

Recognizing Employees

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1 - Business Practice Name

Recognizing Employees

2 - Purpose

HRM believes that recognizing the achievements and contributions of employees provides numerous benefits to the organization, including:

- Reinforcing the corporate competencies and;
- Contributing to a safe, positive, supportive and respectful workplace culture
- Communicating goals, standards and values
- Demonstrating that initiative, creativity, success, and excellence are valued encouraging role models and the opportunity to affirm a sense of community and shared purpose
- Enhancing performance levels throughout the organization and
- Increasing employee engagement and retention.

3 - Scope

The Public Service Recognition Guidelines apply to all HRM employees. The Retirement Recognition guidelines (4.2.2) do not include member of Halifax Regional Police Association (HRPA) and the International Association of Fire Fighters (IAFF).

4 - Procedures

4.1 Recognition Program

HRM's Recognition Program includes three dimensions:

- Day-to-day recognition
- Informal recognition
- Formal recognition

Daily recognition is the foundation of HRMs recognition system. All employees are encouraged to recognize the contributions of their co-workers through positive daily interactions. The recognition card program supports this component. Leaders, in particular, have a significant role to play in daily recognition. Each leader is expected to ensure that all employees are recognized on a regular basis from their first day of work and consistently throughout their career with HRM. HRM-s annual celebration of Employee Appreciation Day emphasizes the importance of daily recognition in each business unit. Training and

manager-s toolkits are available to support leaders in their recognition efforts.

Informal recognition allows business unit leaders to customize specific recognition programs which link to their strategic business objectives. Leaders are required to follow the guiding principles outlined in this business practice in the design and implementation of business unit specific recognition programs.

Formal recognition is reserved for significant achievements and milestones. The Public Service Awards Ceremony and the Corporate Awards of Excellence are examples of HRM-s formal celebrations.

Employees should be recognized for activities and behaviours which exemplify our values, customer service, team work, mutual respect and commitment, continuous improvement, trust and integrity, safe work practices, innovation, initiative, quality results, or any activities which significantly contribute to HRM's strategic business objectives. HRM's core competencies provide indicators of personal achievement. As well, the Business Strategies and Business Plans provide indicators of organizational achievement. Tools like the Performance Development Process provide an opportunity to encourage and promote achievement and excellence.

Guiding Principles of Recognizing Employees

- The employee or team will be recognized with specific, honest, and sincere praise when they exemplify the core competencies, values and ethics.
- The employee or team will be recognized promptly.
- The employee or team will receive recognition that is appropriate to the level of accomplishment and designed in honour of the individual or team.
- The leader will take care to ensure recognition is delivered in a manner which will demonstrate to the employee or team that they are valued and respected.
- The leader will consider that diversity impacts how an employee or team experiences recognition and will ensure recognition is customized to the person.
- The employee or team may receive rewards or awards for demonstrating excellence. In cases where rewards are given to employees, leaders will follow procurement policies and practices.

4.2 Recognition Guidelines

The following section provides guidelines outlining the responsibilities for business units and human resources to recognize bother employee public service and retirement.

4.2.1 Public Service Recognition Guidelines:

Overview

HRM is committed to recognizing employees' dedication to public service with a special emphasis on recognition of long service.

Guiding Principles

- Timeliness
- Sincere, personal appreciation
- Rewards only for service milestones 20 years and higher

i) Employees Reaching a Service Milestone of 20 Years or Higher

Formal recognition for service milestones of 20 years and higher (in five year increments) will be recognized corporately. Informal recognition for these employees is also encouraged within the business unit, and can be something as simple as a congratulatory email, card or letter from the Director.

Human Resources (HR) Responsibilities:

- HR will provide leadership and direction on the planning & implementation of a corporate Celebration of Public Service event, to be held in the fall of each year.
- Each employee attaining a milestone of 20, 25, 30, 35, 40, etc. years of service will have the option of choosing a gift from an online gift catalogue.

Business Unit Responsibilities:

- Managers are encouraged to personally thank the employee for their commitment and contribution to public service. This is in addition to the gift selected from the online gift catalogue.

ii) Employees Reaching a Service Milestone of 5, 10, or 15 Years

Informal recognition for 5, 10, and 15 year service milestones will be the sole responsibility of the business units.

Human Resources Responsibilities:

- In December of each year, HR will provide business units with a spreadsheet of all employees attaining a service milestone (in 5 year increments) in the upcoming calendar year.
- HR will also provide business units with recognition cards for Directors/Managers to write a personal note to recognize each employee reaching these milestones.

