

Off the Beaten Path

A Celebration of Leadership

"Be a light unto the world, a standard to others."

– Ezra Benson

Identify values, behaviors, and activities we want to accomplish.

Recognize when these values, behaviors, and actions are happening... and take action to acknowledge that person.

Celebrate the individuals who are the examples of what we would like to see in our organization...of what we would like our organization to become.



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Section I - Purpose and Guiding Principles

*“As a leader, you have to not only do the right thing, but be perceived to be doing the right thing.
A consequence of seeking a leadership position is being put under intense public scrutiny,
being held to high standards, and enhancing a reputation that is constantly under threat.”*

*-- Jeffrey Sonnenfeld and Andrew Ward
Firing Back*

Purpose

Our mission at Administrative Services is to provide expertly managed services to our customers that maximize the efficiency of state government. We are the face and name of Nebraska State Government for each citizen we speak with. We each represent Administrative Services in every interaction with another Agency. We show our character and engagement each time we assist another AS Division or employee. In other words, each employee within Administrative Services is called to be a leader, not only formally by our titles, but also informally through our actions.

The Administrative Services Employee Recognition Program is designed to actively seek out employees at all levels who are demonstrating and advancing the mission, vision, and values of AS.

By recognizing high-performing people in our organization who exceed our expectations and demonstrate high-levels of customer service, innovation, and leadership, we clarify our Agency's priorities and create role models for other employees. Moreover, employees appropriately and adequately recognized feel valued and are more likely to remain with and support the mission of our Agency.

Guiding Principles of Recognition

Think of recognition not as a program, but a way that we, at Administrative Services, do business on a day to day basis. Think of sincere and meaningful recognition as a way to bring out the best in people. It is not something that we do quarterly or monthly – recognition is a part of who we are every day and how we treat one another when no one is looking; we affirm, we thank, we praise, and we respect.

Recognition should occur at all levels and across all organizational boundaries. The recognition needs to be sincere, not by rote or required. Each person has the ability and opportunity to recognize a peer, a subordinate, or a supervisor. At the same time, those in formal leadership positions have the ability to have the most impact.

The most specific, meaningful, and personal forms of recognition are typically non-monetary and have the highest psychological value. Recognition is customized to the person being honored. If the honoree likes to be recognized in public, find an audience and recognize that person – loudly and proudly. Conversely, a private person would be more comfortable and perceive a higher value if the recognition is done quietly, surrounded only by those people with whom they are familiar and whose opinion matters to them.

The level of recognition must be congruent with the impact of the behavior / outcome to be recognized. If an employee is nominated for “Leadership” because they work hard and are always on time to work, recognizing these behaviors, although important, may be incongruent with what values Administrative Service is trying define as “Leadership.”

Recognition needs to be seen as achievable for all employees **and**, at the same time, the criteria needs to be a stretch for all employees. For that reason, each nomination is measured against the set of objective criteria **and** the expectations for a person within a given position. “Leadership” to a Staff Assistant will, and should, look different than “Leadership” to a Supervisor, Manager, or Administrator.

All employees need to be recognized at least once every seven days¹ and most employee recognition needs to occur outside the context of a formal Agency program.

Recognition comes in many forms, from day-to-day interaction with a supervisor or fellow employee, to an Agency-level formalized recognition with a corresponding ceremony or event.

Four reasons to recognize employees:

- Motivate employees to higher levels of performance and encourage desired behavior.
- Clarify agency /division priorities through the formal employee recognition program - what gets recognized at the agency level illustrates to the employees what is really important to the division /agency /director.
- Create agency role models through the formal employee recognition program.² This recognition illustrates to employees the characteristics desired in an employee.
- Retention Strategy
 - 89% of managers think that employees leave because of money. Current literature indicates 88% of employees leave for reasons other than money.
 - *So why do employees leave? Current literature indicates that the following factors all play a role in why employees leave. Depending on the source, the timing of the article, and the audience, the factors listed below are consistently listed, but fluid in ranking:*
 - *Poor Management – uncaring and unprofessional managers, lack of respect, putting people in the wrong jobs, speed over quality ,*
 - *Lack of Career Growth and Advancement Opportunities – no perceivable career paths, favoritism or unfair promotions,*
 - *Poor Communication – problems communicating between and among levels and people,*
 - *Pay – paid under-market or less than contributions warrant,*
 - ***Inappropriate or Lack of Recognition – nonexistent, impersonal, incongruent, insincere,***
 - *Poor Senior Leadership – not listening, asking, or investing in employees, mixed messages,*
 - *Lack of Training – non-existent or superficial training, nothing for new hires, managers, or to move up,*
 - *Excessive Workload – doing more with less, confusion of urgent vs. important,*
 - *Lack of Tools and Resources – insufficient, malfunctioning, outdated equipment / supplies; overwork without relief.*

