of the award.

3.2.5 LEADERSHIP AWARD

Purpose

The purpose of the Leadership Award is to provide an annual opportunity to honor those individuals who have demonstrated exceptional leadership qualities.

Criteria

The criteria for this award is that the nominated employee exhibit a high percentage of the following leadership¹ attributes. A leader should:

- have a sense of vision and mission,
- have high ethics, and an ability to make sound decisions,
- set the example and create the right tone; one of equity and goodwill,
- have the ability to communicate and give context to the activities of his people,
- be a team builder; understand human motivation and the environment in which people want to succeed,
- be a problem solver and a person of action,
- be a risk taker and a big thinker,
- use power wisely, be committed, and have the courage to do what is right and ensure subordinates do what is right,
- have the ability to manage change; to master change.

Rationale

In today's changing and volatile environment of downsizing, re-alignment of government functions and responsibilities, re-invention of government initiatives, and simply doing more with less mandates that leadership qualities in individuals be formally recognized and noted. Real leadership is difficult to describe, but certain traits identify the true leader, and sets them apart from those that manage. For example, from Baker¹, "Leadership is influencing human behavior to achieve some goal. A good leader is said to be able to get people to do things they do not want to do. A great leader is said to be able to get people to do what they don't want to do and to like doing it." These examples exemplify the qualities and traits this leadership

¹ NAVSWC MP 91-338, "LEADERSHIP-IT'S MORE THAN FLESH AND BLOOD," F. Edward Baker, Jr., 28 June 1991.

award intends to capture in the recognition of deserving individuals.

Recommendation

The Leadership Award should be presented by the Department Head at a yearly ceremony. The award should consist of a high monetary award if available, a letter from the Department Head, a plaque, a certificate, and a choice from the list of Symbols of Excellence.

3.2.6 EMPLOYEE OF THE QUARTER AWARD

Purpose

The Employee of the Quarter Award provides a vehicle for year-round recognition of employees who perform at exceptional levels for a given quarter.

Criteria

Quarterly awards are given to those employees who have shown a high degree of productivity and performance during the quarter. The employee's efforts should result in a significant benefit to the project or organization.

Rationale

This type of award demonstrates the need for continued effort in increasing employee performance. The frequency of award helps keep the need for recognition in the forefront. This award should encourage employees while maintaining morale and self-esteem throughout the year.

Recommendation

The Employee of the Quarter Award should be presented by the employee's Division Head or Department Head on a quarterly basis. The award should consist of a parking place, a letter from the Department Head, and a choice from the list of Symbols of Excellence.

3.2.7 TEAM CONTRIBUTIONS AWARD

Purpose

The Team Contribution Award provides for the recognition of outstanding individual contribution to the team, or outstanding team contribution to the product, project, or organization. A team is defined as a group of two or more individuals organized to work together to achieve a common goal. The product is the result of work on a project and is not limited to the final deliverable to the sponsor but rather may include the accomplishment of critical project milestones.

Criteria

For awarding individuals the Team Contribution Award, the individual must be a member or leader of a team, and the contribution provided by the individual to the team should have had a significant positive impact on the mission of the team.

For the Team Contribution Award the team must have made a significant positive impact on the product or the organization.

Rationale

The rationale for this award is to recognize that the constant thrust to down-size government has placed a greater emphasis on individuals working in teams. Team work can be highly productive, however, it places additional challenges on individuals to work together effectively. The Team Contribution Award will demonstrate that N-Department, NSWCDD, and the Navy place great value on team work.

Recommendation

The Team Contribution Award should be presented by the employee's immediate supervisor, Branch Head or higher, within 2 weeks of the Nomination Board recommendation. The award should consist of a low, medium or high monetary award if money is available, a certificate, a letter from the Department head, and a choice from the list of Symbols of Excellence.

3.3 THE NOMINATION BOARD

3.3.1 PURPOSE

The purpose of the N-Department Employee Recognition Nomination Board is to provide fairness, openness, consistency, and accountability to the Employee Recognition System.

