

# **Recognition Practices Inventory Individual Report**

**for**

# **Jason Vilney**

**by**

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### About This Inventory

*The Recognition Practices Inventory Individual Report* is a tool for you to better understand what forms of recognition your employees want and are receiving and what forms of recognition you believe are important to your employees and that you are providing.

- Section 1: Assessment Questions.** These are the questions that both your employees and you answered to compile this report. Each acronym running down the left-side corresponds to a particular recognition dimension described on pages 7-8.
- Section 2: Recognition Dimensions.** These are the categories of recognition measured by this inventory that are most important as reported by today's employees, ranked in order of importance by your employees.
- Section 3: Your Employees' & Your Average Scores.** This section provides your average employees' scores as well as your raw scores for Importance and Frequency for each of the 13 recognition dimensions measured by this inventory.
- Section 4: Comparison of Employee & Manager Scores.** Your raw scores as well as your employees' average scores are plotted on graphs that allow comparison between the two groups against all those who have taken these inventories. It indicates the types of recognition that your employees value the most and compares how you value providing those same forms of recognition. The frequency of desired and actual recognition received is also indicated.
- Section 5: Interpreting Your Scores.** This section helps to analyze what your scores mean and lists opportunities for improvement.

**Section 1: Assessment Questions**

Below are the questions that your **Employees** answered. Each acronym running down the left-side corresponds to a particular recognition dimension described on pages 7-8.

		Importance					Frequency				
		Unimportant	Not Very Important	Somewhat Important	Very Important	Extremely Important	Almost Never	Seldom	Occasionally	Frequently	Almost Always
<b>SI</b>	1. My manager provides me with information that I need. ....	①	②	③	④	⑤	①	②	③	④	⑤
	2. My manager supports me when I make a mistake.....	①	②	③	④	⑤	①	②	③	④	⑤
	3. My manager involves me when making decisions.....	①	②	③	④	⑤	①	②	③	④	⑤
	4. My manager asks me for my opinion or ideas.....	①	②	③	④	⑤	①	②	③	④	⑤
<b>PrP</b>	5. My manager personally thanks me for doing good work. ....	①	②	③	④	⑤	①	②	③	④	⑤
	6. My manager gives me verbal praise.....	①	②	③	④	⑤	①	②	③	④	⑤
	7. My manager seeks me out to commend me.....	①	②	③	④	⑤	①	②	③	④	⑤
	8. My manager praises me for good work in front of others. ....	①	②	③	④	⑤	①	②	③	④	⑤
<b>AuA</b>	9. My manager allows me to decide how best to do my work. ....	①	②	③	④	⑤	①	②	③	④	⑤
	10. My manager gives me increased job autonomy.....	①	②	③	④	⑤	①	②	③	④	⑤
	11. My manager gives me increased authority on the job. ....	①	②	③	④	⑤	①	②	③	④	⑤
	12. My manager gives me a choice of assignment. ....	①	②	③	④	⑤	①	②	③	④	⑤
<b>WH</b>	13. My manager allows me to leave work early when necessary.....	①	②	③	④	⑤	①	②	③	④	⑤
	14. My manager allows flexible hours.....	①	②	③	④	⑤	①	②	③	④	⑤
	15. My manager gives me time off from work.....	①	②	③	④	⑤	①	②	③	④	⑤
	16. My manager allows me to take time off to compensate for extra hours I have previously worked.....	①	②	③	④	⑤	①	②	③	④	⑤
<b>LD</b>	17. My manager supports me in learning new skills. ....	①	②	③	④	⑤	①	②	③	④	⑤
	18. My manager discusses career options with me.....	①	②	③	④	⑤	①	②	③	④	⑤
	19. My manager allows me a learning activity.....	①	②	③	④	⑤	①	②	③	④	⑤
	20. My manager discusses learnings after completed projects.....	①	②	③	④	⑤	①	②	③	④	⑤
<b>AT</b>	21. My manager is available to address questions/concerns. ....	①	②	③	④	⑤	①	②	③	④	⑤
	22. My manager takes time to get to know me.....	①	②	③	④	⑤	①	②	③	④	⑤
	23. My manager spends time with me.....	①	②	③	④	⑤	①	②	③	④	⑤
	24. My manager listens to me on non-job issues.....	①	②	③	④	⑤	①	②	③	④	⑤
<b>WP</b>	25. My manager adds letters of praise to my personnel files. ....	①	②	③	④	⑤	①	②	③	④	⑤
	26. My manager gives me written praise.....	①	②	③	④	⑤	①	②	③	④	⑤
	27. My manager gives me a written note of thanks.....	①	②	③	④	⑤	①	②	③	④	⑤
	28. My manager gives me a thank-you card.....	①	②	③	④	⑤	①	②	③	④	⑤

Below are the questions that your **Employees** answered. Each acronym running down the left-side corresponds to a particular recognition dimension described on pages 7-8.

