

REWARDS AND RECOGNITION IN THE DNR A DNR TASKFORCE REPORT

Taskforce Project Membership

Project Leader: Nancy Branton, Human Resources

Consultant: Dr. Sandra L. Davis, MDA Consulting Group, Inc.

Project Team: Ray Romero, Office of Planning
Ron Sushak, Office of Planning
Tim Kelly, Office of Planning

Taskforce Members: Terri Smith, Division of Waters, St. Paul
Steve Kirch, Trails and Waterways Unit, St. Paul
Bruce Eliason, Division of Parks and Recreation,
Lac Qui Parle State Park
Gerald Peterson, Division of Enforcement, Brainerd
Jean Drotts, Division of Minerals, Hibbing
Dave Schipper, Division of Forestry, Grand Rapids
Bob Hance, Regional Administration, Brainerd
Colleen Mlecoch, Special Services, St. Paul
Stephen Feesl, Bureau of Engineering, St. Paul
Jon Cole, Division of Fish and Wildlife, Altura

Report compiled by:
Dr. Sandra L. Davis
MDA Consulting Group, Inc.

Special Liaisons: A Representative from the Public Service Taskforce, the
Innovation Board, and the Marketing Taskforce

REWARDS AND RECOGNITION IN THE DNR A DNR TASKFORCE REPORT

**Compiled by:
Dr. Sandra L. Davis, Ph.D.
MDA Consulting Group, Inc.**

This report is designed for the Commissioner's office and all unit heads. It follows a distinct format. It is divided into several sections to highlight what we wanted to discover, our findings, and our recommendations. We offer this with the hope that our work will cause reaction and action. In addition to this report there is a Technical report available and an Executive Summary that will be sent to all DNR employees.

The Beginning, the Mission, and the Approach

The impetus for this project began with the results of the DNR's career path study in 1987. In response to national data that suggest employees in general want recognition for good work and that new reward systems need to be found for the DNR, the commissioner's office and key managers placed a high priority on rewards and recognition. Monies were reprogrammed to enable the department to hire a consultant and work time was freed up for the project.

Given the department-wide focus of this effort, the project leader and project team wanted to work through and with a taskforce that broadly represented the DNR as a whole. With the input of this taskforce, the project team created a mission, action steps, and desired outcomes. Given the parallel efforts that were being undertaken by the public service taskforce, the innovation board, and the marketing taskforce, liaisons from these groups also served on the taskforce.

Because we needed employee input, we started with focus groups which were representative of all employees to help us understand how employees think about rewards and recognition. The outcome of those groups led to the creation of a questionnaire which was distributed early in 1989. Given that the innovation board also needed to find out information from employees, their questions were also included in this effort. We received an outstanding response rate of 85.3% indicating employees' degree of interest in the topics of reward, recognition, and innovation.

Data were recorded, collated, and analyzed through May of 1989. Then the full taskforce met twice to ascertain overall conclusions and to make definitive recommendations for action. In the meantime, the project leader and one team member presented overall conclusions (minus recommendations) to the CMT in June and to the RA/CMT/DD/BA group in July. This report in hand is the taskforce's final activity.

Other project-related activities and results during the last year included two workshops on rewards and recognition that were presented at the 1988 Fall Managers Conference. Also, assistance was provided in creating a pilot reward and recognition program for DNR customer service. The pilot involved an important management focus (customer service) coupled with a nomination process that matched what employees had told us about how people could be fairly selected for rewards. Those rewards will actually be presented in August of 1989.

All of these activities and efforts occurred within the following overall mission of the project: to create an awareness/atmosphere within which employees may receive personally meaningful rewards and recognition so that employees are further motivated to do outstanding work and organizational goals are furthered.

Definitions: Reward and Recognition

What is reward? What is recognition? According to the literature of employee motivation, reward is any action which follows a behavior that results in its being continued. Reward is thus a form of positive reinforcement. However, people differ in what for them is rewarding or reinforcing. Therefore, any study of rewards in an organization must take into account how people feel about rewards and which ones are in fact rewarding to them.

Recognition, however, is both a human need (for some) and a form of reward or positive reinforcement. The simple process of paying attention to someone or to a group of people has an effect on performance. Recognition can occur one-to-one (in private) or in a large group setting or in the media. It varies according to the medium and the number of people involved.

Reward and recognition cannot be studied in a vacuum. One cannot simply observe current organizational practices and form conclusions about their effectiveness. Individual employees who are affected need to be asked.

Conclusions: If you want to know what is rewarding to individuals, or how they want to be recognized, you have to ask.

Reward and Recognition Programs in Organizations

A thorough search of the literature reveals that organizations have many examples, procedures, and policies relative to reward and recognition. There are merit pay systems, bonus plans, employee of the month awards, traveling trophies, intergroup competition, ways of awarding outstanding individual and group efforts, and even daily "prizes" in some retail settings. Historically government organizations have implemented "top down" reward and recognition efforts. A legitimate question that the reader might have is, "Why not take programs that have shown to be successful and worked in other organizations and simply apply them to the DNR?"

In fact, there is quite a bit of information about successful efforts that organizations have undertaken. There are many examples of such successful programs. But examples also abound about organizations that created reward systems, used them often, and then later discovered that employees never viewed the rewards positively and perhaps even hoped that they would not get them! In many cases the same program that worked successfully in one organization fell flat on its face in another.

Organizations want to establish reward programs as a way to institutionalize reinforcement of key behaviors. These behaviors might include meeting a goal, providing a service, demonstrating loyalty, making a significant contribution in a set time frame, etc. Essentially all reward programs are a way of communicating to the people in the organization what is of value or what they should "do more of."

Reward programs that fail typically have one element in common. They have not either dealt with what employees know to be important to their job performance, or they have not operated in a way that employees have felt to be fair. To the extent that the process of selection is tainted in the employee's eyes, and to the extent that the criteria are unclear, the reward program will in fact not be rewarding.

Therefore, it would be a mistake for the DNR to look at other systems and programs, select from a menu, and attempt to implement something that is appealing. Reward programs must be tied to what employees find to be of value in their own jobs. Therefore, it was vital in this study to develop a broad enough understanding about employee needs, that a program and a process could be developed that responds to those.

Employee Attitudes About Their Work

Any survey that deals with employee attitudes about a specific topic needs to ask about overall employee satisfaction with work in general. If employees are very dissatisfied in general, they will not be happy with rewards and recognition either. Therefore, we needed to be sure that if we heard negatives about reward and recognition, that they were not just a product of low job satisfaction.

We asked how satisfying employees find their current jobs. Here are their responses.

	%	
Very Dissatisfying	2.2	> 14% unfavorable
Dissatisfying	4.1	
Somewhat Dissatisfying	7.6	
Neutral	11.4	11% neutral
Somewhat Satisfying	28.6	> 75% favorable
Satisfying	31.7	
Very Satisfying	14.4	

In a similarly worded item, "Considering everything, how satisfied are you with your job?", Gantz-Wiley Research Consulting Group, Inc.,* in 1988, found the favorable percentage to be 68% for all companies and 67% for government. While they initially used a 5-point scale rather than a 7-point scale like ours, the data can be called roughly comparable and favorable to the DNR.

Conclusion: Overall job satisfaction is relatively high among employees and makes it possible to look objectively at rewards and recognition.

*Source: 1988 Gantz-Wiley Research Index---Norms for government created by Gantz-Wiley Research Consulting Group, Inc. (Minneapolis).

Employee Attitudes About Reward and Recognition

Our first questions were broad ones. We wanted to ascertain employee opinions about the role of recognition and reward in the DNR. Is it an important topic? Do employees care about appreciation? Do they feel there is reward for their efforts? Should we even worry about reward programs? Two-thirds of employees believe that "most people (they) that work within the DNR would like more recognition for their work" and that "most people in the DNR need appreciation for their work." Only 2% of employees disagree with these statements.

Conclusion: Perceived demand is high in the DNR for rewards and recognition.

Employees want recognition, and they also tend to believe that knowledge of later rewards will cause people to work harder. A full 51% of employees believe that "people in the DNR will work harder when they know their work will be rewarded" and another 22% lean towards the same belief. While some express uncertainty about rewards affecting ultimate work effort, only 6% believe there is no linkage. Further, 93% state that appreciation is important to them and fully two-thirds even call it very important.

Conclusion: Individual employees want to feel their work is appreciated and believe rewards will cause them to work harder.

Only 7% rate this appreciation as unimportant to them. Fully two-thirds even call it very important.

We also asked point blank, "How satisfied or dissatisfied are you with the appreciation you have received for your DNR work in the last year." Here is the spread of responses.

