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US ARMY INSTALLATION MANAGEMENT COMMAND
HEADQUARTERS, UNITED STATES ARMY GARRISON
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IMHU-ZA

13 Oct 2020

MEMORANDUM FOR Fort Huachuca United States Army Garrison

SUBJECT: POLICY 20-33, Garrison Recognition Program

1. REFERENCES.

- a. Army Regulation (AR) 672-20, Incentive Awards
- b. AR 215-3, Nonappropriated Funds Personnel Policy
- c. United States Army Installation Management Command (IMCOM) Policy Memorandum 5-2, IMCOM Service Culture Campaign, dated 13 Jul 18

2. PURPOSE. To provide guidance on recognition activities for U.S. Army Garrison (USAG) Fort Huachuca.

3. APPLICABILITY. This policy applies to USAG Fort Huachuca civilian employees.

4. POLICY. USAG Fort Huachuca will recognize behavior and performance that further the mission, goals, and values of the Army, IMCOM, and USAG Fort Huachuca.

5. PROCEDURE. Leaders will assess their current recognition programs and compliment/enhance their programs utilizing The Garrison Recognition Toolkit (Encl).

6. This memorandum supersedes USAG Policy 19-56, Garrison Recognition Program.

7. The proponent for this policy is USAG Fort Huachuca Directorate of Human Resources at (520) 533-7720.

Encl


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Colonel, MI
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Distribution: E

Enclosure

GARRISON RECOGNITION TOOLKIT

United States Army Garrison (USAG)

Fort Huachuca

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CHAPTER 1 – GENERAL INFORMATION

OVERVIEW

The purpose of the Garrison Recognition Program (GRP) is to recognize and reward organizational work behaviors that support the mission, goals, values and initiatives of IMCOM and USAG Fort Huachuca. A robust, varied and fair recognition program is a simple and powerful tool to create and sustain a culture that engages and aligns team members with organizational goals.

PRINCIPLES

When team members feel appreciated they are more productive and likely to stay with an organization.

First line leaders/direct supervisors should recognize members of their team. The interaction and communication between the leader and the team member is key to a successful recognition program because most team members find this more meaningful than if the recognition comes from elsewhere.

The top reasons leaders give for not recognizing team members are not having enough time and not knowing what to do. The information provided in this toolkit will help with the “what to do” aspect.

Appreciation is a fundamental human need. Team members respond to appreciation expressed through recognition of their good work, because it confirms their work is valued and respected. This influences satisfaction and productivity, motivating them to maintain or improve their good work. Tangible benefits of an effective recognition program include:

1. Greater understanding of IMCOM and USAG Fort Huachuca mission, vision, and goals.
2. Increased team member engagement, productivity, and motivation.
3. Increased team member loyalty and retention.
4. Increased team morale and enhanced teamwork between members.
5. Fewer issues and complaints from team members and customers.
6. Increased customer satisfaction and loyalty.

GUIDING PHILOSOPHY

The following philosophy should guide our recognition program:

Leaders should not forget the power of a simple thank you to team members for a job well done. Taking short breaks during the day to visit with team members expressing your appreciation is a simple and effective recognition activity.

Team member and organizational recognition will be tied to mission, goals, and principles of USAG Fort Huachuca, IMCOM, and Army Values. Recognizing team members for exhibiting behavior consistent with mission, goals, and values helps build understanding and buy-in.

The recognition program provides a variety/menu of recognition options designed to afford leaders at all echelons of the organization, the means to recognize deserving professionals and teams.

The recognition program will be fair. Team members must know and understand the criteria and standard used for formal recognition. There should be opportunity for all team members to receive recognition – whether for improving performance, for creativity, or for reliably doing their job each day.

The processes used to recognize personnel will be as transparent as possible. To the maximum extent possible, recognition selection panels will consist of a varied group of team members, not just senior leaders. This shares the decision making process and assists in obtaining team member buy-in of the program.

The recognition program will include participation at all levels of the organization, peer to peer, leader to team member, and team member to leader. Recognize teams and teamwork in order to reinforce that we are an organization that embraces the concept of team.