¹ *First Break All The Rules*, Marcus Buckingham and Curt Coffman

² *How to Recognize and Reward Employees*, Donna Deepro

Section II - Program Administration

General Provisions and Eligibility

This Employee Recognition Program is in compliance with the published Administrative Services – State Personnel Employee Recognition Guidelines. If a conflict arises between the Administrative Services Employee Recognition Program and the State Personnel Guidelines, Administrative Services Human Resources will resolve the conflict in accordance with the State Personnel guidelines.

Consideration will be given to all current, permanent employees whose behaviors and/or work outcomes exceed Agency standards. Criteria associated with each recognition opportunity are listed under the Informal and Formal Recognition Sections.

Recognition opportunities at the Agency level include:

- taking on new challenges,
- building relationships,
- new employee recognition for employees beginning their career with Administrative Services,
- employees leaving Administrative Services for retirement,
- employees with years of demonstrated dedication to the Agency, and
- an employee taking on the responsibility of professional development.

In order to allow for and encourage recognition across the organization, Divisions within Administrative Services have the opportunity to develop and implement a recognition program specific to the needs of their employees.

For recognition to have the most impact, it needs to occur in a timely fashion. For this reason, nominations under the umbrella of “Formal Recognition Opportunities” must be submitted within one year of the completion of the project, or the action of the individual, to be considered eligible for formal Agency recognition.

To be recognized, employees should be in good standing and have received a minimum rating of “satisfactory” on the most recent performance appraisals. In the absence of a performance appraisal, employees are considered to be in good standing.

Roles and Responsibilities

Each person in Administrative Services is responsible for the success of this program. Every employee has the responsibility to acknowledge and encourage positive attitude and behavior, as well as high quality work. Employees at all levels of the Agency are highly encouraged to participate in this program through the use of the informal and formal means.

The following roles and affiliated responsibilities listed below are not all-inclusive and may be adjusted as this program grows and evolves and/or at the Director's discretion.

DIRECTOR'S OFFICE

The Director and Deputy Director are critical to the success of the AS Employee Recognition Program in the following ways:

- Support and promote the Employee Recognition Program by advocating for the program.
- Provide financial support and continued funding of the program.
- Partner with AS Human Resources to provide direction for the program.
- Set the example to establish the priority for other employee participation in the program.

AS HUMAN RESOURCES OFFICE – HR CENTRAL

AS Human Resources is directly responsible for all administration and management of the program, including:

- Provide oversight and management of the program.
- Support the program and encourage employees to use the program.
- Maintain records of recognition received through Agency program.
- Budget for Employee Recognition Program and manage the program expenses to ensure budgetary and program compliance.
- Establish and / or revise the program as needed.
- Serve as primary point of contact for agency employees to provide information and /or answer questions about the Agency program or Governor's Employee Recognition program.
- Help employees, as needed, to complete nomination forms for Agency program.
- Educate employees at all levels about the importance of recognition and how this program provides opportunities to identify, recognize, and celebrate employees.

ADMINISTRATIVE SERVICES CELEBRATION CREW

The people on the Celebration Crew are the hands and feet of the Administrative Services Employee Recognition Program. They are the promoters and educators of the program. This group of individuals is responsible for managing and coordinating the day-to-day operational aspects of the program and shall represent the diversity of the Agency it serves. Each Division within Administrative Services has the opportunity to serve in this capacity. It is recommended that the Celebration Crew, when possible, have an equal representation from supervisory and non-supervisory staff. The Senior Leadership within each Division has the final responsibility to appoint / remove representatives for their area to the Celebration Crew. The recommended minimum term to serve on this committee is three years. Each member of the Crew will receive a t-shirt with the "Celebration Crew" logo.