	<u>%</u>	
Very Dissatisfying	12	> 41% unfavorable
Dissatisfying	13	
Somewhat Dissatisfying	16	
Neutral	18	18% neutral
Somewhat Satisfying	21	> 41% favorable
Satisfying	14	
Very Satisfying	6	

To compare DNR employees to national government norms, another question that Gantz-Wiley Research posed is helpful.* For a similarly (but not identically) worded item their response percentages for government are 46% favorable, 20% neutral, and 34% unfavorable. Since the data are not completely comparable, I believe the DNR must consider itself to be slightly under national norms.

*Source: 1988 Gantz-Wiley Research Index---Norms for government created by Gantz-Wiley Research Consulting Group, Inc. (Minneapolis).

Cultural Norms: What Is and Should Be Rewarded

Having established that demand for reward and recognition is high, we went on to ask what behaviors are being rewarded now and what "should be" rewarded. These are critical questions. If reward programs are established that deal with behaviors employees do not value, they are useless. Reward programs have the most power when they are geared toward acknowledging behaviors, activities, or results that people hold in high esteem. Rewarding someone for something he/she believes is unimportant will have no effect on future behavior and may cause resentment and even the opposite behavior.

To understand these values, we first posed the open-ended question in our focus groups, "What would you like to be recognized or rewarded for?" It is the same as asking people what they value. Using those answers, we created a list of possible behaviors, activities, or results, and then asked respondents to tell which of these should be rewarded and whether they already are.

Conclusion: There is an enormous gap between what is of value to DNR employees and what they perceive is being rewarded.

Figure One depicts their opinions in graphic detail. When taking the highest demand item from this list (those with a "should be" percentage of 60 or higher) one can readily see that innovation, cost savings, service, teamwork, and overall performance are of value to people. These are the areas for target programs in the DNR. It would not make sense to create a reward program that deals with following DNR preferred norms. Any of the areas listed above would have more impact.

In this instance the DNR seems to be doing less well than its governmental counterparts. To an item asking employees whether good performance gets rewarded, 44% respond favorable, 22% neutral, and 34% unfavorable.* Compare that to the 18% of employees in the DNR who feel performing well is rewarded and recognized.

Recognition: Source and Content

Recall that recognition involves attention from some source about a specific behavior. Note also that only 7% of employees were disinterested in being appreciated. Thus, we wanted to know who the best sources of recognition are and where they should direct their attention. We substituted the word "appreciation" for recognition and asked directly, "How important is it to feel your work is appreciated by. . .?"

Figure Two shows the responses. Most critical is that the closer the source is to an individual's day-to-day work, the more important that source is viewed to be.

Conclusion: The most important sources for appreciation for employees are their immediate contacts—especially their supervisors. Thus, a reward is meaningless unless it is personal.

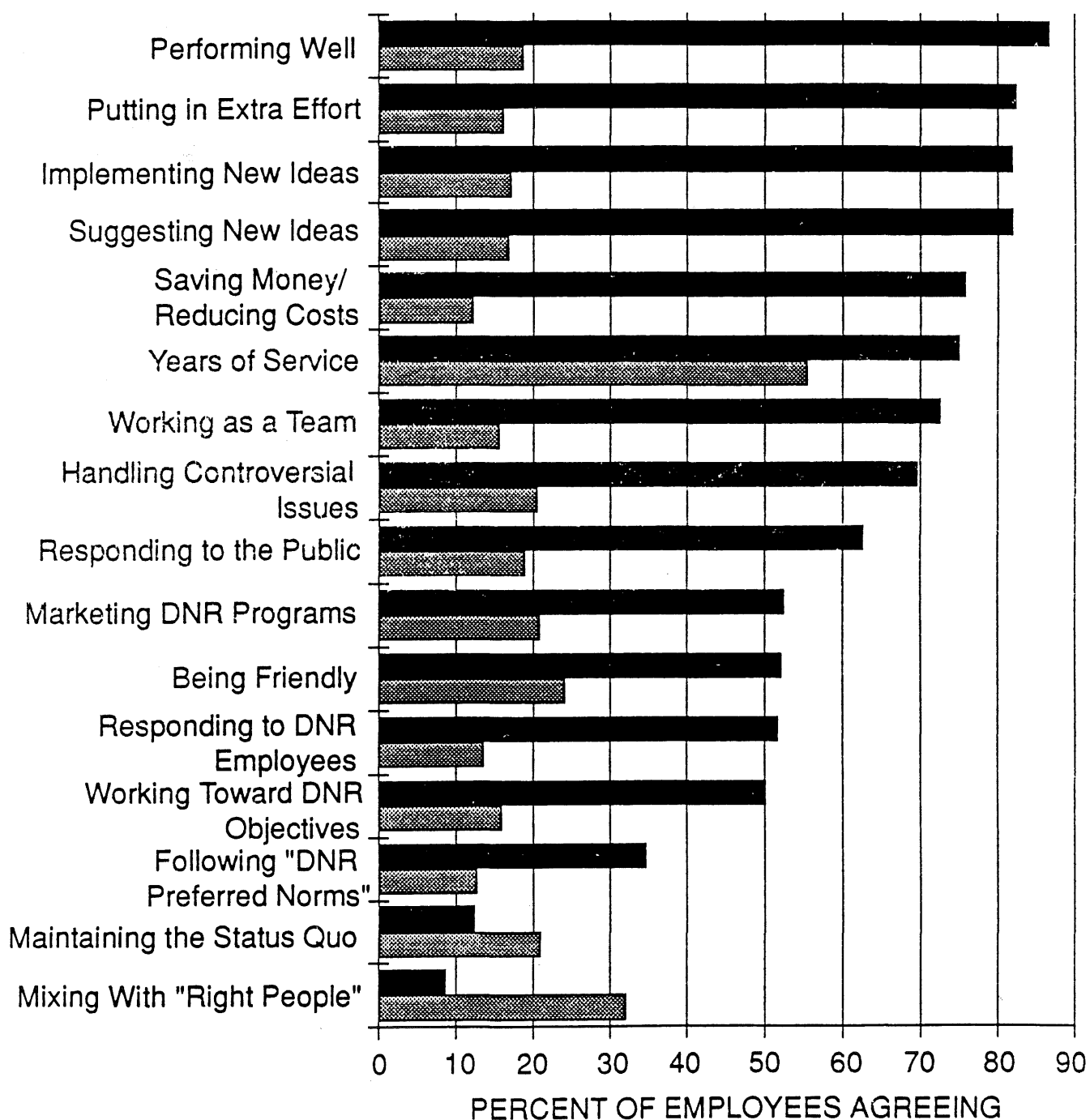
Figure One

SHOULD THIS BEHAVIOR BE REWARDED AND RECOGNIZED?
AND
IS THIS BEHAVIOR NOW REWARDED AND RECOGNIZED?