The recognition program uses both formal and informal recognition options. Informal recognition should be used on the spot as a quick and easy way to recognize outstanding performance and service. Formal recognition will supplement informal day-to-day recognition of team members.

Efforts should be made to publicize and announce personnel who are recognized. Give recognition to leaders that support a “recognition culture” with their actions and words by publicly noting their contribution.

People who feel appreciated give more to the job than what is merely required. They are ready to give the extra effort necessary. Praise effort – reward results.

KEY FACTORS IN A SUCCESSFUL RECOGNITION PROGRAM

Commitment from leadership: Recognition programs tend to fail because leaders don't believe that recognition improves performance, or team members may not believe that senior leaders support recognition. Leaders at all levels must believe in, commit to, and tout the benefits of effective team member recognition. The most powerful assets an organization has to attract, retain, and engage its workforce are its first line leaders. Every effort should be made to develop leader's skills that improve their ability to utilize recognition in the workplace. These skills can be harnessed through formal educational opportunities or internal coaching and mentoring.

Alignment of organizational goals, principles, and Army values happens in individual day-to-day actions of every team member. Therefore, recognition programs should

clearly communicate and encourage values and behaviors the organization is promoting.

Decentralize Ownership. An organizational recognition strategy should not stop teams, branches, divisions, directorates from establishing their own recognition program/effort. The more abundant recognition is in a workplace culture, the more likely it will come in different forms and from different directions.

Effective recognition needs to relate to a team member's own wants or desires or it is a waste of time, not much better than no recognition at all. It is therefore vital that an organization understands what types of recognition are most meaningful to individual team members.

Effective recognition requires planning, careful thought, and empathy. Individual leaders at all levels can create meaningful recognition activities within their organizations. Adding additional recognition events and making the process personal are ways leaders can provide their team members with recognition that can make the difference between an organization that simply performs well and an organization whose team members are highly motivated and create truly outstanding results.

CHAPTER 2 – TOOLS AND TIPS

OVERVIEW

The GRP builds upon already established recognition and incentive opportunities that exist within the garrison, or external recognition opportunities in which garrison professionals and organizations are eligible for.

INCENTIVE AWARDS

Recognizing team members with incentive awards is probably one of the most flexible management tools available. Public recognition of superior ideas and outstanding individual and team/group performance helps build morale. It can also help you as a leader to build and maintain a highly motivated and productive organization. Your team members will perceive that you welcome new ideas and reward high performance. For more information on Time off Awards and other Incentive Awards please reference AR 215-3, chapter 9 or AR 672-20, Incentive Awards.

CATEGORIES OF RECOGNITION

There are three categories of recognition which are monetary, honorary, and time-off. All can serve as motivation to the recipients and other team members. Effective use of awards requires consideration of the contribution and the needs and interests of team members. For example, while it might be more appropriate to grant an honorary award to an individual for long and distinguished service, cash recognition might be considered appropriate for individual sustained superior job performance or for an individual or

group of team members who have produced an excellent product or completed a complex assignment in an outstanding way.

APPROPRIATE USE OF AWARDS

The granting of awards should be considered judiciously by leaders, especially in the area of performance awards in order to avoid giving the impressions that it is a team member's entitlement. Awards should only be granted where fully deserved, to those who meet the criteria, and with full explanation as to the accomplishments being recognized. In this way, you will maintain team members' confidence in the value and integrity of awards granted in your organization. Operating budgets should include provisions for incentive awards. When disciplinary actions are pending on team members for whom performance awards have been recommended, all action on the awards should be suspended pending final determination of the disciplinary action.

MULTIPLE RECOGNITION OPTIONS

Formal recognition and informal day to day recognition can occur in many ways throughout the Garrison. The following are employee recognition/appreciation ideas to be utilized, at their discretion by leaders at all levels of the command. They represent activities and best practices from within IMCOM as well as external organizations.

Professional of the Quarter and Professional of the Year

Recognizes outstanding professional who exemplify organizational values, demonstrate outstanding performance, achievement, or service excellence. FH Reg 690-5 provides policy and procedures for the Fort Huachuca Civilian of the Quarter (COQ) and installation Civilian of the Year (COY) program.