RESPONSIBILITIES OF THE CREW:

- Support and promote the Agency program and its intent.
- Work with AS Human Resources develop recommendations, implement decisions, make changes, and take corrective action to the Agency program as needed.
- Review and act on all formal recognition nominations received, taking one of four actions:
 - Approve / Disapprove. Any nomination that is disapproved will be returned to the nominator with a letter of explanation, and action that can be taken to provide recognition to the potential honoree.
 - Award a lesser or greater recognition after comparing the recognition criteria and the nomination.
 - Return the nomination for additional information in order to make an informed and appropriate recognition selection.
- Compose and issue correspondence to the honoree and the honoree’s supervisor and nominating party, and appropriate Senior Agency Leadership to notify all appropriate parties about the date, time, and location of the recognition event.
- Serve as point of contact for employee and Divisional questions.

Section III - Informal Recognition Opportunities

Informal recognition provides the opportunity to reinforce activities that support the AS mission, vision, and values and is a way for individual recognition to occur on-the-spot, frequently, and across all organizational boundaries. Having a mechanism that encourages and supports behaviors and values we want to see repeated is necessary to encourage, motivate, and provide feedback to employees.

A recent survey conducted by Bob Nelson, a leading Employee Recognition guru, shows that the recognition most employees cost little or no money. According to the survey, the top nine ways employees want to be recognized are as follows:

1. Manager Support and Involvement
2. Personal Praise
3. Autonomy and Authority of Work
4. Flexible Working Hours
5. Learning / Development Activities
6. Manager Availability and Time
7. Written Praise
8. Electronic Praise
9. Public Praise

The nine employee recognition practices listed above are only a few of the ways to help keep employees engaged and challenged in their work. Other ways to celebrate employees include:

- Call or write an employee's significant other, spouse, family, etc to thank them for supporting the employee in a work project that required overtime or unexpected travel.
- Provide an employee the opportunity to work on a "stretch assignment."
- Partner the employee with a mentor to grow the employee's skill sets and strengths.
- Involve the employee in the decision making process for key issues.
- Support the employee in learning new skill sets by providing time, opportunities, and resources.
- Allow the employee increased job autonomy and additional authority within their position.

"We Salute You!"

A popular saying goes something like this: "You never get a second chance to make a good first impression." This is especially true for the impression we make on our new employees. Statistics indicate that new employees make a decision to stay with an employer within the first 90 days of their employment. For this reason, it is paramount that new employees are welcomed into a positive and supportive work environment that is ready for their arrival. Remember, we chose them to be a part of our team, our Agency. This recognition is presented to the employee within their first week of employment with Administrative Services. It can be presented by AS Human Resources, or the Division Administrator, preferably, the Division Administrator.

Eligibility: Newly Hired Permanent AS Employees

Approval By: AS Human Resources

Recognition Item(s):

- Welcome Card from AS Director
- Recognition Item up to \$25.00

Kudos Cards

There are several styles of pre-printed appreciation cards that are available for use. When crafting the message on the cards, be as specific as possible. The more specific and tailored the message is, the more meaning the card will have to the recipient.

Kudos cards are intended to be given from one employee to another employee as a way to say express appreciation for a job well done, pitching in when help was needed, and/or providing exceptional customer service, etc.

An employee receiving a Kudos Card from another employee is encouraged to display the card proudly as recognition of performing their job in an exemplary manner. Kudos Cards that are issued from A Supervisor position or higher are eligible for additional items from a toolkit housed in AS Human Resources. See “You Rock” Recognition for more details.