KEY

 % WHO AGREE BEHAVIOR SHOULD BE REWARDED AND RECOGNIZED

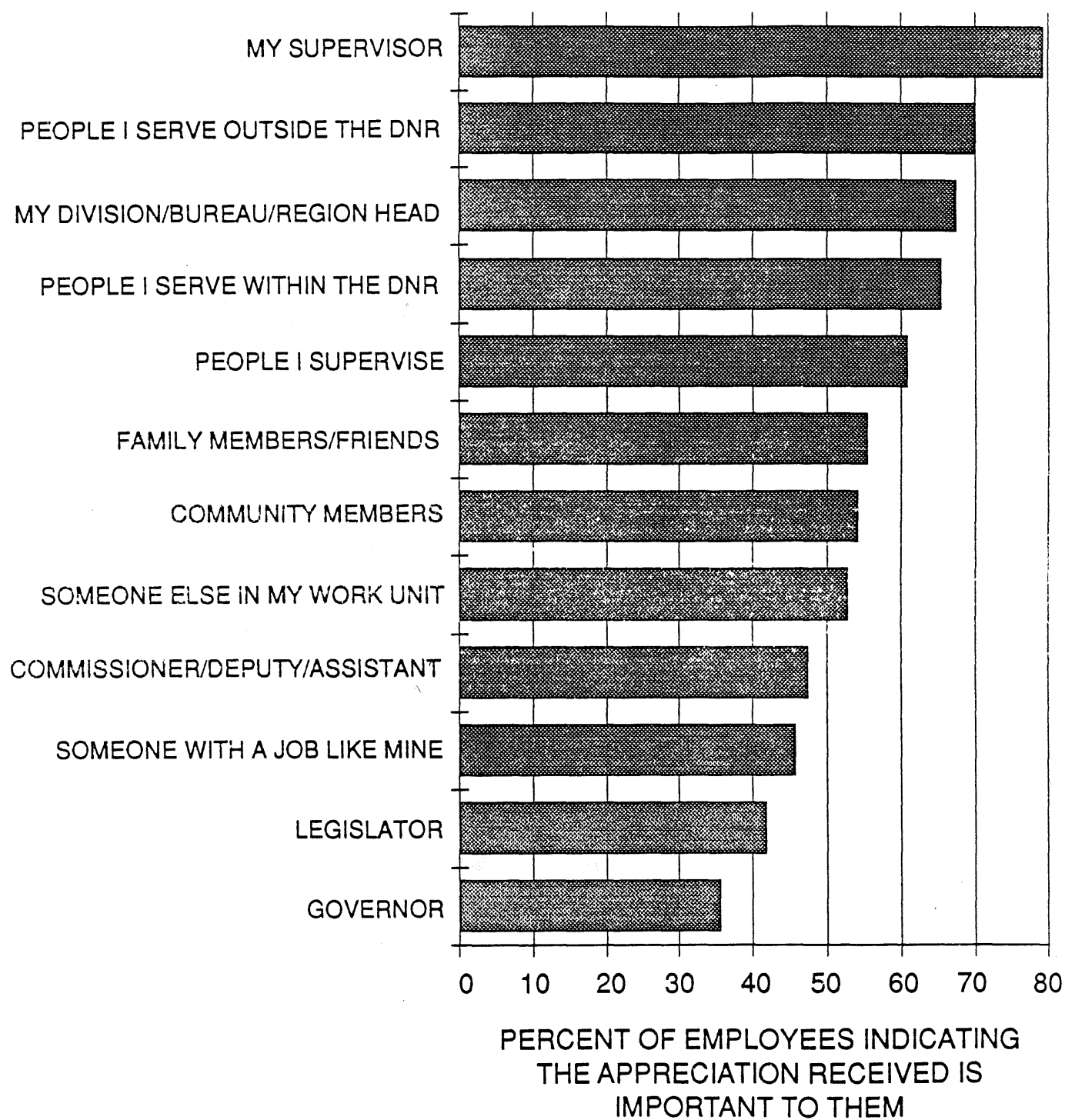
 % WHO AGREE BEHAVIOR IS NOW REWARDED AND RECOGNIZED



t1

Figure Two

IMPORTANCE TO YOU OF FEELING YOUR WORK IS APPRECIATED BY ...



Throughout this study we searched for viable differences among employee groups. Do our conclusions hold true across age groups, length of service groups, unions, divisions, regions, etc? By and large the answer is they do. Because the differences are so minimal. We are not addressing specific differences in this report; however, units desiring this information may request data for their unit. In some instances there are examples of higher or lower satisfaction with current practices than is the norm. However, on the whole, each unit can trust our overall conclusions as being absolutely valid for them as well.

Conclusion: Differences among employee groups are so minimal that DNR employees can usually be described as a single group.

Since we were finding out information about sources of appreciation, we needed to understand employees' level of satisfaction with the sources' actions. Again, what is of value and what is happening? Figure Three shows the results of this line of questioning. The data can be viewed in several ways. Most positively, the level of satisfaction is higher than the level of dissatisfaction (often 20% to less than 5%). Most negatively, the highest level of dissatisfaction is aimed toward management (my immediate supervisor, my division head, the Commissioner, etc.). Finally, the percentage of people who are more neutral (neither satisfied nor dissatisfied) is fairly strong and represents a tremendous potential for movement from neutral to satisfied. This is the appropriate group to target in a rewards program because they are not so negative as to be unlikely to be affected by new actions or programs.

Conclusion: A large group of employees exist who would benefit significantly from more appreciation and attention by people in management, especially their direct supervisors.

What content is important for recognition or appreciation? Once again another list of behaviors generated in our focus groups came into play. We listed each behavior and asked, "What is important to you as you think about your supervisor?" Since supervisors are such a critical source of appreciation and recognition as described by individuals in the focus groups, we targeted them specifically in the survey.

Figure Four shows what people want from their supervisors. Many of the behaviors at the top of the list could be categorized under the broad label "communications." The most valued behaviors involve the supervisor listening, asking, and telling.

Conclusion: What employees most want in terms of recognition and appreciation costs only time.

Finally, we wanted to understand how DNR supervisors are doing from the vantage point of their employees in terms of showing appreciation for employees' work. Figure Five displays the answers and is in part a guide for supervisors on what they might emphasize.

Conclusion: Two out of five DNR supervisors are doing well in some areas as perceived by their employees but considerable room for growth exists.

Figure Three

SATISFACTION WITH THE APPRECIATION HAVE RECEIVED FOR MY DNR WORK FROM ...

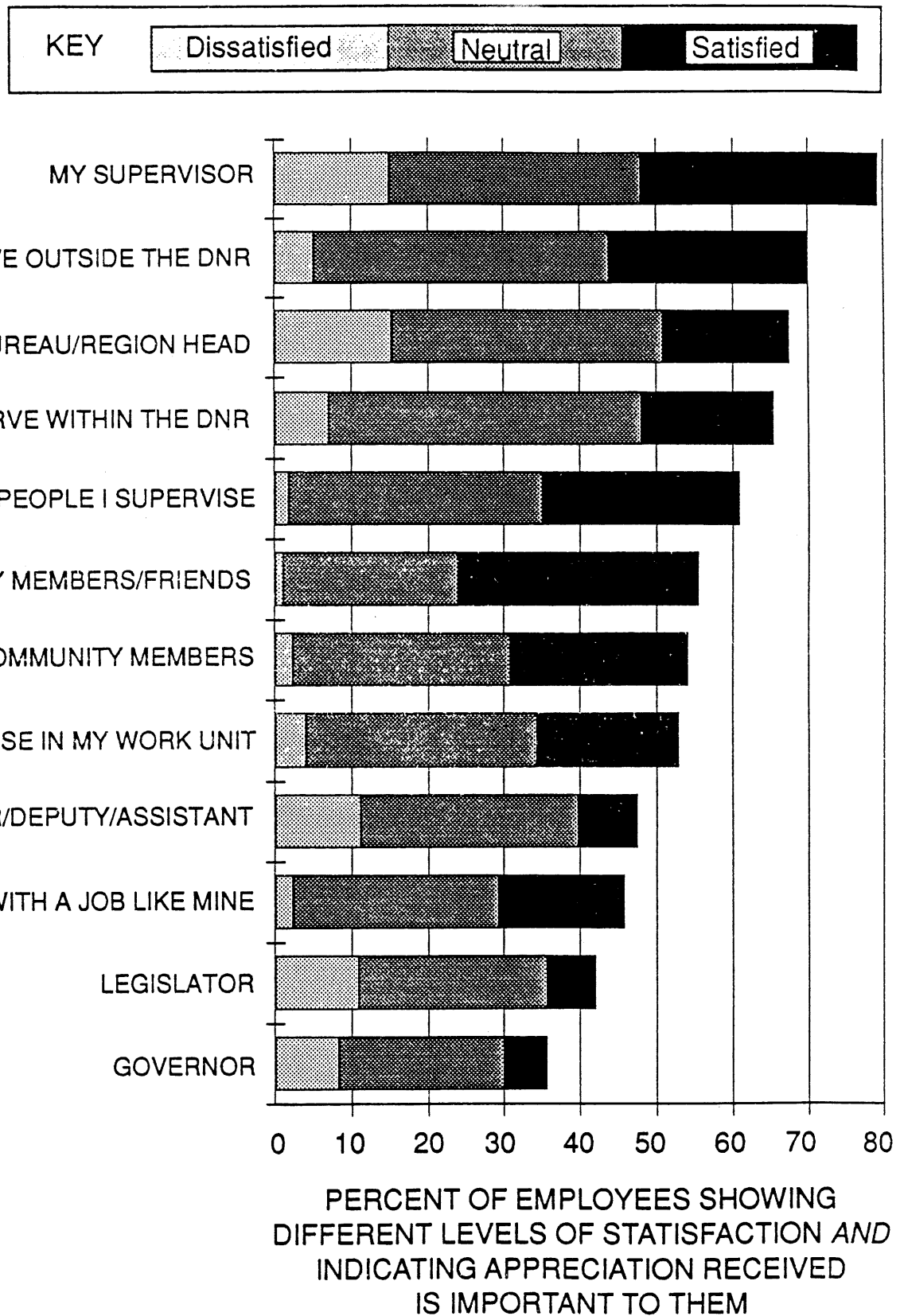
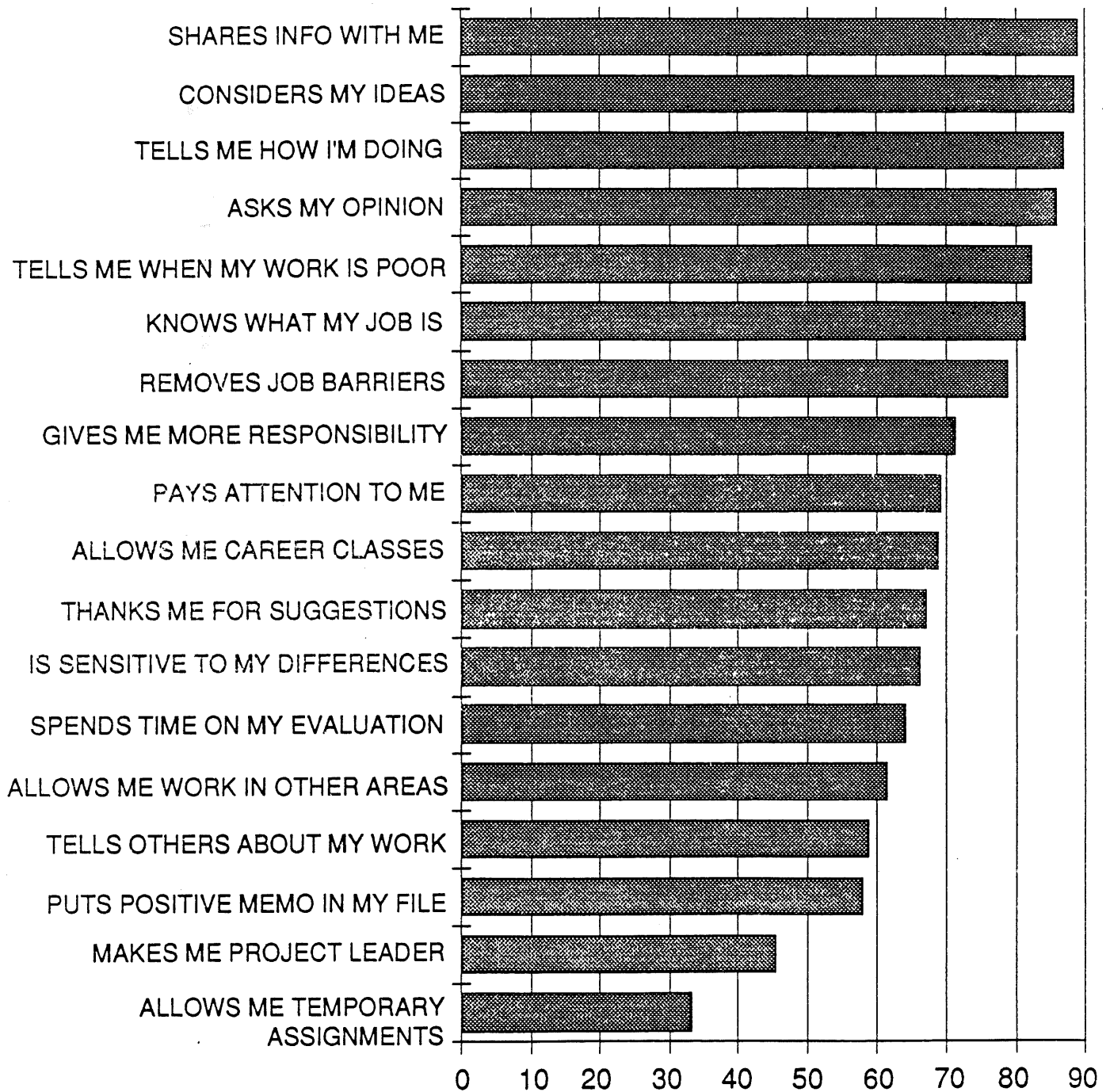


