



# Employee Recognition Program

Revision dated April 1, 2008

The Law School has developed a formal program designed to recognize excellence in performance and service on the part of staff within the Law School and University. The goal of this program is to encourage and reward the dedication and professionalism of the staff while providing incentives for continued excellence and for retaining our employees. This program is founded upon contributions which further the vision, mission, and strategic plan of the Law School and which provide value-added service to faculty, students, and staff.

### **Our Vision**

The Law School will strive to be supportive and diverse community of scholars and students in a place that inspires vigorous pursuit of ideas, critical analysis, and civic engagement in order to advance the rule of law in an open, sustainable society.

### **Our Mission**

#### ***Teaching:***

We believe that legal education should employ robust theoretical inquiry, doctrinal and policy analysis, and professional skills. As part of a premier research university we seek to integrate opportunities for interdisciplinary study. Because the law is dynamic, we must equip our students to deal with change and to exercise sound judgment and creativity in offering solutions for problems of individuals, institutions, and nations. Our faculty and staff members are passionate about teaching and are committed to providing students with a well-rounded learning experience that prepares them to serve wisely and with professionalism. And our location provides a natural vitality that motivates students to reach for their full potential.

#### ***Scholarship:***

We believe that all faculty and staff should be committed to the broader mission of education that is accomplished through exploration, discussion, and dissemination of ideas. We seek a better understanding of existing law, to develop and test new ideas and approaches, to challenge the status quo, and to convey our research and ideas to lawyers, academics, policy makers, and the wider world. The philosophies and approaches of faculty members can and should vary widely in pursuing this mission, but all are expected to produce noteworthy work.

#### ***Public Service:***

We believe that our faculty, staff, and students all have obligations to the Law School, the University, the profession, and the local and global communities for the privilege of being part of in an honored endeavor. Moreover, a commitment to service is an ingredient of a full and satisfying life. Accordingly, we will contribute our time and talents in pursuit our mission in ways that match our individual interests and abilities. As a public institution with a tradition of public service, we will strive to instill in our students an awareness of a lawyer's civic responsibilities and opportunities to serve and lead.

## **Strategic Initiatives**

1. To **foster a vibrant and amicable intellectual climate** where diverse ideas and perspectives are generated, embraced, and tested with rigor and respect and where students, faculty, and staff mutually support one another in the pursuit of individual accomplishment and overall advancement of the Law School.
2. To **equip students** to research and analyze thoroughly law and policy, to examine the theoretical and social bases for law, to exercise sound professional skills and ethical judgment, and to use the law creatively and responsibly to achieve their clients' goals.
3. To **earn national and international recognition and esteem** of scholars, lawyers, jurists, policymakers, and citizens for the quality and accomplishments of our faculty, our students, and our graduates.
4. To **attract and retain an influential world-class faculty** whose members are mutually supportive of their varied individual endeavors.
5. To **admit an increasingly stronger and more diverse student body and to help place our recent graduates in interesting, rewarding, and satisfying positions.**
6. To **pursue financial stability** and **maintain an infrastructure** sufficient to allow our mission to succeed and our goals to be fulfilled.

## **Background**

Research in the field of recognition over the past several years has confirmed the importance of recognition and rewards in motivating and retaining employees. Staff members develop a knowledge base which increases each year that they are on the job, making that staff member more valuable to the Law School. Staff members are valuable to the Law School and, therefore, their value needs to be recognized and they need to be rewarded for doing their work efficiently and professionally. Staff members who are recognized and rewarded for exemplary efforts often strive to maintain, if not improve, their level of performance. Recognition and reward can also affect the morale and energy of the workplace. Staff members ... who enjoy their work ... who are rewarded and feel appreciated for that work ... are more likely to stay with the Law School and continue to perform in a professional manner. Rewards can also energize and inspire. Recognition and rewards must be seen as meaningful, timely, and must be perceived as fair. Every staff member should have the opportunity to earn recognition, and recognition should be individualized.