3.3.2 RATIONALE

Early in the development of the Employee Recognition System the Task Force surveyed a diverse group of employees concerning their view of existing employee recognition effectiveness. From these surveys it became clear that any negative feedback regarding consistency and fairness had to do with an inconsistent approach across organizations and at different levels of management. The Nomination Board has been devised to ensure consistency without adding undue burden on management.

3.3.3 ORGANIZATION

The N-Department Nomination Board shall consist of a primary and alternate representative selected from each Division, and primary and alternate representatives selected by N. The number of representatives selected by the Department Head should be one less than those from the divisions. Currently N-Department has four Divisions. In this case the divisions would have four representatives and N would have three, for a total of seven representatives on the Board. The intent is to maintain a majority of division representatives over those from N as well as an odd number of representatives to prevent a tie vote.

To maintain a desired majority of non-management to management representatives on the Nomination Board, the Divisions shall nominate only non-management personnel (i.e., below Branch Head level) to the Board. There is no restriction on the representatives selected by N.

All voting members are required to attend each award review meeting. Only the primary representatives shall vote unless replaced by the alternate.

Alternates may attend all meetings and may participate in the discussions, but cannot vote unless the primary representative is absent.

Board Officers shall consist of a Chairperson and a Secretary, selected on a yearly basis from the primary representatives. If there is more than one candidate for each position, then the position shall be decided by secret ballot.

The Chairperson shall call the Nomination Board Meetings, serve as moderator during the meetings, and provide the interface with N.

The Secretary shall maintain the meeting minutes, tally the ranking process scores to establish the ranking of the nominees, provide the statistics of the Board's activities, and maintain the N-Department Employee Recognition Bulletin Board.

Each division's primary representative shall be responsible for interfacing with the award originator for those nominees from their organizations, and sending notification of any awards to the nominee's supervisor. One of the N-Department selected primary representatives shall serve this function for all other N-Department personnel (e.g., N Staff).

3.3.4 RESPONSIBILITIES

The responsibilities of the N-Department Nomination Board are as follows:

Review all award nominations from the Department to determine: if the award is appropriate for the nominee, if the nominee is qualified for the award, and if any additional or amplifying information is required.

Notify the award originator that the award nomination has been received, and the results of the Board's award nomination review process.

Receive guidance from the Combat Systems Department Head on the number and amount of awards available in each category.

Establish an appropriate distribution of the awards as appropriate (e.g., monetary or administrative leave awards).

Rank the nominees for each award on their relative strengths and merit. Based on the guidance received from the Department Head, the ranking process will determine award recipients.

Contact the nominee's appropriate supervisor of the award determination. The supervisor will determine from the award recipient whether the award should be presented privately or publicly.

Establish and maintain an N-Department Employee Recognition Bulletin Board. The bulletin board shall be used to publicize the Employee Recognition System, the award categories, and the award recipients. In addition, the bulletin board will display summary letters justifying all awards.

Maintain the minutes of all meetings including the nomination forms and the rationale for all decisions and recommendations. Collect and publish statistics of nominations received by and awarded to each branch, division, and staff member on a quarterly basis. The purpose of this requirement is ensure consistent application of the Employee Recognition System.

Conduct the effectiveness survey and record the results. Implement required changes to the Employee Recognition System as appropriate.

3.3.5 NOMINEE RANKING PROCESS

The Nomination Board shall establish a ranking of the nominees for a particular award by the following process. After an appropriate amount of discussion, each voting member of the Board shall individually rank the candidates from most qualified to least qualified (n..1) by secret ballot. The nominee ranked first will receive 'n' points, the nominee ranked second will receive n-1 points, and so on. The number of points received by each nominee shall be totalled to establish the final nominee ranking order.

If a voting representative on the Board is a nominee for an award, then the representative shall abstain from the meeting when that specific award is discussed and voted upon. During this time, the representative shall be replaced by the alternate representative.

The ranking process shall not be performed unless at least one award is available.