Figure Four

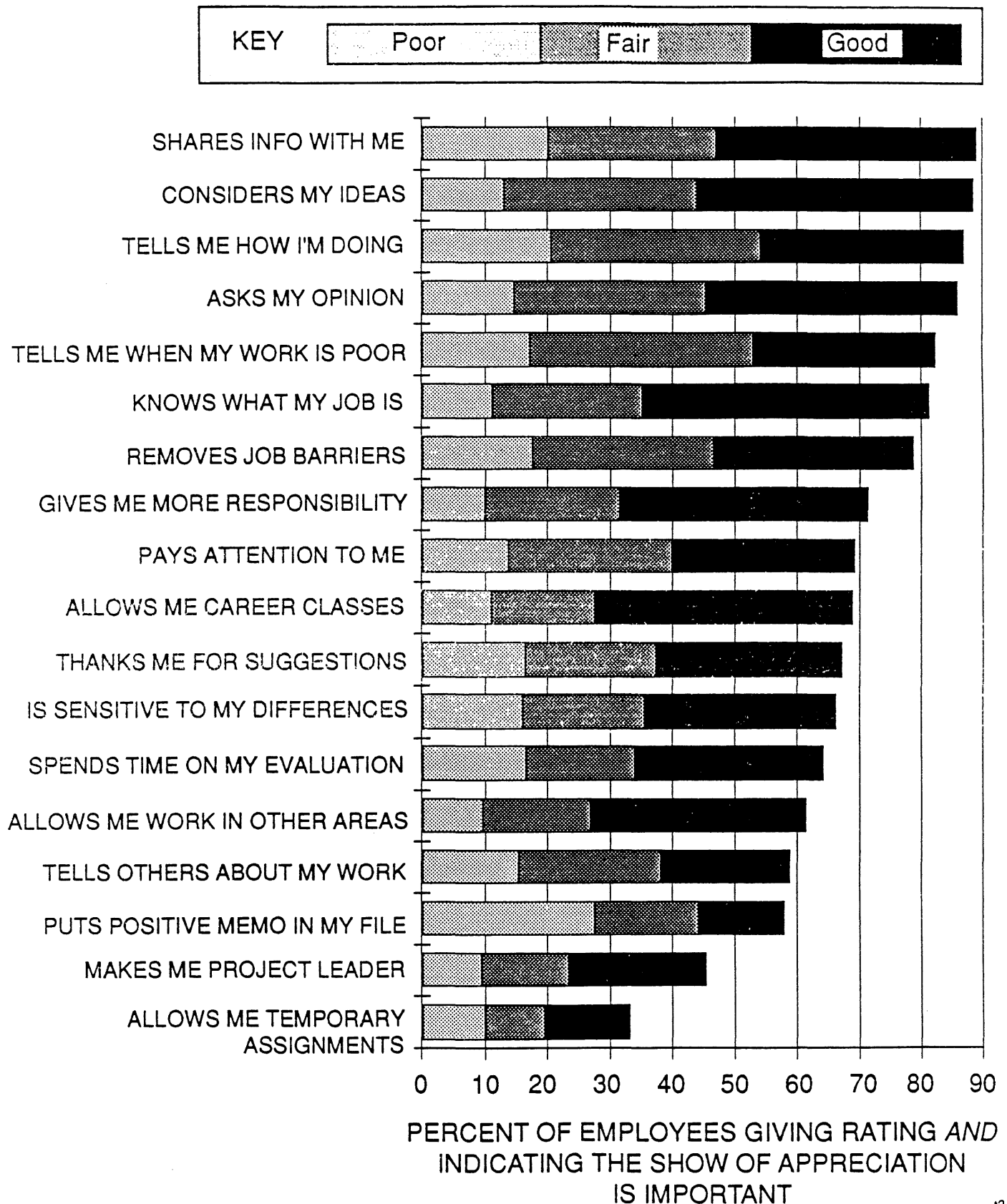
IMPORTANCE TO YOU OF DIFFERENT WAYS YOUR SUPERVISOR SHOWS APPRECIATION FOR YOUR WORK



PERCENT OF EMPLOYEES INDICATING THE SHOW OF APPRECIATION IS IMPORTANT

Figure Five

RATINGS OF SUPERVISOR'S PERFORMANCE ON THE DIFFERENT WAYS S/HE SHOWS APPRECIATION FOR YOUR WORK



Self-Reward and Intrinsic Satisfaction

Intrinsic motivation according to psychologists is a force inside an individual that propels them to operate to satisfy their own needs. People do not only work for external rewards and advancement, they may also have personal parameters that operate internally to make them feel that what they do is valued and worthwhile. We wanted to understand the worth and the balance of both external and internal rewards.

Conclusion: DNR employees are both intrinsically and extrinsically motivated. They want attention for results externally just as they want a personal sense of worth internally. Intrinsically they feel good about their work in terms of achievement.