## **Process**

Copies of this policy will be given to all Law School staff and will be accessible on the Law School's website. As new employees are hired, their supervisor will give them the Employee Recognition Program policy and explain it to them.

There are six (6) categories for **formal awards** recognition and one (1) **informal recognition** category.

## **Formal Awards and Criteria**

The six formal categories take into consideration the vision, mission, and strategic initiatives of the Law School and are areas the Law School feels will benefit the Law School's program, its faculty, staff, and students.

These formal categories are:

- 1. Excellence in Service Award**
- 2. Anticipation and Implementation Award**
- 3. Teamwork and Cooperation Award**
- 4. Creativity and Flexibility Award**
- 5. Enthusiasm Award**
- 6. Special Recognition Award**

Each category is described more fully below, as well as criteria to be considered when identifying nominees for the individual categories. The nomination process and reward strategy are discussed later in this document.

### **1. Excellence in Service Award**

Every staff (classified or professional exempt) within the Law School and the University is eligible for the Excellence in Service award. This category is designed to recognize and reward excellent customer service provided to faculty, to other staff, or to students who seek information or advice from the Law School. The criteria for excellent service may include, but is not limited to, the following:

- Faculty recognition of excellent service – verbal, written, email;
- Staff recognition of excellent service – verbal, written, email;
- Student recognition of excellent service – verbal, written, email;
- Recognition of work or service that demonstrates extraordinary effort – work that is considered above and beyond average expectations;
- Recognition of work or service that demonstrates creativity and a “thinking outside the box” attitude toward getting the work accomplished; or,
- Recognition of efforts that help others and aid in the development of good working relationships among faculty, staff, and students.

### **2. Anticipation and Implementation Award**

The Law School recognizes the value of staff who anticipate needs before they become apparent to administrators, faculty, students, or other staff. Staff who are proactive, initiating plans to meet such needs, save a good deal of administrative time and effort, causing operations to run more smoothly. The criteria for rewarding staff who anticipate and fulfill departmental needs or the needs of faculty, students, and staff may include, but is not limited to, the following:

- Recognition of facts, figures, statistics gathered and kept up-to-date for future reports
- Relevant materials prepared ahead of time for a meeting without staff being asked or instructed regarding the materials
- Conflict among faculty, students, and staff avoided due to staff acting on knowledge that can avert such conflict

- Initiating processes that cause more efficient operations

### **3. Teamwork and Cooperation Award**

Every staff member in the Law School and the University is called upon, at one time or another, to perform duties that are not in their Position Description Questionnaire, but which must be done regardless due to other staff being absent, on leave, or too busy to perform the duties themselves. This category is designed to recognize cooperation and teamwork that aids in the development of effective working relationships and a culture of cooperation. The criteria for teamwork and cooperation may include, but is not limited to the following:

- Recognition of cooperative, positive effort in performing another staff member's duties;
- Recognition of morale building among Law School employees;
- Recognition of sharing processes that have been developed by one person and which would enable more efficiency on the part of another person;
- Recognition of extraordinary efforts to work with faculty, students, and colleagues that aid in the development of effective relationships;
- Reward participation on campus teams and committees that promote cooperation, both from an individual prospective and a departmental perspective;
- Recognition of extraordinary efforts to help others achieve goals; and,
- Recognition of an awareness and sensitivity to another person's needs and the willingness to act on it.

### **4. Creativity and Flexibility Award**

The Law School recognizes the value of thinking "outside the box," especially in developing new processes and handling the unexpected. This category is designed to recognize yet creative risk taking and problem solving. The criteria for creativity and flexibility may include, but is not limited to the following:

- Recognition of individual staff willing to take on "extra" work or projects in times of competing demands and limited resources;
- Recognition of individuals who suggest innovative ideas that save money or improve work processes or practices;
- Sharing processes developed by one staff member which benefit others by improving their practices or saving time;
- Recognition of activities or work that demonstrates open mindedness and willingness to question the status quo while seeking better ways to achieve results effectively;
- Recognition of spontaneity in problem solving; and,
- Reward initiative.