A new ranking process shall be performed each time an award is given.

3.3.6 TENURE

Both primary and alternate representatives shall serve a one year term.

After serving one year as an alternate, the alternates shall then serve one year as the primary representative, and a new alternate shall be nominated and selected.

3.3.7 BOARD NOMINATIONS/SELECTION/REPLACEMENT

Volunteers for the Board shall be requested by each Division and N-Department as necessary.

For the first year, both primary and alternate representatives shall be selected by each Division and N-Department.

For the second and following years, new representatives shall be selected as required in accordance with the following replacement procedures:

- 1) Upon the resignation of a primary representative, the alternate shall become the primary representative, and a new alternate shall be selected.

- 2) Upon the resignation of the alternate representative, a new alternate shall be selected.

3.3.8 MEASURING SYSTEM EFFECTIVENESS

One of the initial duties of each Nomination Board will be to develop and administer a survey to measure the effectiveness of the Employee Recognition System. The survey for the initial Nomination Board should focus on comparing the new system to the old system to measure improvement. Therefore, it is recommended

that the first survey be conducted six months after implementation of the recommended system. Subsequent Nomination Boards will also administer surveys, but these should focus on how well the system is achieving its stated objectives.

The surveys also provide a unique opportunity to obtain feedback from employees. At every opportunity on the survey, employees should be asked for suggested improvements. After the initial survey, follow-on surveys should be conducted annually.

The Nomination Board shall prepare, distribute, and collect the surveys. The Board shall then interpret the results and make changes to the recognition system as required. Any changes to the system will be distributed to all N-Department personnel. The Board will then operate in accordance with the new conditions for the remainder of its term.

This survey is not intended to be distributed to the entire N-Department population. Rather, a random sampling of 50 to 100 people should be sufficient to adequately measure the system. A different sample should be taken every year. Survey responses may be anonymous and employee comments should be encouraged at all times.

3.3.9 CHANGES TO THE EMPLOYEE RECOGNITION SYSTEM

Changes to the Employee Recognition System shall be made by a majority vote of the primary representatives. No vote shall be taken until the recommended change has been measured against the Employee Recognition System Guidelines, and rationale has been recorded which directly correlates the desired change with appropriate guidelines. The Secretary shall be responsible for recording the change rationale and updating the Employee Recognition System Handbook to reflect the changes.

APPENDIX A

AWARD

APPLICATION

MATRIX

APPENDIX A

AWARD APPLICATION MATRIX

AWARD TYPE	FREQUENCY OF DISTRIBUTION	LEVEL PRESENTED AT	MONETARY AMT RECOMMENDED	AWARDS RECOMMENDED
Personal Growth	Event Driven	*Immediate Supervisor B	Low	SOE Letter
Special Achievement	Event Driven	*Immediate Supervisor B	Low, Medium, or High	SOE Letter
Sustained Superior Contribution	Yearly Award	Department Head	Medium, or High	SOE, Plaque Letter Certificate
Leadership Award	Yearly Award	Department Head	High	SOE, Plaque Letter Certificate
Human Awareness	Yearly Award	Department Head	Medium	SOE, Letter Certificate
Employee of the Quarter	Quarterly Award	**Immediate Supervisor D	Non Monetary	Parking Space SOE Letter
Team Contributions	Event Driven	*Immediate Supervisor B	Low, Medium, or High	SOE Letter Certificate

*Immediate Supervisor|B

Award should be presented by the employee's Branch Head or immediate supervisor if higher than Branch Head.

**Immediate Supervisor|D

Award should be presented by the employee's Division Head or immediate supervisor if higher than Division Head.

Symbols of Excellence (SOE)

In describing the awards to be given to individuals the "Symbols of Excellence" are often referenced. These are feel good items of minor intrinsic value which people generally enjoy receiving and can keep as a reminder of their contribution. The list includes, but is not limited to coffee mugs, key chains, lapel pins, tie bars, tie tacks, and pens.