		Importance					Frequency				
		Unimportant	Not Very Important	Somewhat Important	Very Important	Extremely Important	Almost Never	Seldom	Occasionally	Frequently	Almost Always
<b>EP</b>	29. My manager forwards positive e-mail messages to me. ....	①	②	③	④	⑤	①	②	③	④	⑤
	30. My manager copies me on positive e-mail messages.....	①	②	③	④	⑤	①	②	③	④	⑤
	31. My manager gives me praise on e-mail.....	①	②	③	④	⑤	①	②	③	④	⑤
	32. My manager gives me praise on voice mail. ....	①	②	③	④	⑤	①	②	③	④	⑤
<b>PuP</b>	33. My manager publicly shares or posts customer letters.....	①	②	③	④	⑤	①	②	③	④	⑤
	34. I am praised in a department/company meeting.....	①	②	③	④	⑤	①	②	③	④	⑤
	35. I am recognized at a company awards ceremony. ....	①	②	③	④	⑤	①	②	③	④	⑤
	36. I am acknowledged in the company newsletter.....	①	②	③	④	⑤	①	②	③	④	⑤
<b>CS</b>	37. My manager gives me a nominal cash award.....	①	②	③	④	⑤	①	②	③	④	⑤
	38. My manager gives me a gift certificate or voucher. ....	①	②	③	④	⑤	①	②	③	④	⑤
	39. My manager gives me dinner out for two.....	①	②	③	④	⑤	①	②	③	④	⑤
	40. My manager gives me entertainment tickets. ....	①	②	③	④	⑤	①	②	③	④	⑤
<b>AcA</b>	41. My manager gives me a years-of-service award. ....	①	②	③	④	⑤	①	②	③	④	⑤
	42. My manager gives me a special achievement award.....	①	②	③	④	⑤	①	②	③	④	⑤
	43. My manager gives me a certificate of achievement.....	①	②	③	④	⑤	①	②	③	④	⑤
	44. My manager names me employee-of-the-month.....	①	②	③	④	⑤	①	②	③	④	⑤
<b>GF</b>	45. My manager provides food to celebrate success. ....	①	②	③	④	⑤	①	②	③	④	⑤
	46. My manager gives me flowers, a gift, or a memento. ....	①	②	③	④	⑤	①	②	③	④	⑤
	47. My manager gives me coupons for food, car wash, movies, etc....	①	②	③	④	⑤	①	②	③	④	⑤
	48. My manager buys me lunch or dinner. ....	①	②	③	④	⑤	①	②	③	④	⑤
<b>PPk</b>	49. My manager gives me special privileges or perks.....	①	②	③	④	⑤	①	②	③	④	⑤
	50. My manager gives me a preferred parking space to use.....	①	②	③	④	⑤	①	②	③	④	⑤
	51. My manager gives me a "pass around" award.....	①	②	③	④	⑤	①	②	③	④	⑤

52. In general, how important is it to you for your manager to recognize you when you do good work? (Fill in one).

- ① unimportant      ② not very important      ③ somewhat important      ④ very important      ⑤ extremely important

53. In general, how often does your manager recognize you when you do good work? (Fill in one).

- ① seldom, if ever      ② yearly      ③ monthly      ④ weekly      ⑤ daily

Importance

Frequency

Below are the questions that **You** answered. Each acronym running down the left-side corresponds to a particular recognition dimension described on pages 7-8.