Figure Six shows the degree to which DNR employees use their own results as an indicator of worth. The point could be made that DNR employees are highly task oriented and focused on tangible achievements. Figure Six reveals what happened specifically this year, not what employees wished had occurred. During this last year employees felt a greater sense of worth by how they judged themselves than by anything that happened to them. Note that more than 60% commented on the supervisory compliment as a source of worthwhileness. If supervisors, managers, work teams, and employees themselves use this list as a guide for their own behavior in relationship to others, then that result would be an increase in employee perceptions of the meaningfulness of their work.

Conclusion: Every DNR employee can play a role in affecting how people feel about the worthwhileness of their work.

Current Formal Reward Programs--How Is the DNR Doing?

Since some reward programs already exist in the DNR, we wanted to determine their effectiveness. The three most widespread programs are: 1) length of service awards; 2) achievement awards; and 3) performance evaluations. While the reader may not have thought of performance evaluation as a reward program, employees told us in the focus groups that they put a great deal of value on that interaction with their supervisor/manager. It is, in fact, a source of reward.

Length of Service Award. The DNR and the State give out awards (as do many organizations) for length of service. There are many types of tangible awards ranging from certificates to framed prints. We asked first whether people were satisfied with the types of awards and then with the way they are presented and distributed. Figure Seven shows their answers. Fully one-third are dissatisfied, and only 1 in 9 or 10 report satisfaction.

Conclusion: The length of service award program has more negative meaning than positive and needs to be fixed.

Figure Six

IN THE LAST YEAR, I FELT MY WORK IN THE DNR WAS WORTHWHILE WHEN I . . .

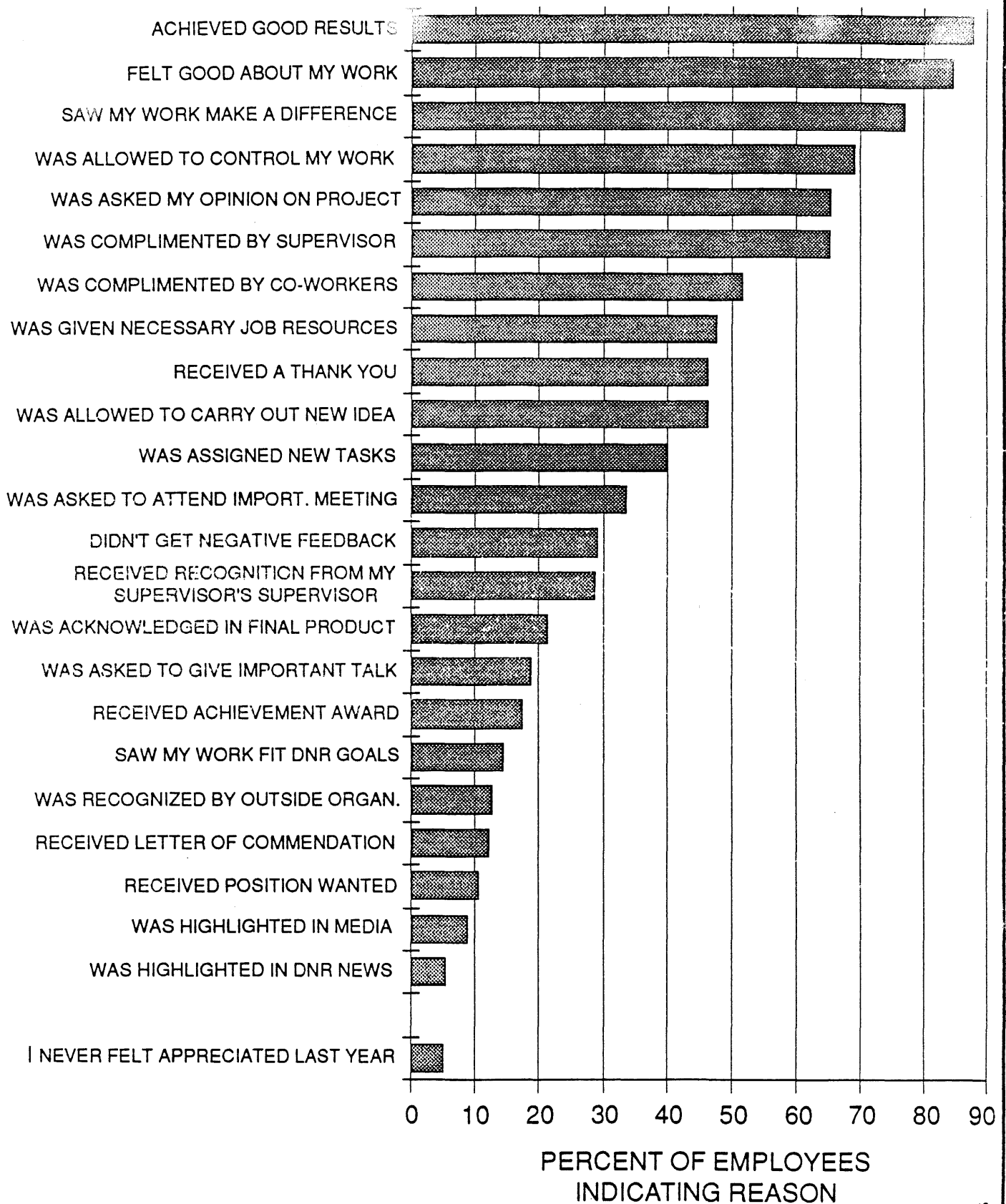
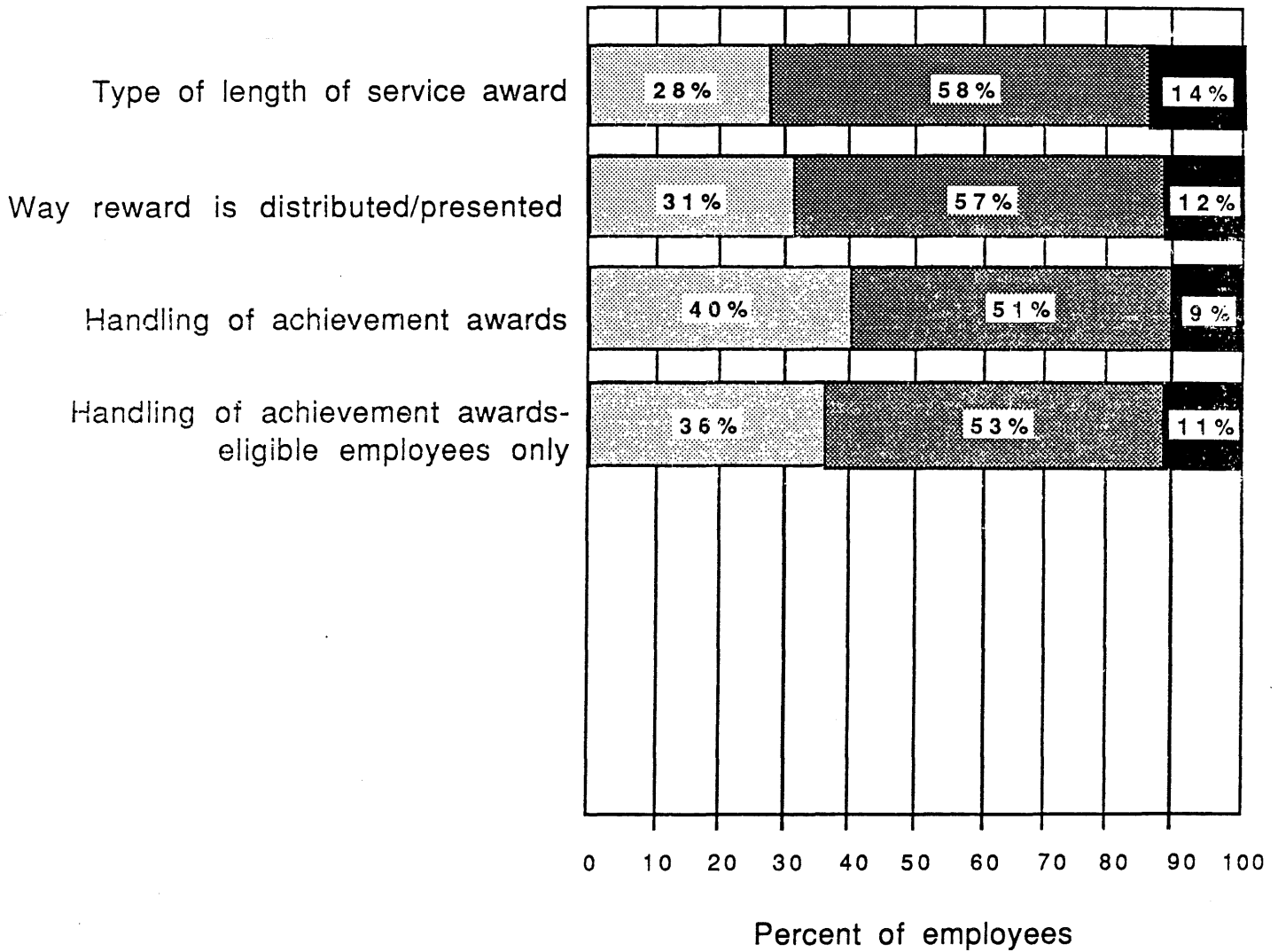
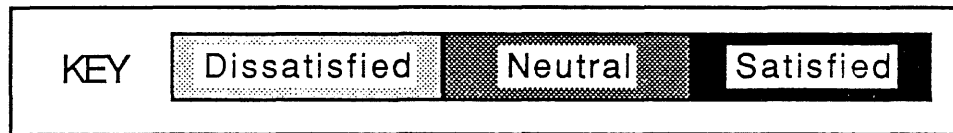