Outside this definition of the Symbols of Excellence, other examples and opportunities for awards can include: promotion,

public recognition, organizational recognition or status, more flexible hours, increased challenge and responsibility, financial gain (QSI or cash), new computing resources, new furniture, or some combination of the above.

APPENDIX B

AWARD

NOMINATION

FORM

The (name of award) is granted to (awardee's name)

DATE FORWARDED TO BRANCH / / DATE OF AWARD: ____/____/____

COMBAT SYSTEMS DEPARTMENT AWARD NOMINATION

BRANCH/FIRST LEVEL SUPERVISOR

Date Received ___/___/___

Code _____

Recommendation: Yes No

Comments _____

Date Forwarded ___/___/___

DIVISION/SECOND LEVEL SUPERVISOR

Date Received ___/___/___

Code _____

Recommendation: Yes No

Comments _____

Date Forwarded to Board ___/___/___

BOARD

Date Received ___/___/___

Award Appropriate for Nominee? Yes No

Nominee Qualified for Award? Yes No

Comments _____

Ranking: ___ of ___

APPENDIX C

EXECUTIVE

BRIEF

TASK FORCE REPORT

N - DEPARTMENT EMPLOYEE RECOGNITION SYSTEM



Tony Scaramozzi
03 Oct 95



N-DEPARTMENT EMPLOYEE RECOGNITION SYSTEM

■ TASK FORCE MEMBERSHIP

TONY SCARAMOZZI (N91)
LARRY WEEKS (N51)
ARMANDO GARZA (N24)
MICHELE TART (P30)
PAUL TICE (N25)
JOSE GONZALEZ (N93)
LINDA FREEMAN (N803)

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N-DEPARTMENT EMPLOYEE RECOGNITION SYSTEM

■ OUTLINE

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- E. RECOMMENDATIONS

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N-DEPARTMENT EMPLOYEE RECOGNITION SYSTEM

■ TASK FORCE CHARTER

OBJECTIVE

- DEVELOP AN EMPLOYEE RECOGNITION SYSTEM FOR RECOMMENDATION TO THE N-DEPARTMENT BOARD OF DIRECTORS.

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N-DEPARTMENT EMPLOYEE RECOGNITION SYSTEM

SCOPE & APPROACH

- REVIEW THE CURRENT PROCESS AND IDENTIFY ISSUES, SHORTFALLS, OR PROBLEMS.
- DETERMINE WHAT SHOULD BE IMPROVED, WHAT NEW FEATURES ARE NEEDED.
- SEE WHAT OTHERS HAVE DONE.
- CONSTRAINED BY WHAT IS LEGAL.

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N-DEPARTMENT EMPLOYEE RECOGNITION SYSTEM

EXPECTED OUTPUT

- STATEMENT OF THE UNDERPINNINGS, RATIONALE, ASSUMPTIONS, AND PRINCIPLES OF AN N-DEPARTMENT EMPLOYEE RECOGNITION SYSTEM.
- STATEMENT OF WHAT IS EXPECTED FROM EMPLOYEES, SUPERVISORS, AND MANAGERS.

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N-DEPARTMENT EMPLOYEE RECOGNITION SYSTEM

EXPECTED OUTPUT (Continued)

- STATEMENT OF ATTRIBUTES OF AN EMPLOYEE RECOGNITION SYSTEM.
- AN EMPLOYEE RECOGNITION SYSTEM.
- A MEANS TO DETERMINE HOW WELL THE SYSTEM IS WORKING.

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N-DEPARTMENT EMPLOYEE RECOGNITION SYSTEM

■ TASK FORCE APPROACH

SURVEY A CROSS SECTION OF N-DEPARTMENT EMPLOYEES TO LEARN THE STRENGTHS AND WEAKNESSES OF THE EXISTING SYSTEM.

REVIEW OTHER AGENCY APPROACHES AND INVESTIGATE THE NSWCCDD 'LEGALS.'

DETERMINE THE REQUIREMENTS.

DEVELOP THE SYSTEM AND A METHOD TO MEASURE SYSTEM PERFORMANCE.