Business Unit Responsibilities:

- Directors will designate an employee to be a steward for long service recognition.
- The business unit steward will ensure that managers are provided with the service milestones within their area of responsibility.
- The business unit steward will track long service recognition delivery and provide quarterly reports to the Director to ensure that each employee is recognized in a timely, meaningful manner.
- Managers will write a personal note, thanking the employee for their commitment and contribution to public service, and personally present the card to the employee. Recognition cards will be provided by HR. The sincerity and timeliness of the recognition is critical. It is recommended that the presentation take place on the anniversary date, however if that is not possible due to weekends, vacations, shiftwork, etc., then it should at least happen during the anniversary month. Presentations could take place privately, with a small group of co-workers present, or at a monthly staff meeting or tailgate meeting based on employee preference.
- The focus of this recognition is on timely, sincere appreciation. A gift, in addition to the recognition card, need not be presented.
- If the presentation is to take place at a staff or tailgate meeting, the manager is permitted to purchase snacks and coffee, organize a potluck lunch, etc.

4.2.2 Retirement Recognition Guidelines

Overview

Recognition for retirement will be the responsibility of the business units.

Guiding Principles

- Fairness
- Timeliness
- Sincere, personal appreciation customized to the employees' wishes, yet within guidelines

Human Resources Responsibilities:

- HR will notify the business unit when there is an official notice of retirement.
- HR will administer the service award budget and advise the business unit of the value range available for the retirement gift.
- HR will arrange for the employee to receive their login information from our online catalogue provider for the ordering of the retirement gift.

Business Unit Responsibilities:

- Directors will designate an employee to be a steward for retirement recognition.
- The business unit steward will ensure that retirement celebrations adhere to the guiding principles and guidelines.
- The business unit steward will track retirement recognition delivery and provide quarterly reports to the Director to ensure that each employee is recognized in a timely, meaningful manner.
- At least one month prior to the employee's retirement, the employee's manager will contact the employee to ask their preference for a retirement celebration. The timing of the event will be based on operational need. Service to the public must be maintained.
- The business unit will create a personal, congratulatory letter for the employee, signed by the Director, to accompany the login information provided by HR. A template is available for business units to customize.

Spending Guidelines:

- A retiring employee will choose their gift on behalf of the Municipality through our online catalogue provider. The value range of the gift chosen is based on a pre-determined formula.
- The current formula to calculate the retirement gift value is based on the yearly maximum pensionable earnings (YMPE) as outlined by Canada Revenue Agency (CRA). The YMPE is updated on an annual basis by CRA.

Years of Service	Eligibility and Benefit Calculation
10 - 14 years	Upon retirement; 0.25% of the Year's Maximum Pensionable Earnings (YMPE) rounded to nearest \$10
15 - 19 years	Upon retirement; 0.40% of the YMPE rounded to nearest \$10

20 - 24 years	Upon retirement; 0.50% of the YMPE rounded to nearest \$10
25 - 29 years	Upon retirement; 0.65% of the YMPE rounded to nearest \$10
30 + years	Upon retirement; 0.75% of the YMPE rounded to nearest \$10

Example: The Year's Maximum Pensionable Earnings (YMPE) in 2013 is \$51,100. An employee with 22 years' service would receive an award of \$260.00 (\$51,100 x 0.5% =

\$255.50, rounded up to \$260) upon retirement to be used toward a retirement gift from the online catalogue.

- HR will use this calculation to determine the monetary value range associated with an employee's years of service.
- The business unit steward will be notified of an employee's retirement date as well as the gift value range by corporate HR.
- No other public funds will be spent on a retirement gift.
- No public funds will be spent on alcohol, food, facility rentals or entertainment.
- Business units can collect funds from co-workers, sell tickets, etc. to raise funds for a celebration. Alternatively, retirement celebrations can be held at a local restaurant, etc. with participants paying for their own meals, etc.

4 - Related Policies and Practices

Corporate Awards of Excellence page:

<http://insidehrm.halifax.ca/BusinessUnits/CAE/index.html>

Link to Canada Revenue page addressing Awards and Gifts re: taxable benefits:

<http://www.cra-arc.gc.ca/tx/bsnss/tpcs/pyrll/bnfts/gfts/menu-eng.html>

5 - Contact

HR Benefits Consultant