		Unimportant	Not Very Important	Somewhat Important	Very Important	Extremely Important		Almost Never	Seldom	Occasionally	Frequently	Almost Always
<b>SI</b>	1. I provide my employees with the information that they need. ....	①	②	③	④	⑤		①	②	③	④	⑤
	2. I support my employees when they make a mistake. ....	①	②	③	④	⑤		①	②	③	④	⑤
	3. I involve my employees when making decisions. ....	①	②	③	④	⑤		①	②	③	④	⑤
	4. I ask my employees for their opinion or ideas. ....	①	②	③	④	⑤		①	②	③	④	⑤
<b>PrP</b>	5. I personally thank my employees for doing good work. ....	①	②	③	④	⑤		①	②	③	④	⑤
	6. I give my employees verbal praise. ....	①	②	③	④	⑤		①	②	③	④	⑤
	7. I seek out my employees to commend them. ....	①	②	③	④	⑤		①	②	③	④	⑤
	8. I praise my employees for good work in front of others. ....	①	②	③	④	⑤		①	②	③	④	⑤
<b>AuA</b>	9. I allow my employees to decide how best to do their work. ....	①	②	③	④	⑤		①	②	③	④	⑤
	10. I give my employees increased job autonomy. ....	①	②	③	④	⑤		①	②	③	④	⑤
	11. I give my employees increased authority on the job. ....	①	②	③	④	⑤		①	②	③	④	⑤
	12. I give my employees a choice of assignment. ....	①	②	③	④	⑤		①	②	③	④	⑤
<b>WH</b>	13. I allow my employees to leave work early when necessary. ....	①	②	③	④	⑤		①	②	③	④	⑤
	14. I allow my employees flexible hours. ....	①	②	③	④	⑤		①	②	③	④	⑤
	15. I give my employees time off from work. ....	①	②	③	④	⑤		①	②	③	④	⑤
	16. I allow my employees to take time off to compensate for extra hours they have previously worked. ....	①	②	③	④	⑤		①	②	③	④	⑤
<b>LD</b>	17. I support my employees in learning new skills. ....	①	②	③	④	⑤		①	②	③	④	⑤
	18. I discuss career options with my employees. ....	①	②	③	④	⑤		①	②	③	④	⑤
	19. I allow my employees learning activities. ....	①	②	③	④	⑤		①	②	③	④	⑤
	20. I discuss learnings after completed projects. ....	①	②	③	④	⑤		①	②	③	④	⑤
<b>AT</b>	21. I am available to address questions/concerns. ....	①	②	③	④	⑤		①	②	③	④	⑤
	22. I take time to get to know my employees. ....	①	②	③	④	⑤		①	②	③	④	⑤
	23. I spend time with my employees. ....	①	②	③	④	⑤		①	②	③	④	⑤
	24. I listen to my employees on non-job issues. ....	①	②	③	④	⑤		①	②	③	④	⑤
<b>WP</b>	25. Letters of praise are added to my employees' personnel files. ....	①	②	③	④	⑤		①	②	③	④	⑤
	26. I give my employees written praise. ....	①	②	③	④	⑤		①	②	③	④	⑤
	27. I give my employees a written note of thanks. ....	①	②	③	④	⑤		①	②	③	④	⑤
	28. I give my employees a thank-you card. ....	①	②	③	④	⑤		①	②	③	④	⑤

Below are the questions that **You** answered. Each acronym running down the left-side corresponds to a particular recognition dimension described on pages 7-8.

		Importance					Frequency				
		Unimportant	Not Very Important	Somewhat Important	Very Important	Extremely Important	Almost Never	Seldom	Occasionally	Frequently	Almost Always
<b>EP</b>	29. Positive e-mail messages are forwarded to my employees.....	①	②	③	④	⑤	①	②	③	④	⑤
	30. My employees are copied on positive e-mail messages.....	①	②	③	④	⑤	①	②	③	④	⑤
	31. I give my employees praise on e-mail.....	①	②	③	④	⑤	①	②	③	④	⑤
	32. I give my employees praise on voice mail.....	①	②	③	④	⑤	①	②	③	④	⑤
<b>PuP</b>	33. Customer letters are publicly shared or posted.....	①	②	③	④	⑤	①	②	③	④	⑤
	34. My employees are praised in a department/company meeting.....	①	②	③	④	⑤	①	②	③	④	⑤
	35. My employees are recognized at a company awards ceremony.....	①	②	③	④	⑤	①	②	③	④	⑤
	36. My employees are acknowledged in the company newsletter.....	①	②	③	④	⑤	①	②	③	④	⑤
<b>CS</b>	37. My employees receive a nominal cash award.....	①	②	③	④	⑤	①	②	③	④	⑤
	38. My employees receive a gift certificate or voucher.....	①	②	③	④	⑤	①	②	③	④	⑤
	39. I give my employees dinner out for two.....	①	②	③	④	⑤	①	②	③	④	⑤
	40. My employees receive entertainment tickets.....	①	②	③	④	⑤	①	②	③	④	⑤
<b>AcA</b>	41. My employees are given years-of-service awards.....	①	②	③	④	⑤	①	②	③	④	⑤
	42. My employees receive a special achievement award.....	①	②	③	④	⑤	①	②	③	④	⑤
	43. My employees receive a certificate of achievement.....	①	②	③	④	⑤	①	②	③	④	⑤
	44. My employees are named employee-of-the-month.....	①	②	③	④	⑤	①	②	③	④	⑤
<b>GF</b>	45. I provide food to celebrate success.....	①	②	③	④	⑤	①	②	③	④	⑤
	46. I give my employees flowers, a gift, or a memento.....	①	②	③	④	⑤	①	②	③	④	⑤
	47. I give my employees coupons for food, car wash, movies, etc.....	①	②	③	④	⑤	①	②	③	④	⑤
	48. I buy my employees lunch or dinner.....	①	②	③	④	⑤	①	②	③	④	⑤
<b>PPk</b>	49. My employees are given special privileges or perks.....	①	②	③	④	⑤	①	②	③	④	⑤
	50. My employees get to use a preferred parking space.....	①	②	③	④	⑤	①	②	③	④	⑤
	51. My employees receive a "pass around" award.....	①	②	③	④	⑤	①	②	③	④	⑤