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N-DEPARTMENT EMPLOYEE RECOGNITION SYSTEM

■ PURPOSE

DEMONSTRATE ORGANIZATIONAL LEVEL
APPRECIATION FOR EMPLOYEES WHO MEET
OR EXCEED THE ACCEPTED STANDARDS OF
EXCELLENCE.

ALL EMPLOYEES MUST MEET OR EXCEED THE
ACCEPTED STANDARDS OF EXCELLENCE TO BE
CONSIDERED CANDIDATES FOR RECOGNITION.

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N-DEPARTMENT EMPLOYEE RECOGNITION SYSTEM

■ GUIDELINES

ASSUMPTIONS

PRINCIPLES

EXPECTATIONS

ATTRIBUTES

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N-DEPARTMENT EMPLOYEE RECOGNITION SYSTEM

ASSUMPTIONS

PEOPLE ARE THE ORGANIZATION'S PRIMARY
RESOURCE.

INDIVIDUALS EFFECT THE IMPLEMENTATION.

A WIN / WIN APPROACH IS THE MOST EFFECTIVE
APPROACH.

EMPLOYEE RECOGNITION PROVIDES POSITIVE
REINFORCEMENT.

THE EASIER IT IS TO DO, THE MORE LIKELY
IT IS TO GET DONE.

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N-DEPARTMENT EMPLOYEE RECOGNITION SYSTEM

PRINCIPLES

THERE ARE DIFFERENT TYPES OF RECOGNITION
JUST AS THERE ARE DIFFERENT TYPES OF
ACHIEVEMENT.

INDIVIDUALS ARE INTEGRAL TO CENTER SUCCESS.

PERCEPTION OF FAIRNESS IS PARAMOUNT !

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N-DEPARTMENT EMPLOYEE RECOGNITION SYSTEM

EXPECTATIONS

FOCUS ON PEOPLE: NOT RULES, REGULATIONS,
OR LIMITATIONS.

SET THE EXAMPLE FOR OTHERS TO FOLLOW.

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N-DEPARTMENT EMPLOYEE RECOGNITION SYSTEM

ATTRIBUTES

THE SYSTEM SHOULD:

PROVIDE FOR PEER AND SUBORDINATE INPUT
AS WELL AS SUPERVISORY INPUT.

PROVIDE A MEANS OF MAINTAINING ACCOUNTABILITY.

PROVIDE FLEXIBILITY, BUT SUFFICIENT CONTROL
AND CONSISTENCY TO MAINTAIN EMPLOYEE TRUST.

FOCUS ON THE INDIVIDUAL'S VIEW OF POSITIVE
REINFORCEMENT. **ASK THEM !**

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N-DEPARTMENT EMPLOYEE RECOGNITION SYSTEM

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N-DEPARTMENT EMPLOYEE RECOGNITION SYSTEM

■ INSTRUCTIONS

NOMINATION PROCESS

NOMINATION BOARD

AWARDS

MEASURING SYSTEM PERFORMANCE

SYMBOLS OF EXCELLENCE

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N-DEPARTMENT EMPLOYEE RECOGNITION SYSTEM

NOMINATION PROCESS

PROCESS IS INITIATED WHEN A NOMINATION FORM
IS SUBMITTED BY THE ORIGINATOR.

SUBMITTED THROUGH CANDIDATES CHAIN OF COMMAND.

DATED UPON RECEIPT, REVIEWED, COMMENTED, AND
SUBMITTED TO THE NEXT LEVEL SUPERVISOR.

DATED UPON RECEIPT, REVIEWED, COMMENTED, AND
SUBMITTED TO THE NOMINATION BOARD.

COMMENTS CAN BE SUPPORTIVE OR NOT SUPPORTIVE. ALTHOUGH
NOT REQUIRED, COMMENTS WOULD HAVE A SIGNIFICANT IMPACT.