Figure Seven

HOW SATISFIED OR DISSATISFIED ARE YOU WITH:



Achievement Awards. Not all DNR employees are eligible for achievement awards. By provision of union agreement some are eligible and some are not. Of the more than 2,000 people who responded to the survey, 825 were eligible. Whether eligible or not, almost 40% of employees view the way achievement awards are handled negatively (see Figure Seven). Only 1 in 10 is satisfied with their handling. Even more telling, when employees are asked why achievement awards are given, many do not know, some think they are rotated, while others believe the criteria involve performance or favoritism (see Table One below).

Table One

How does your division/bureau/region handle achievement awards?

	Rotated Each Year	Best Employee	Favorite Employee	Don't Know	Other	Total
responses of all employees	15%	14%	15%	47%	9%	100%
responses of eligible employees	22%	19%	15%	34%	10%	100%

We were also curious whether those who had received awards were satisfied or knew why they were given one. While there is some tendency for those who had received at least one or more awards to be more satisfied with how they were handled, the percentage of those who were satisfied still never went above one-third. Thus, the majority of employees who have received achievement awards either viewed how they were handled in some neutral way or are dissatisfied. More than half the employees who have received just one achievement award either do not know the criteria or believe that the award is rotated. Similarly, almost half of those who have received two achievement awards say the same thing. However, as the number of achievement awards that an employee has received increases, there is a stronger likelihood that the employee will report that the award goes to the "best employee."

Conclusion: Because there is a great deal of misperception about the criteria for achievement awards and dissatisfaction with the way they are handled, the achievement award program is not doing its job consistently.

There are some differences by division, by region, and by union so we suggest it is that these groups look at their own data separately.

Performance Evaluation Program. The task of a supervisor sitting down for a one-to-one discussion with an employee for feedback is a part of the reward system. We were initially interested in how frequently supervisors conducted performance evaluation. More than 80% of employees reported having an evaluation on a yearly basis and only 6% said they had never had one. We went on to ask employees' level of satisfaction with the formal performance evaluation process. We also wanted to understand what supervisory behaviors or actions were most relevant to how satisfied the individual employee happened to be. Therefore, we gave employees a check list of possible supervisory actions and asked them to indicate which behaviors were more like their supervisor during the most recent performance evaluation. Table Two shows very clearly that the more satisfied the individual was with the overall process, the greater the number of positive actions taken by the supervisor.

Table Two

Overall, how satisfied or dissatisfied are you with the formal performance evaluation process?

	All Employees	Percent of Positive Supervisor's Actions Recieved in Most Recent Performance Evaluation
satisfied	24%	74%
neither satisfied nor dissatisfied	50%	58%
dissatisfied	26%	40%
Total	100%	Average = 57%

Those individuals who were satisfied said that their supervisor almost always gave information about strengths, was willing to listen, and completed the appraisal in a timely manner. For those individuals who reported dissatisfaction, half stated that they felt the supervisor was not concerned with their job satisfaction and/or was not serious about the process.

Conclusion: Most employees receive an evaluation, many supervisors conduct them effectively, and there is room for improvement to make performance evaluation truly rewarding for each employee.

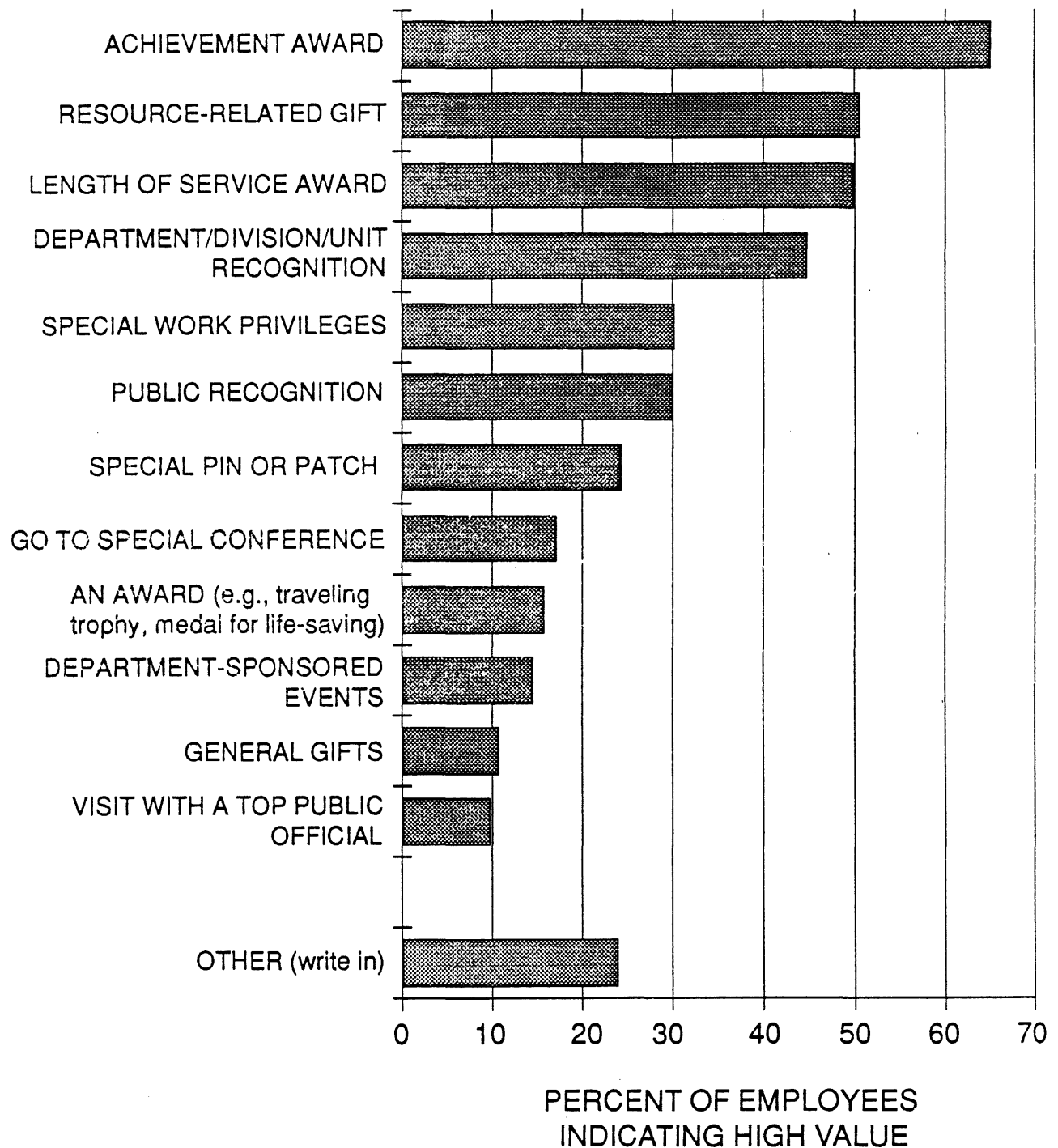
There are also differences in the performance evaluation process by bargaining unit and by division. For example, the managerial group has the highest level of satisfaction, while law enforcement is particularly dissatisfied with performance evaluations while clerical is more satisfied. Again it would be appropriate for each of the sub-units of the DNR to look carefully at their own performance appraisal practices.