Eligibility:	Any State of Nebraska Employee
Approval By:	Any and All AS Employees can give or receive Kudos Cards
Recognition Item(s):	Pre-printed Kudos appreciation card

“You Rock” Recognition – a Supervisor’s Toolkit

Supervisors, more than others, have the added opportunity and responsibility to create an inherent culture of recognition within their team. To support this effort, a small selection of items is available to recognize employees going above and beyond the expectations normally associated with their position / job duties.

The toolkit of items an employee can choose from will be kept in the AS Human Resources Office.

Employees are eligible to receive an item from the toolkit when a supervisor (or higher-level person) completes a “Kudos Card” for the employee describing why the employee is being recognized. The Supervisor (or higher-level person) then signs and dates the “Kudos Card” and presents it to the employee. The employee then has the option of keeping the “Kudos Card”, or turning the card in to the AS Human Resources Office for an item in the toolkit.

Eligibility:	All Permanent AS Employees
Approval By:	<i>Supervisors, Managers, Other Senior Leadership can issue Kudos Cards as a way to provide an employee access to the Toolkit located in AS Human Resources Office</i>
Recognition Item(s):	Recognition Item up to \$10.00

Section IV - Formal Recognition Opportunities

Formal recognition is structured, scheduled activities or events with pre-determined specific criteria that are used to recognize superior employee contributions and achievements. These recognitions are the highest level of recognition in the Agency. The people and activities recognized through this type of recognition are the people we want emulated, and the activities we want repeated.

Celebrate Employee Excellence

At Your Service!

How wonderful it is that nobody need wait a single moment before starting to improve the world.

-- Anne Frank

A wise ruler once asked three loyal subjects how they would improve the kingdom. "Build up the treasury," said one. "Strengthen the palace," said another. "Seek to learn your people's needs, that we may serve them better," said the last. At the third answer the ruler smiled. "Your answer shines brightest of all," he said. You are our service star.³

CRITERIA

- Performs job in such a manner that it enhances the reputation of the Agency among customers.
- Takes personal responsibility to pleasantly surprise customers by giving far more than expected.
- Builds "win-win" relationship with customers
- Gains customers' trust and respect.
- Is dedicated to understanding the internal and external customer requirements and expectations. Meets them as appropriate.
- Listens to key stakeholders to establish open lines of communication.
- Demonstrates a high-level of courtesy, sensitivity, and politeness when dealing with internal and external customers, even in the most difficult circumstances.
- Appropriately supports customers / co-workers according to their unique needs

Eligibility: Permanent AS Employees through Nomination Process

Approval By: Celebration Crew

Recognition Item(s):

- Recognition Item up to \$25.00
- Certificate of Recognition
- If appropriate, ceremony hosted by AS Human Resources Office
- If appropriate, article in the AS Human Resources newsletter

³ Baudville Putting Applause on Paper

Climbing Mt. Everest

You don't have to be a fantastic hero to do certain things - to compete. You can be just an ordinary chap, sufficiently motivated to reach challenging goals.

-- Sir Edmund Hillary, Mountaineer and Explorer

Mount Everest is the world's tallest mountain on earth at 29,035 feet. Sir Edmund Hillary was the first person to reach the top of the peak in 1953. Since then, people from all over the world have tried to accomplish this feat. For some, reaching the top is a lifetime achievement. For others, it is simply another success. You have climbed to the top, and made it look easy. You and your work have become the new standard. Thanks for leading the way.

CRITERIA

- Identifies obstacles and resistance to change. Actively seeks solutions to those obstacles.
- Energized by tough challenges.
- Sees the project, initiative, or task through from beginning through completion.
- Seeks maximum appropriate involvement from all key stakeholders.
- Copes successfully with unexpected events.
- Ensures all interested parties are kept in the loop by promoting a free flow of information and communication.
- Brings conflict to the open for resolution to achieve the best possible outcome for the Agency.
- Meets deadlines and keeps commitments.
- Maintains a positive outlook and forward momentum.
- Produces work that instills a sense of pride and accomplishment.
- Identifies people's strengths and skills and enlists them to accomplish the goal.
- Meets challenges head-on while keeping the customer in mind.