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N-DEPARTMENT EMPLOYEE RECOGNITION SYSTEM

NOMINATION BOARD

PURPOSE :

TO PROVIDE A MEASURE OF FAIRNESS,
CONSISTENCY, AND ACCOUNTABILITY.

ORGANIZATION:

TWO REPRESENTATIVES SELECTED FROM EACH
DIVISION. ONE PRIMARY AND ONE ALTERNATE.

DEPARTMENT HEAD SELECTS 1 LESS THAN THE
NUMBER OF DIVISIONAL REPRESENTATIVES TO
MAINTAIN A CROSS-SECTION OF MEMBERSHIP.

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N-DEPARTMENT EMPLOYEE RECOGNITION SYSTEM

NOMINATION BOARD

BOARD INCLUDES CHAIRPERSON AND SECRETARY
SELECTED FROM PRIMARY REPRESENTATIVES.

PRIMARY REPRESENTATIVE VOTES EXCEPT WHEN
ABSENT, THEN ALTERNATE VOTES.

ALTERNATES ARE ENCOURAGED TO PARTICIPATE
IN ALL BOARD MEETINGS AND DISCUSSIONS TO
MAINTAIN CONTINUITY.

PRIMARY REPRESENTATIVE IS THE DIVISIONAL POC.

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N-DEPARTMENT EMPLOYEE RECOGNITION SYSTEM

NOMINATION BOARD

RESPONSIBILITIES :

REVIEW NOMINATIONS FOR QUALIFICATION AND
APPROPRIATENESS.

NOTIFY ORIGINATOR OF NOMINATION RECEIPT.

RANK NOMINEES FOR AN AWARD BASED ON
RELATIVE STRENGTHS AND MERIT.

USE DEPARTMENT GUIDANCE FOR THE NUMBER
AND AMOUNT OF AWARDS.

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N-DEPARTMENT EMPLOYEE RECOGNITION SYSTEM

NOMINATION BOARD

NOTIFY NOMINEE'S SUPERVISOR OF THE AWARD
DETERMINATION.

ESTABLISH AND MAINTAIN THE N-DEPARTMENT
EMPLOYEE RECOGNITION BULLETIN BOARD.

MAINTAIN MINUTES OF ALL MEETINGS INCLUDING
NOMINATION FORMS AND THE RATIONALE FOR ALL
DECISIONS AND RECOMMENDATIONS.

CONDUCT EFFECTIVENESS SURVEYS AND RECORD
THE RESULTS. IMPLEMENT REQUIRED CHANGES.

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N-DEPARTMENT EMPLOYEE RECOGNITION SYSTEM

MEASURING SYSTEM EFFECTIVENESS

SURVEY A CROSS-SECTION OF THE DEPARTMENT

FIRST SURVEY SHOULD BE CONDUCTED A YEAR
AFTER SYSTEM IMPLEMENTATION FOR COMPARISON
WITH THE PREVIOUS SYSTEM TO MEASURE SYSTEM
IMPROVEMENT.

FOLLOW-ON SURVEYS SHOULD FOCUS ON HOW WELL
THE SYSTEM IS MEETING ITS STATED OBJECTIVES.

SURVEY RESULTS SHOULD PROVIDE INSIGHT INTO
WHAT WORKS AND WHAT DOESN'T. CHANGE WHAT
DOESN'T WORK.

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N-DEPARTMENT EMPLOYEE RECOGNITION SYSTEM

AWARDS

PERSONAL GROWTH
SPECIAL ACHIEVEMENT
SUSTAINED SUPERIOR CONTRIBUTION
HUMAN AWARENESS
LEADERSHIP
EMPLOYEE OF THE QUARTER
TEAM CONTRIBUTIONS

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N-DEPARTMENT EMPLOYEE RECOGNITION SYSTEM

PERSONAL GROWTH AWARD

PURPOSE:

RECOGNIZE PERSONAL GROWTH AND DEVELOPMENT, PROGRESS, MATURATION, CAPABILITY IMPROVEMENT, INCREASED KNOWLEDGE OR EXPERTISE, OR OTHER PERSONAL IMPROVEMENT.