Commander/Leadership Letter of Appreciation to outstanding Professionals – Organizations – Teams.

Hand written notes to personnel who demonstrate superior service or achievement.

Peer to Peer Recognition Program

Establish a mechanism allowing IMCOM professionals to nominate-recognize fellow professionals who exemplify the Army values and IMCOM principles of Service, Excellence, Respect, Vision, Integrity, Communication, and Empowerment (SERVICE) demonstrate outstanding performance, achievement or service excellence.

Interactive Customer Evaluation (ICE) Recognition

Recognize IMCOM professionals or teams that receive positive ICE comments, to reinforce service culture. Comments can be shared in staff meetings or other appropriate venue.

Professional Recognition Display Board

A place to share recognition activities. These can be pictures of the outstanding professionals selected for awards (COQ/COY, length of service recipients, etc.) Post positive letters, ICE comments, emails from customers.

Leadership Appreciation E-mail to Outstanding Professional

An email that details individual's contribution to organization mission and values. Email can also be shared with the rest of the team.

Installation Digital Signage Professional – Organizational Team Recognition

Post outstanding professionals and organizations on digital signs.

Highlight Outstanding Professionals – Organizations During Staff Meetings.

Informal recognition in staff meetings, town halls, and other gatherings.

Sponsor for New Employees

Communicates faith and trust in employees to assist new employees to transition into organization.

Leadership – Team Member Brown Bag Lunch

Conduct a monthly or quarterly brown bag lunch with staff.

Empowerment Award

Recognize professionals who demonstrate initiative, good ideas, improve operations, etc. This kind of recognition will emphasize the empowerment philosophy.

Extra Mile Award

Recognizes professionals who put forth extra effort.

Staff Functional Outstanding Achievement Awards

Recognize professionals who receive certifications, credentials, complete functional training, etc.

Spirit of “FRED” Award

Presented to IMCOM professionals who exemplify being Friendly, Resourceful, Enthusiastic, and Dependable (FRED).

Rotating Trophy

Give to IMCOM professional who exemplifies one of your organizational values and let them keep it on their desk for a week/month. The following week/month, let them employee hand it to one of their peers who has done the same.

Peer to Peer Recognition Card

Team Member: _____	
Work Location: _____	
Recognized by: _____ Date: _____	
Leader Name & Signature: _____	
I recognize you for demonstrating the IMCOM Principles	
Comments: _____	

Sample IMCOM Professional Recognition Letter

Below are sample thank you letters that leaders and/or co-workers can write to a team member to recognize the IMCOM professionals or a team's good work. The semi-formal team member recognition letter can be written in just a few minutes. Keep in mind that a team member recognition letter is appropriate from co-workers, professionals in different divisions/branches, and leaders at all levels within the organization. When possible, handwritten letters or notes should be utilized vice prepared form letters. A prepared birthday note or note of appreciate signed by leaders is great, but a handwritten note signed by leaders and co-workers is more personal and sends a powerful message of caring leadership to the receiving team member.

Dear Barb,

Just wanted to let you know how much we appreciated your help with the training classes. We would have missed our due date without everything you did to make the instructional language consistent in the email, and on the Web site.

Our team members will be thankful for the fact that the instructions are straightforward and easy to understand. Even the graphics added to the message and helped with the clarity.

I know you had to have let other work slide on our behalf so you must be feeling swamped right now. On behalf of everyone involved in the training, thank you for your effort and all you have done!

Jennifer,

I want you to know how much we appreciate the extra time you put in this week to get the new fitness program up and running. The customers were well-served by your extra efforts and USAG Fort Huachuca once again met their expectations of delivering great service and support!

Thanks so much!

Dear Mr. _____,

I would like to express my sincere appreciation for yours and your Team's outstanding effort in supporting the pre-deployment SRP for 2nd Brigade. The outstanding support provided by your Team was indicative of your professionalism and dedication to supporting Army readiness. The organization of SRP site and smooth execution of all activities was appreciated by Soldiers and their Leaders alike.

Again, thank you for your outstanding efforts and everything you and your Team do to support Soldiers and their Families each and every day.