Eligibility: Permanent AS Employees through Nomination Process

Approval By: Celebration Crew

Recognition Item(s):

- Recognition Item up to \$25.00
- Certificate of Recognition
- If appropriate, ceremony hosted by AS Human Resources Office
- If appropriate, article in the AS Human Resources newsletter

Helping Hand

We must not, in trying to think about how we can make a big difference, ignore the small daily differences we can make which, over time, add up to big differences that we often cannot foresee.

-- Marian Wright Edelman, American activist for the rights of children

You are always there willing to help. No task is too large or too small for you to tackle. You have made a commitment to ensure that we succeed by helping others with whatever needs to be done. Thank you for your efforts and positive spirit. We appreciate and celebrate you!

CRITERIA

- Volunteers to help others with whatever needs to be done.
- Willingly accepts new projects, even when busy.
- Lends value to the efforts they join.
- Seeks out connections between his/her skills and strengths, and what needs to get done.
- Supports others without removing their sense of responsibility and effectiveness.
- Promotes a team spirit and positive working environment.
- Puts the interests of the team before personal interests.
- Willingly contributes work and efforts to achieve group success.

Eligibility: Permanent AS Employees through Nomination Process

Approval By: Celebration Crew

Recognition Item(s):

- Recognition Item up to \$25.00
- Certificate of Recognition
- If appropriate, ceremony hosted by AS Human Resources Office
- If appropriate, article in the AS Human Resources newsletter

Pioneering Spirit

Anyone who has never made a mistake has never tried anything new.

-- *Albert Einstein, 1879-1955, Physicist and Nobel Laureate*

Pioneers forge the way for others to follow in their path by traveling through difficult and unknown terrain. You, our organization's innovator, envisioned better methods and models for work to be accomplished and still meet or exceed customer expectations. You saw a way, where others saw roadblocks and possible failure. You took the risk, enlisted others to follow, and made the difference. We recognize you for having the vision, courage, and spirit to make a change despite the challenges.

CRITERIA

- Identifies several alternative approaches or solutions to a problem.
- Leads efforts in innovation to improve and streamline processes, products, and/or procedures.
- Challenges current procedures to develop alternatives.
- Identifies obstacles to higher levels of performance and implements solutions as appropriate.
- Takes calculated risks in pursuing processes, practices, or procedures that will enhance a current program, project, or service.
- Gets first-hand customer information and uses it for improvements in products and services.
- Provides an "out-of-the-box" approach to finding solutions that work for all interested parties.
- Communicates a compelling and inspired vision or sense of core purpose.
- Analyzes successes and failures for clues to improvements.

Eligibility: Permanent AS Employees through Nomination Process

Approval By: Celebration Crew

Recognition Item(s):

- Recognition Item up to \$25.00
- Certificate of Recognition
- If appropriate, ceremony hosted by AS Human Resources Office
- If appropriate, article in the AS Human Resources newsletter

Project of Merit

There are many ways of going forward, but only one way of standing still.

-- Franklin D. Roosevelt

According to Wikipedia, a project is a finite endeavor--having specific start and completion dates--undertaken to create a unique product or service which brings about beneficial change or added value. A project is a carefully defined set of activities that use resources (money, people, materials, energy, space, provisions, communication, motivation, etc.) to achieve the project goals and objectives.

CRITERIA

- Team or employee performs above and beyond normal work requirements.
- Project is completed on time or in a timely manner if no deadline was established.
- Project is readily identified as excellent work and is a source of pride for the Agency.
- Project coordination included all stakeholders to ensure effective use of resources, appropriate levels of communication, and information about what the project entailed from conception through completion.
- Project ties to Administrative Services mission, vision, and / or values.
- Project enhanced perceived customer value and / or services.

Eligibility: Permanent AS Employees through Nomination Process

Approval By: Celebration Crew

Recognition Item(s):

- Recognition Item up to \$25.00
- Certificate of Recognition
- If appropriate, ceremony hosted by AS Human Resources Office
- If appropriate, article in the AS Human Resources newsletter

Relationship Architect

When we seek to discover the best in others, we somehow bring out the best in ourselves.