CRITERIA:

NOMINEES SHOULD DEMONSTRATE RECOGNIZABLE PERFORMANCE GAIN, ABILITY TO COPE, PRODUCTIVITY IMPROVEMENT, SKILL ENHANCEMENT, ACADEMIC PROWESS OR OTHER SIGNIFICANT IMPROVEMENT.

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N-DEPARTMENT EMPLOYEE RECOGNITION SYSTEM

SPECIAL ACHIEVEMENT AWARD

PURPOSE:

PROVIDE RECOGNITION FOR SPECIFIC FINITE ACTS THAT ARE EXTRAORDINARY IN NATURE.

CRITERIA:

NOMINEE IS TO HAVE ACCOMPLISHED SOME SPECIAL ACHIEVEMENT ABOVE AND BEYOND THE NORMAL EXPECTATIONS OF THEIR WORK.

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N-DEPARTMENT EMPLOYEE RECOGNITION SYSTEM

SUSTAINED SUPERIOR CONTRIBUTION AWARD

PURPOSE:

AWARD THOSE EMPLOYEES WHO DESERVE RECOGNITION FOR A SUSTAINED SUPERIOR LEVEL OF RELIABILITY, ACHIEVEMENT, AND PERFORMANCE.

CRITERIA:

NOMINEE SHOULD HAVE A TRACK RECORD OF CONTINUOUS QUALITY PERFORMANCE.

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N-DEPARTMENT EMPLOYEE RECOGNITION SYSTEM

HUMAN AWARENESS AWARD

PURPOSE:

RECOGNIZE OUTSTANDING ACCOMPLISHMENTS IN THE AREAS OF EMPLOYEE DEVELOPMENT, COACHING, MENTORING, AND CREATING OPPORTUNITIES FOR PEOPLE TO GROW AND CONTRIBUTE TO THE ORGANIZATION. SHOW THE VALUE OF PEOPLE WHO VALUE PEOPLE.

CRITERIA:

NOMINEE SHOULD BE RECOGNIZED AS SOMEONE WHO TAKES THE TIME TO ENSURE OTHERS HAVE THE OPPORTUNITY TO DEVELOP AND ACHIEVE THEIR OWN PERSONAL GOALS.

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N-DEPARTMENT EMPLOYEE RECOGNITION SYSTEM

LEADERSHIP AWARD

PURPOSE:

PROVIDE AN OPPORTUNITY TO HONOR INDIVIDUALS WHO HAVE DEMONSTRATED EXCEPTIONAL LEADERSHIP QUALITIES.

CRITERIA:

NOMINEE SHOULD EXHIBIT A HIGH PERCENTAGE OF THE FOLLOWING ATTRIBUTES:

- A SENSE OF VISION AND MISSION
- HIGH ETHICS AND AN ABILITY TO MAKE SOUND DECISIONS
- SET THE EXAMPLE AND CREATE THE RIGHT TONE
- GOOD COMMUNICATIONS SKILLS
- A TEAM BUILDER AND EFFECTIVE PROBLEM SOLVER
- HAVE THE ABILITY TO MANAGE CHANGE

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N-DEPARTMENT EMPLOYEE RECOGNITION SYSTEM

EMPLOYEE OF THE QUARTER AWARD

PURPOSE:

PROVIDE FOR YEAR - ROUND RECOGNITION OF EMPLOYEES WHO PERFORM AT EXCEPTIONAL LEVELS FOR A GIVEN QUARTER.

CRITERIA:

QUARTERLY AWARDS ARE GIVEN TO THOSE EMPLOYEES WHO HAVE SHOWN A HIGH DEGREE OF PRODUCTIVITY AND PERFORMANCE DURING THE QUARTER. THE EMPLOYEE'S EFFORTS SHOULD RESULT IN SIGNIFICANT BENEFIT TO THE PROJECT OR ORGANIZATION.