52. In general, how important is it to you to recognize your employees when they do good work? (Fill in one).

- ① unimportant      ② not very important      ③ somewhat important      ④ very important      ⑤ extremely important

53. In general, how often do you recognize your employees when they do good work? (Fill in one).

- ① seldom, if ever      ② yearly      ③ monthly      ④ weekly      ⑤ daily

***Section 2: What This Inventory Tells You***

This inventory prioritizes 13 recognition dimensions in terms of the **Importance** to employees and the **Frequency** with which employees feel they receive those types of recognition. The 13 factors below are listed in priority order of importance as ranked by all employees who have taken this inventory.

- 1. Support and Involvement (SI)** This dimension looks at how well employees receive information they need to do their jobs, how well managers support employees when they make mistakes, how well managers involve employees when making decisions, and if managers ask employees for their opinions or ideas.
- 2. Personal Praise (PrP)** This dimension examines if employees are personally thanked for doing good work, given verbal praise, sought out for commendation, and praised for good work in front of another person.
- 3. Autonomy and Authority (AuA)** This dimension determines if employees are allowed to decide how best to do their work, given increased job autonomy and authority, and given a choice of assignments.
- 4. Flexible Working Hours (WH)** This dimension addresses if employees are allowed to leave work early when necessary, given flexible hours or time off from work, and allowed comp time for extra hours worked.
- 5. Learning and Development (LD)** This dimension factor indicates if employees are supported in learning new skills, if career options with employees are discussed, if employees are allowed to participate in learning activities, and if learnings are discussed with employees after completed projects.
- 6. Manager Availability and Time (AT)** This dimension measures if managers are available to address questions/concerns of employees, take time to get to know employees, spend time with employees, and listen to employees on non-job issues.
- 7. Written Praise (WP)** This dimension looks at written forms of praise such as thank you notes and letters of commendation that are given to employees or included in their personnel files.
- 8. Electronic Praise (EP)** This dimension measures the use of electronic praise such as positive email messages, copying of positive emails to employees and praise via voice mail.
- 9. Public Praise (PuP)** This dimension determines if employees receive public praise in the form of customer letters that are publicly shared or posted, in a department or company meeting, at a company awards ceremony, or acknowledged in the company newsletter.

- 10. Cash or Cash Substitutes (CS)** This dimension examines if employees are awarded nominal cash, gift certificates or vouchers, dinner out for two, and entertainment tickets.
- 11. Achievement Awards (AcA)** This dimension looks at whether employees receive years-of-service awards, special achievement awards, certificates of achievement, and employee-of-the-month awards.
- 12. Nominal Gifts or Food (GF)** This dimension measures manager's use of food, flowers, gifts, or mementos; coupons for food, car washes, or movie tickets; or the managers' purchase of lunch or dinner for employees to recognize or celebrate employee successes.
- 13. Public Perks (PPk)** This dimension examines whether employees are given special privileges or perks, preferred parking spaces, employee-of-the-month awards or "pass around" trophies.

**The *Recognition Practices Inventory* also asks employees:**

"In general, how important is it for you to be recognized when you do good work?" and  
"In general, how often are you recognized when you do good work?"

**The *Recognition Practices Inventory for Managers* also asks managers:**

"In general, how important is it to recognize your employees when they do good work?" and  
"In general, how often do you recognize your employees when they do good work?"