-- *William Arthur Ward, American scholar, Author, Editor, Pastor and Teacher*

Some people have a way about them that inspires others and invokes trust. Your ability to find connections with the people you meet and work with strengthens both individuals and the team as a whole. Your dedication to the individual allows them, and the team, to shine.

CRITERIA

- Maintains and enhances the self-esteem of others.
- Can quickly find common ground and solve problems for the good of all involved parties.
- Is seen as a direct, truthful individual and is widely trusted and respected.
- Demonstrates a high-level of courtesy, sensitivity, and politeness when dealing with customers, even in the most difficult circumstances.
- Shows appreciation for others contributions.
- Creates a climate in which people want to perform their best.
- Builds commitments, and when appropriate, consensus.
- Shares and celebrates successes.
- Fosters a working environment of respect across organizational boundaries through actions and words
- Holds people accountable for commitments, responsibilities, etc.

Eligibility: Permanent AS Employees through Nomination Process

Approval By: Celebration Crew

Recognition Item(s):

- Recognition Item up to \$25.00
- Certificate of Recognition
- If appropriate, ceremony hosted by AS Human Resources Office
- If appropriate, article in the AS Human Resources newsletter

Celebrate Employee Service

Administrative Services Years of Dedication

Employees who have dedicated their time to Administrative Services will be honored each year for the first five years and every five years thereafter. AS Years of Service is specific to the amount of time that an employee spends at Administrative Services, rather than time dedicated to general State employment.

Eligibility: Permanent AS Employees with Appropriate Years of Service

Approval By: AS Human Resources Office

Recognition Item(s):

- Recognition Item up to \$25.00
- Certificate of Recognition
- If appropriate, ceremony hosted by AS Human Resources Office
- If appropriate, article in the AS Human Resources newsletter

Retirement Recognition

CRITERIA

- Has served the Administrative Services and / or the State of Nebraska for a minimum of five years.
- Leaving Administrative Services in good standing
- Is retiring, rather than seeking another employment opportunity

Eligibility: Permanent AS Employees through Nomination Process

Approval By: AS Human Resources Office

Recognition Item(s):

- Recognition Item up to \$50.00
- A meal up to \$25.00 for the employee and one guest, sponsored by Administrative Services
- Certificate of Recognition
- If appropriate, Admiralship issued by the Governor's Office
- If appropriate, ceremony hosted by AS Human Resources Office
- If appropriate, article in the AS Human Resources newsletter

Celebrate Employee Growth & Development

Employees who spend their time enhancing professional skills are vital to an organization's success. These employees bring different thoughts and perspectives to their current work environment, sharing the information with others. For that reason, recognizing and encouraging these activities is important.

Investing in You

Employees participating in and successfully completing the following professional development activities are eligible for recognition. Documentation supporting the nomination may be requested by the Celebration Crew with a description of how the development activity would enhance the Agency and / or State of Nebraska.

CRITERIA

- Professional Certification, not required, but desired, for employment. Examples of this certification would include, but not be limited to: PHR / SPHR, PMP, etc.
- Associate's, Bachelor's, Master's, Doctorate Degree

Eligibility: Permanent AS Employees through Nomination Process,

Approval By: AS Human Resources Office

Recognition Item(s):

- Recognition Item up to \$100.00
- Certificate of Recognition
- If appropriate, article in the AS Human Resources newsletter
- If appropriate, ceremony hosted by AS Human Resources

Section V - Governor's Recognition Program

We participate in all aspects of the Governor's Employee Recognition Program. This program is administrated statewide by State Personnel and coordinated at the Agency level by the AS Human Resource office. If there are questions regarding any part of the Governor's program, please, call the AS Human Resource Office for information.

Governor's Manager / Supervisor of the Year and Employee of the Year

Annually, Administrative Services participates in the Governor's Employee Recognition Program. As part of that program, annually, Administrative Services submits the appropriate number of Managers / Supervisors of the Year and Employees of the Year from our Agency to State Personnel.

Nominees for the Governor's Program will be selected from the previous years' honorees in the categories of "Celebrate Employee Excellence."