### **5. Enthusiasm Award**

This award is designed to encourage and recognize those individuals whose positive attitude and enthusiasm promotes a constructive work environment and an encouraging culture in the Law School and the University. The criteria for this award may include, but is not limited to the following:

- Recognition of a consistently positive attitude and enthusiasm that is infectious, resulting in a more pleasant and constructive work environment;

- Recognition of individual and extraordinary effort to support others, including colleagues, faculty, and students;
- Recognition of individual suggestions and actions for improving morale in the Law School; and,
- Reward initiative.

## **6. Special Recognition Award**

This award is designed to recognize, at the sole direction and discretion of the Dean of the Law School, those individuals whose contributions to the Law School and the University are deemed to provide a far-reaching and long-lasting positive effect and benefit. This is the highest award to be given under this Employee Recognition Program and it is anticipated that this award will be given only once a year to an individual who has gone or given “above and beyond” the criteria for other awards under the Program.

### **Informal Recognition**

#### **Professional Growth and Development**

In addition to the formal awards listed above, the Law School recommends that professional growth and development be recognized in a more informal way. Many of the criteria pertaining to professional growth and development are individual accomplishments. The individual achieving these accomplishments have sought these challenges as a result of personal motivation and self-determination. While the Law School agrees that it is important to recognize these very real and significant achievements among our staff, the Law School does not believe competition should have any part in recognizing these accomplishments.

To encourage and reward completion of more personal significant achievements by staff, the Law School will organize informal, spontaneous celebrations (such as pot-luck lunches or subway sandwich/pizza hours) upon completion of degrees and certifications. Recognition of staff accomplishments may also be mentioned at a faculty meeting where staff are present and honored for a few moments. In some cases it may be appropriate for the Law School to provide staff with a plaque or certificate recognizing completed degrees, courses, certifications, etc. Such recognition would serve to acknowledge and encourage the effort and perseverance of the individual in achieving his or her goals.

Every individual staff, classified and professional exempt, in the Law School and University is eligible to be recognized for professional growth and development. Examples of accomplishments to be recognized under this category may include, but are not limited to the following:

- Completion of educational goals, such as degrees, continuing education courses, and certifications;
- Participation and completion of training classes, such as leadership and perspective courses;
- Participation and demonstration of extraordinary effort related to work in employee organizations or at community events; and,
- Creative art or crafts created through personal talent and effort.

### **Nomination Process**

Beginning November 1, 2006, and on a quarterly basis thereafter, the Law School administration will contact its faculty, staff, and SBA via email and request nominations for any of the above-listed awards. Staff who have received or collected various kinds of input from faculty, students, and other staff, but who have not been formally nominated, may seek nomination from their supervisor by requesting an appointment and furnishing their supervisor with proof of criteria for any award, formal or informal. The supervisor will then make a case for nomination to the Director of Operations and Financial Management. While each award may be given to only one individual per quarter, not all awards must be given in a quarter.

### **Selection Process**

The Dean of the Law School and the Director of Operations will be responsible for reviewing nominations and selecting each award winner.

### **Reward Amount**

Awards will carry varying monetary amounts determined by the Dean of the Law School, but not to exceed the following amounts:

- \$500 Excellence in Service
- \$500 Anticipation and Implementation Award
- \$500 Teamwork and Cooperation Award
- \$250 Creativity and Flexibility Award
- \$250 Enthusiasm Award
- Up to \$2,000 Special Recognition Award (at the sole discretion of the Dean)

Any one individual may not receive the same award twice in a single fiscal year, but a staff member may receive two or more different awards in a single fiscal year. "Special Recognition Award" cannot be received more than once in a five-year period.

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