**Section 3: Employees' Average Scores**

Your employees' average scores for each recognition dimension.  
*n* = 8/8 (i.e., 8 employees out of 8 employees completed this assessment)

	Importance	Frequency	Gap (F-I)
<b>1) Support and Involvement Scale (SI)</b>	19.25	8.50	-10.75
<b>2) Personal Praise Scale (PrP)</b>	19.125	12.625	-6.50
<b>3) Autonomy and Authority Scale (AuA)</b>	18.25	11.875	-6.375
<b>4) Flexible Working Hours Scale (WH)</b>	19.00	10.50	-8.50
<b>5) Learning and Development Scale (LD)</b>	18.125	11.00	-7.125
<b>6) Manager Availability and Time Scale (AT)</b>	14.375	13.875	-0.50
<b>7) Written Praise Scale (WP)</b>	15.375	13.50	-1.875
<b>8) Electronic Praise Scale (EP)</b>	11.50	14.625	3.125
<b>9) Public Praise Scale (PuP)</b>	12.50	17.25	4.75
<b>10) Cash/Cash Substitute Scale (CS)</b>	7.75	13.75	6.00
<b>11) Achievement Award Scale (AcA)</b>	8.125	10.875	2.75
<b>12) Nominal Gift/Food Scale (GF)</b>	9.875	8.125	-1.75
<b>13) Public Perks (PPk)</b>	6.75	14.50	7.75
<b>General Importance and Frequency</b>	2.125	2.00	-0.125

A negative gap indicates that your employees believe that you are not practicing that particular recognition dimension as much as they deem it is important for you to do so.

A positive gap indicates that your employees believe that you are practicing that particular recognition dimension more than they deem it is important for you to practice it.

These concepts will be explained in greater detail throughout this report.

**Section 3: Manager's Scores**

Your scores for each recognition dimension.

	Importance	Frequency	Gap (F-I)
<b>1) Support and Involvement Scale (SI)</b>	18	13	-5
<b>2) Personal Praise Scale (PrP)</b>	17	15	-2
<b>3) Autonomy and Authority Scale (AuA)</b>	17	12	-5
<b>4) Flexible Working Hours Scale (WH)</b>	19	15	-4
<b>5) Learning and Development Scale (LD)</b>	17	10	-7
<b>6) Manager Availability and Time Scale (AT)</b>	16	13	-3
<b>7) Written Praise Scale (WP)</b>	16	15	-1
<b>8) Electronic Praise Scale (EP)</b>	12	17	5
<b>9) Public Praise Scale (PuP)</b>	10	14	4
<b>10) Cash/Cash Substitute Scale (CS)</b>	6	12	6
<b>11) Achievement Award Scale (AcA)</b>	7	11	4
<b>12) Nominal Gift/Food Scale (GF)</b>	10	8	-2
<b>13) Public Perks (PPk)</b>	5	13	8
<b>General Importance and Frequency</b>	2	2	0

A negative gap indicates that you are not practicing that particular recognition dimension as much as you think it is important to do so.

A positive gap indicates that you are practicing that particular recognition dimension more than you think it is important for you to practice it.

These concepts will be explained in greater detail throughout this report.

**Section 4 – Comparing Employee/Manager Scores**

Below are the Importance and Frequency normative graphs, which plot your responses as well as the average responses of your employees against the normative scores of all employees who have taken this inventory. **Your scores are highlighted in blue, your employees' scores are highlighted in green,** and scores highlighted in yellow indicate that both you and your employees have nearly identical rankings for that particular recognition dimension. The 5<sup>th</sup> stanine (shaded) represents the average response of all employees who have taken this inventory. **The recognition dimensions appear below in order of importance to your employees from left to right, i.e., the farthest left-hand column is the most important dimension to your employees; the farthest right-hand column is the least important dimension.** For the importance graph: When a green box appears above a blue box it means that your employees view a recognition dimension to be more important than you view it, or vice versa. For the frequency graph: When a blue box appears above a green box it means that you believe that you practice a particular recognition dimension more often than your employees believe that you do, or vice versa. Differences between your employees' as well as your scores will be explained in more detail in the following pages.