Kinds of Work-Related Rewards and Recognition Employees Value. If the DNR is to establish any new programs as a whole, or if a particular division or region were to create a new program, what would employees like? Through the focus group process we brainstormed a list of possible rewards that could be used in a formal program. By formal program we mean one in which there are established criteria and a known process for determining who (or which group) might receive the reward.

We listed a total of 12 possible rewards and employees could check any or all that appeal to them. Most checked about 4 out of the 12. Figure Eight shows the percentage of employees who checked each of the options. Achievement awards (a monetary bonus) was by far the most frequently desired reward. This is an interesting conclusion since only three union groups are eligible for achievement awards. Because these data are so critical for each division or unit in planning future programs, Tables Three and Four present the breakdown of these data by union and by division, first according to the percent of respondents who answered each item and second in rank order.

Figure Eight

WHAT TYPES OF FORMAL REWARDS AND RECOGNITION DO YOU VALUE HIGHLY?



Section 5 -- Types of Formal Rewards and Recognition

Question 18 -- Types of work-related rewards and recognition which I value highly: By Union

<u>Percent of respondents</u>	Law Enf	Serv\ Craft	Cleric	Tech	Mapo\ Eng\At	Mid- Mgmt	Mgmt	Dept
Achievement Award*	38.2	42.8	63.7	56.0	81.9	83.4	66.7	65.6
Resource-Rel't Gift	52.9	42.0	56.4	57.1	50.6	51.0	54.2	51.0
Length Service Award	59.6	53.1	59.7	54.1	41.9	48.6	45.8	50.5
Dept\Div\Unit Recog	41.2	32.7	40.6	42.9	51.7	53.0	69.4	45.3
Work Privileges	21.3	22.7	26.7	32.7	38.3	32.1	30.6	30.6
Public Recognition	41.2	27.8	18.5	28.9	31.9	31.3	47.2	29.8
Special Pin or Patch	27.9	34.3	31.7	24.4	13.6	23.3	25.0	24.3
Special Conferences	10.3	8.5	11.9	10.9	25.5	23.3	29.2	17.1
An Award	41.2	16.5	9.2	18.4	11.2	14.5	19.4	15.6
Dept Sponsored Event	10.3	17.5	15.2	10.9	12.0	16.5	18.1	14.0
General Gifts	10.3	10.6	15.8	12.4	9.7	7.2	4.2	10.7
Visit top Official	10.3	9.3	11.2	7.5	7.9	12.9	15.3	9.6

<u>Rank order</u>	Law Enf	Serv\ Craft	Cleric	Tech	Mapo\ Eng\At	Mkt- Mgmt	Mgmt	Dept
Achievement Award*	6	2	1	2	1	1	2	1
Resource-Rel't Gift	2	3	3	1	3	3	3	2
Length Service Award	1	1	2	3	4	4	5	3
Dept\Div\Unit Recog	3	5	4	4	2	2	1	4
Work Privileges	8	7	6	5	5	5	6	5
Public Recognition	4	6	7	6	6	6	4	6
Special Pin or Patch	7	4	5	7	8	7	8	7
Special Conferences	9	12	11	10	7	8	7	8
An Award	5	9	12	8	10	10	9	9
Dept Sponsored Event	10	8	9	11	9	9	10	10
General Gifts	11	10	8	9	11	12	12	11
Visit top Official	12	11	10	12	12	11	11	12

* Achievement Awards are available only to Mapo\Eng\At, Mkt-Mgmt, and Managerial unions.

Table Three

Question 18 -- Types of work-related rewards and recognition which I value highly: By Division

<u>Percent of respondents</u>	Admin	Frstry	Parks & Rec	Waters	Enforc	FldSvc Etc.	F&W	T&W	Mnrls	I&E\ Plng-	Engr	Lic\ Etc-	Dept
Achlevement Award	73.3	72.3	54.0	74.1	43.3	65.5	68.7	65.1	82.8	75.7	79.5	62.5	65.0
Resource-Rel't Gift	61.2	52.8	45.3	51.8	54.3	50.0	53.6	56.6	29.3	47.1	45.5	47.7	50.8
Length Service Award	53.4	53.9	52.5	45.9	58.5	55.2	45.8	54.2	32.8	34.3	40.9	48.9	50.0
Dept\Div\Unit Recog	48.3	42.9	39.7	62.4	40.9	41.4	48.0	54.2	44.8	57.1	43.2	34.1	44.9
Work Privileges	23.3	29.1	22.8	37.6	24.4	27.6	38.0	26.5	44.8	38.6	36.4	28.4	30.2
Public Recognition	17.2	31.7	33.9	38.8	39.6	8.6	28.7	32.5	27.6	27.1	29.5	15.9	30.0
Special Pin or Patch	24.1	24.5	32.8	20.0	27.4	31.0	18.5	33.7	6.9	22.9	11.4	20.5	24.4
Special Conferences	17.2	13.3	13.4	27.1	14.0	10.3	22.1	15.7	17.2	31.4	25.0	10.2	17.1
An Award	11.2	12.5	16.5	17.6	37.2	13.8	15.3	20.5	6.9	7.1	11.4	5.7	15.8
Dept Sponsored Event	15.5	12.3	17.9	15.3	11.6	15.5	13.1	14.5	12.1	18.6	9.1	17.0	14.4
General Gifts	11.2	13.3	8.7	10.6	10.4	8.6	10.2	10.8	13.8	10.0	9.1	12.5	10.7
Visit top Official	7.8	8.0	11.2	14.1	11.0	15.5	7.8	9.6	13.8	8.6	15.9	8.0	9.7

Table Four

<u>Rank order</u>	Admin	Frstry	Parks & Rec	Waters	Enforc	FldSvc Etc.	F&W	T&W	Mnrls	I&E\ Plng-	Engr	Lic\ Etc-	Dept
Achlevement Award	1	1	1	1	3	1	1	1	1	1	1	1	1
Resource-Rel't Gift	2	3	3	3	2	3	2	2	5	3	2	3	2
Length Service Award	3	2	2	4	1	2	3	3	4	5	4	2	3
Dept\Div\Unit Recog	4	4	4	2	4	4	4	4	2	2	3	4	4
Work Privileges	6	6	7	6	8	6	5	7	3	4	5	5	5
Public Recognition	7	5	5	5	5	11	6	6	6	7	6	8	6
Special Pin or Patch	5	7	6	8	7	5	8	5	11	8	9	6	7
Special Conferences	8	8	10	7	9	10	7	9	7	6	7	10	8
An Award	10	10	9	9	6	9	9	8	12	12	10	12	9
Dept Sponsored Event	9	11	8	10	10	7	10	10	10	9	11	7	10
General Gifts	11	9	12	12	12	12	11	11	8	10	12	9	11
Visit top Official	12	12	11	11	11	8	12	12	9	11	8	11	12

It may surprise some to see the positive value of money to employees, since most research shows that money is not a motivator. It still is not. Employees do not say they would work harder if they had a monetary reward, they only say that, "If you are going to give me something, money would be nice." Almost equally important are resource-related gifts (wildlife prints, calendars, or books), length of service awards, and departmental or unit recognition (notice in resource review, acknowledgement at an important meeting, letter or phone call of acknowledgement). DNR employees obviously feel some real commitment to what their work is about or they would have no interest in a resource-related gift.

Some managers in some organizations state that since there is no large budget for giving bonuses, it is impossible to have a reward program. These data show otherwise. Many of the ideas that employees have for reward-related items would not require a substantial cost for the organization.

Conclusions: Employees differ somewhat by division or union in what they value as a reward and the division should plan accordingly.

If a monetary bonus is possible, employees value that; but there are numerous other rewards that are of value.

Conclusions

Throughout this report and in each section we have noted key conclusions. These are listed below for the reader as a way of integrating all of the information.

If you want to know what is rewarding to individuals, or how they want to be recognized, you have to ask.

Overall job satisfaction is relatively high among employees and makes it possible to look objectively at rewards and recognition.

Perceived demand is high in the DNR for rewards and recognition.

Individual employees want to feel their work is appreciated and believe rewards will cause them to work harder.

There is an enormous gap between what is of value to DNR employees and what they perceive is being rewarded.

The most important sources of appreciation for employees are their immediate contacts—especially their supervisors. Thus, a reward is meaningless unless it is personal.

Differences among employee groups are so minimal that DNR employees can usually be described as a single group.

A large group of employees exist who would benefit significantly from more appreciation and attention by people in management, especially their direct supervisors.

What employees most want in terms of recognition and appreciation costs only time.

Two out of five DNR supervisors are doing well in some areas as perceived by their employees, but considerable room for growth exists.

DNR employees are both intrinsically and extrinsically motivated. They want attention for results externally just as they want a personal sense of worth internally. Intrinsically they feel good about their work in terms of achievement.