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N-DEPARTMENT EMPLOYEE RECOGNITION SYSTEM

TEAM CONTRIBUTIONS AWARD

PURPOSE:

RECOGNIZE OUTSTANDING INDIVIDUAL CONTRIBUTIONS TO THE TEAM, OR OUTSTANDING TEAM CONTRIBUTIONS TO THE PRODUCT, PROJECT, OR ORGANIZATION.

CRITERIA:

INDIVIDUAL - MUST BE A RECOGNIZED MEMBER OF A TEAM, AND THE CONTRIBUTION SHOULD HAVE A SIGNIFICANT POSITIVE IMPACT ON THE TEAM MISSION.

TEAM - MUST HAVE MADE A SIGNIFICANT POSITIVE CONTRIBUTION TO THE PRODUCT, PROJECT, OR ORGANIZATION.

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N-DEPARTMENT EMPLOYEE RECOGNITION SYSTEM

AWARD TYPE	FREQUENCY OF DISTRIBUTION	LEVEL PRESENTED AT	MONETARY AMT RECOMMENDED	AWARDS
Personal Growth	Event Driven	* Immediate Supervisor B	Low	SOE, Letter
Special Achievement	Event Driven	* Immediate Supervisor B	Low, Medium, or High	SOE, Letter
Sustained Superior Contribution	Yearly Award	Department Head	Medium or High	SOE, Plaque, Letter, Certificate
Leadership Award	Yearly Award	Department Head	High	SOE, Plaque, Letter, Certificate
Human Awareness	Yearly Award	Department Head	Medium	SOE, Letter, Certificate
Employee of the Quarter	Quarterly Award	** Immediate Supervisor D	None	Parking Spc, SOE, Letter
Team Contributions	Event Driven	* Immediate Supervisor B	Low, Medium, or High	SOE, Letter, Certificate

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N-DEPARTMENT EMPLOYEE RECOGNITION SYSTEM

SYMBOLS OF EXCELLENCE

ITEMS OF SMALL INTRINSIC VALUE THAT PEOPLE CAN RETAIN TO REMIND THEM OF THE CONTRIBUTION THEY HAVE MADE.

CAN INCLUDE COFFEE MUGS, KEY CHAINS, LAPEL PINS, PENS, T-SHIRTS...

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N-DEPARTMENT EMPLOYEE RECOGNITION SYSTEM

■ OTHER OPPORTUNITIES

OTHER OPPORTUNITIES FOR REWARDING
INDIVIDUALS INCLUDE:

NEW FURNITURE
CASH AWARDS
NEW COMPUTING RESOURCES
MORE FLEXIBLE WORK SCHEDULES

CONSIDER THE OPPORTUNITIES, AND FIT
THEM TO THE PERSON.

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N-DEPARTMENT EMPLOYEE RECOGNITION SYSTEM

THE POSSIBILITY EXISTS TO EXTEND AS AN
AWARD, TIME OFF WITH PAY. THERE ARE
NAVY INSTRUCTIONS WHICH ALLOW THIS TO
OCCUR, BUT THERE ARE NO ASSOCIATED
NSWCDD INSTRUCTIONS THAT PROVIDE FOR
LOCAL IMPLEMENTATION.

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N-DEPARTMENT EMPLOYEE RECOGNITION SYSTEM

■ RECOMMENDATIONS

REVIEW THE AWARDED TIME OFF POLICY.
ALLOW TIME OFF WITH PAY TO BE AWARDED
AT THE BRANCH LEVEL.

IMPLEMENT THE EMPLOYEE RECOGNITION
SYSTEM AS PROVIDED FOR IN THE HANDBOOK
DEVELOPED BY THE EMPLOYEE RECOGNITION
SYSTEM TASK FORCE.

PUBLISH THE EMPLOYEE RECOGNITION SYSTEM
HANDBOOK AS A MISCELLANEOUS PUBLICATION.

DISTRIBUTE THE EMPLOYEE RECOGNITION SYSTEM
HANDBOOK TO ALL N-DEPARTMENT EMPLOYEES.

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