Eligibility: Permanent AS Employees through Nomination Process

Approval By: Celebration Crew

Recognition Item(s):

- \$500.00 Payroll Adjustment per Honoree
- Admiralship Issued by Governor's Office
- Ceremony at State Capitol, typically in October, hosted by State Personnel
- Luncheon hosted by Administrative Service – AS Human Resources not to exceed \$15.00 per honoree and one guest and / or ceremony hosted by Administrative Service – AS Human Resources not to exceed \$3.00 per attendee
- If appropriate, article in the AS Human Resources newsletter

Governor's State Years of Service

Employees having completed milestone years of service to the State of Nebraska are eligible to receive recognition through the Governor's program. Currently, employees with the following years of service are recognized: 10, 15, 20, 25, 30, 35, 40, 45, 50, 55.

Eligibility: Permanent State Employees

Approval By: AS Human Resources office, in cooperation with State Personnel

Recognition Item(s): Based on years of service, determined by State Personnel

Section VI - Public Displays of Celebration

Southwest airlines lead the way in their efforts to celebrate employees. In the book "NUTS!" by Kevin and Jackie Frieberg, Southwest Airlines has identified eight benefits of celebration. Those reasons are:

1. Celebration provides an opportunity for building relationships.
2. Celebration gives us a sense of history.
3. Celebration helps us envision the future.
4. Celebration is a way of recognizing major milestones.
5. Celebration helps reduce stress.
6. Celebration inspires motivation and reenergizes people.
7. Celebration builds self-confidence and removes fear.
8. Celebration helps us mourn the losses associated with change.

Let's follow their lead and celebrate our employees!

Administrative Services in Action

Visual displays of Administrative Services employees, in action, living the values we want to encourage and reinforce, are motivating. **Each employee needs to know that recognition is achievable.** Each Division is encouraged to establish a central communication area where "e-mail praise" and "Kudos Cards" can be hung and displayed. One or more Agency boards will be established to display photos of our Agency employees being recognized. This photo montage will be changed as needed to reflect the current activities within Administrative Services, whether this would be a look at our annual employee appreciation picnic, spotlighting our Governor's program honorees, etc.

Ceremonies

Administrative Services ceremonies, or receptions, for honorees will be conducted as appropriate. In order to comply with the State Personnel Ceremony Guidelines, for each ceremony conducted, the total expenses will not exceed \$3.00 per current State employee attending the ceremony.

Section VII - How to Nominate / Nomination Form

Any employee, co-worker, supervisor or citizen may nominate an Administrative Services employee or team for formal recognition through this program by completing and submitting a nomination form to a Celebration Crew member, or AS Human Resources Office.

All formal recognition opportunities apply to individuals and/or group of individuals, ad hoc or pre-defined team(s).

At this time, eligibility and recognition are intended for achieving results, not for planned activity, excellence in current activities, or the position a person holds.

Nominations are accepted at any time throughout the year. The Celebration Crew evaluates the nominations on a quarterly basis.

“IDENTIFY – RECOGNIZE – CELEBRATE” NOMINATION FORM

Check the category below that best fits the Administrative Services employee or team you would like to recognize:

- | | | |
|--|---|---|
| <input type="checkbox"/> At Your Service | <input type="checkbox"/> Climbing Mt. Everest | <input type="checkbox"/> Helping Hand |
| <input type="checkbox"/> Pioneering Spirit | <input type="checkbox"/> Project of Merit | <input type="checkbox"/> Relationship Architect |

Name(s) and Division(s) of nominee(s):

Name of nominator: _____

In the space below, include specifics about how the employee or team reflects the recognition criteria. All nominations will be evaluated against the criteria listed in the recognition guide, not against other nominations. Please, keep details to less than 250 words.

Type nomination information in this space:

Administrator Signature: _____
The Division Administrator needs to approve this nomination prior to this being reviewed by the Crew.

Worksheet

For Celebration Crew Use Only

Crew Decision: Approved Signature: _____

Not Approved Signature: _____

Certificates Sent to: _____ Date: _____

Ceremony Notifications Sent Yes Date: _____

Date of Ceremony: _____ Time: _____ Location: _____

Recognition Item Selected: _____ Recognition Item to Honoree: _____