Every DNR employee can play a role in affecting how people feel about the worthwhileness of their work.

The length of service award program has more negative meaning than positive and needs to be fixed.

Because there is a great deal of misperception about the criteria for achievement awards and dissatisfaction with the way they are handled, the achievement award program is not doing its job consistently.

Most employees receive an evaluation, many supervisors conduct them effectively, and there is room for improvement to make performance evaluation truly rewarding for each employee.

Employees differ somewhat by division or union in what they value as a reward and the division should plan accordingly.

If a monetary bonus is possible, employees value that; but there are numerous other rewards that are of value.

Recommendations For Action

The taskforce was asked, "Should the DNR do anything in relation to what the study discovered?" We answered a resounding "yes." Throughout this report we have highlighted ways in which current reward programs fall short, ways in which employees want more informal recognition or appreciation, and ways in which they would like to see rewards handled in the future. We have divided our suggested action steps into three categories. The first includes quick fix ideas for improving the current reward programs already in place. The second set of action steps involves the day-to-day behavior of supervisors toward employees. The third set of action steps addresses the overall organizational culture and how to narrow the gap between what is rewarded and what should be.

Quick Fix Ideas for Improving the Current Formal Reward System. The taskforce took each of the three separate formal programs and developed some recommendations about each. These include length of service awards, achievement awards, and the performance review system. The taskforce believes strongly that some visible action needs to occur quickly as the result of compiling the survey and listening to employee concerns. At a minimum, we believe management must take many of the actions that are outlined below to show that information has been received and that something will be done to make things better. As one employee said in a focus group, "The length of service award really becomes kind of a joke when you find it in the midst of your in-basket stack six months after the fact!"

Length of Service Awards Recommendations:

- The length of service awards should never be sent in the mail without a personal touch.
- Ensure they occur in a timely manner. To make sure this happens, one person should be responsible for a tickler system that alerts management. This person might be the personnel liaison for the divisions or the regional business manager for regional administration. Ultimately, all supervisors should know employee anniversary dates and acknowledge those individuals in some way on the date of their anniversary.
- Each unit head should be asked to immediately send a written statement to the Commissioner's office that states the plan for when length of service awards will be given out for all categories of people (example, at an annual meeting, at a special meeting, at an annual school, etc.). We suggest that someone take responsibility for finding some new prints in the department to use for length of service awards and for ensuring that there is a consistent departmental approach to getting these framed.
- Some individuals would appreciate a choice of award for their length of service award as long as the cost for these are similar. A subset of this taskforce is willing to meet and create a set of choices that are reasonable for length of service awards.
- The taskforce recognizes that there are both State and DNR length of service awards. Since the State has awards at 10 and 20 years, we suggest that the DNR increments be 5, 15, 25, and 35.
- We also suggest that the department considers combining the DNR and the State awards if that individual has had their whole service for the State within the DNR.
- We believe that there should exist some very standard and consistent information about length of service awards (both State and DNR) that is given to people automatically when they become a DNR employee.
- Since 25 years with the department is such an unusual and valued achievement, we believe that the length of service award for 25 years with the DNR should absolutely come from the Commissioner's office.

Achievement Award Recommendations:

- Since employees as a whole value achievement awards, and since only one-third are eligible for them, the department should explore creating something that all classes of employees could be eligible for.
- An award is not rewarding (or has no impact) if the individual has no idea why they received the reward. Therefore, each unit head should establish a small problem-solving group to create criteria for achievement awards and then should publish clear information about those criteria.
- The department as a whole should publish some clear information about who is and who is not eligible for awards by virtue of their negotiated agreement or plan.
- We believe that achievement awards must be made public; they should not be given in secret to employees.
- In addition to creating criteria for achievement awards, it is important to pay attention to the process of how they are given. Rather than having these be supervisory nomination only, we recommend strongly that each area consider developing a process that allows for open nomination for achievement awards or for even pooling achievement awards to be divided among team members.
- To combat any sense of favoritism, the DNR needs to consistently use a process for achievement awards that involves more than one person making the determination about who will receive the reward.
- If there are certain behaviors that the unit or department would like to emphasize for a given year, then an announcement should be made at the start of the year that this year's focus for achievement awards will be _____.

Performance Review System Recommendations:

- When the yearly reminder memo is sent out about performance appraisals, the list of behaviors that people particularly liked in their review should be attached as a reminder to supervisors about how to make the process move effectively.
- Some areas may want to consider more frequent reviews or individual job discussions (such as quarterly or bi-annually). New employees especially want or need more frequent evaluations. The department should ensure that everyone receives a review annually. The figure is 80% now; it should be 100%.

Day-to-Day Supervisory Actions--Recommendations

A resounding conclusion from this survey has to do with the importance of attention from the individual's immediate supervisor. The conclusion is so simple and the action steps easy for anyone to undertake. If supervisors did nothing other than recognize the importance and the power of their attention and appreciation for employees, the entire department would feel the effects. Is the problem one of awareness, selection, training, or perceived time available? Since the answer is likely to be "all of the above," we have targeted recommendations towards each of these probable causes.

Recommendations for Supervisors--Selection

- Make sure that supervisory selection includes positive human relations skills and having developed trust or respect with others.
- Put a task statement in each job description for supervisors that describes what percentage of the job involves encouragement, motivation, development, and attention.

Suggestions for Supervisors--Awareness

- Make supervisors aware of the power of their personal attention and the need for informal feedback.
- The Commissioner should have a special award for people who demonstrate skills in management competence or people development.
- Supervisors should have available to them a list of external groups that give rewards on a regular basis so that their people might be nominated as appropriate.

Supervisory Recommendations--Training

- Develop a training module that people can attend voluntarily on how to reward or recognize employees. Or look at how to incorporate the findings from this study and the training that is currently being conducted for supervisors.
- Make sure that the DNR has a course for new supervisors. The most important time for affecting the behavior of the supervisor is when he or she starts. The course should be called, "What It Means To Be a Supervisor In the DNR," and should include information from this study about what employees want or need.
- A supervisory newsletter could be created that would have helpful hints for all supervisors.
- Someone could develop a supervisory "card" that had key reminders about important behaviors.
- A book (resource) list should be compiled about reward and recognition and sent to supervisors.
- Supervisors might be given a grid that shows the kinds of possible awards they might consider for certain kinds of key behaviors.
- Supervisors cannot be the sole focus of how people feel appreciated; the data show clearly that they are not. Therefore, it would be helpful for supervisors to meet with their entire work group and talk about the role each person plays in helping others feel appreciated. If work teams provided more help and support to each other, the demand on the supervisor would be lessened.

Supervisory Recommendations--Time

- One way to make it easier for supervisors to give positive feedback is to have available some departmental note cards that an individual can easily send out for exceptional performance. All supervisors need to combat the notion in themselves that paying attention to people or positive reinforcement takes too much time.
- The Commissioner and commissioner staff need to be a model to show the priority they place on motivating, rewarding, and recognizing performance.

Action Ideas to Address the Gap Between What Is and What Should Be Rewarded

This is the most difficult area to address. It is more difficult because the issues deal with the entire culture and with people's attitudes about it. Making progress against these gaps is also a long-term project. There is no one small action or simple step that will dramatically narrow the gap. There are two primary approaches that the DNR could take.

The first approach would be for the commissioner staff to choose one of the most valued behaviors (such as reducing costs or putting in extra effort) and create some total departmental initiative that addresses performance and rewards in relation to these. Another topic that would be of great value is innovation in general. Since employees want recognition and reward for implementing new ideas or suggesting new ideas, the current initiative to pay attention to innovation in the DNR is absolutely on the right track.

A second possibility would be for the management team of each DNR division to study all the results of this process and, in particular, the gaps between what is and should be rewarded. Then together they should create ideas about how to address those gaps. The most relevant programs will come from the employees themselves, not from the taskforce telling divisions what it is they should do.

Changing organizational culture can only be done one step at a time. It is extremely important that only two or three of these areas be even considered for action simultaneously. In fact, the most efficient way to address any of these gaps would be to target only one of them and to do an outstanding job of that. This would mean having people in all different kinds of jobs looking at what that initiative would mean for them, it would involve some kind of symbolic way of paying attention to that, it could involve a special commissioner's program, but in general needs to be a very wide-ranging effort on many fronts, not just on a single one.

Finally, the taskforce believes strongly that all employees should receive information about this survey and its results. Therefore, we are sending an executive summary to all employees and making this full report available to anyone who wants to see it. We appreciate the many hours of time that individual employees devoted to giving their opinions. Now the rest is up to all of us!