**Importance**

STANINES	9	n/a	n/a	n/a	n/a	n/a	n/a	20	20	20	18-20	19-20	19-20	17-20
	8	20	20	20	20	20	19-20	18-19	18-19	18-19	17	17-18	17-18	15-16
	7	19	19	19	18-19	18-19	17-18	17	16-17	16-17	15-16	15-16	15-16	14
	6	18	17-18	17-18	17	17	15-16	15-16	14-15	14-15	13-14	13-14	13-14	12-13
	5	17	16	16	16	16	13-14	14	12-13	12-13	11-12	11-12	11-12	10-11
	4	16	14-15	14-15	14-15	14-15	11-12	12-13	10-11	11	9-10	10	9-10	8-9
	3	15	13	12-13	13	13	9-10	11	9	9-10	7-8	8-9	7-8	6-7
	2	14	11-12	11	12	12	8	9-10	7-8	7-8	5-6	6-7	5-6	4-5
	1	4-13	4-10	4-10	4-11	4-11	4-7	4-8	4-6	4-6	4	4-5	4	n/a
			SI	PrP	WH	AuA	LD	WP	AT	PuP	EP	GF	AcA	CS
		Extremely Important				Moderately Important				Marginally Important				

Figure 1

**Frequency**

STANINES	9	14+	19+	18+	18+	19+	n/a	19+	n/a	n/a	20	n/a	n/a	n/a
	8	12-13	17-18	16-17	16-17	17-18	n/a	17-18	n/a	20	18-19	n/a	n/a	n/a
	7	10-11	16	14-15	14-15	16	20	15-16	19-20	18-19	16-17	19-20	n/a	n/a
	6	8-9	14-15	12-13	12-13	14-15	17-19	13-14	17-18	16-17	14-15	17-18	19-20	19-20
	5	7	12-13	10-11	11	12-13	15-16	11-12	15-16	14-15	12-13	15-16	17-18	18
	4	5-6	10-11	9	9-10	10-11	13-14	9-10	13-14	12-13	10-11	14	15-16	16-17
	3	4	8-9	7-8	7-8	9	11-12	7-8	11-12	10-11	8-9	12-13	13-14	14-15
	2	n/a	6-7	5-6	5-6	7-8	9-10	6	9-10	8-9	7	10-11	12	13
	1	n/a	4-5	4	4	4-6	4-8	4-5	4-8	4-7	4-6	4-9	4-11	4-12
			SI	PrP	WH	AuA	LD	WP	AT	PuP	EP	GF	AcA	CS
		Extremely Important				Moderately Important				Marginally Important				

Figure 2

## **Employee/Manager Comparison—Importance**

Use this page to compare your employees' scores with yours on Importance. Your employees' most important recognition dimensions are listed in priority order from 1 to 13. The Gap score shows the difference between your perceptions of your recognition practices and the perceptions of your employees. **A negative gap indicates that your employees view that particular dimension to be more important than you do. Conversely, a positive gap indicates that you view that particular dimension to be more important than your employees do.** A gap greater than 1 may indicate room for improvement. See page 10 for more information.

<b>Dimensions Listed by Importance To Your Employees (Highest to Lowest)</b>	<b>Your Employees' Avg. Scores</b>	<b>Your Scores</b>	<b>Gap (M-Emp.)</b>
<b>1. Support and Involvement (SI)</b>	Emp.: 19.25	Self: 18	<b>Gap: -1.25</b>
<b>2. Personal Praise (PrP)</b>	Emp.: 19.125	Self: 17	<b>Gap: -2.125</b>
<b>3. Flexible Working Hours (WH)</b>	Emp.: 19.00	Self: 19	<b>Gap: 0</b>
<b>4. Autonomy and Authority (AuA)</b>	Emp.: 18.25	Self: 17	<b>Gap: -1.25</b>
<b>5. Learning and Development (LD)</b>	Emp.: 18.125	Self: 17	<b>Gap: -1.125</b>
<b>6. Written Praise (WP)</b>	Emp.: 15.375	Self: 16	<b>Gap: 0.625</b>
<b>7. Manager Availability and Time (AT)</b>	Emp.: 14.375	Self: 16	<b>Gap: 1.625</b>
<b>8. Public Praise (PuP)</b>	Emp.: 12.50	Self: 10	<b>Gap: -2.5</b>
<b>9. Electronic Praise (EP)</b>	Emp.: 11.50	Self: 12	<b>Gap: 0.5</b>
<b>10. Nominal Gift/Food (GF)</b>	Emp.: 9.875	Self: 10	<b>Gap: 0.125</b>
<b>11. Achievement Award (AcA)</b>	Emp.: 8.125	Self: 7	<b>Gap: -1.125</b>
<b>12. Cash/Cash Substitute (CS)</b>	Emp.: 7.75	Self: 6	<b>Gap: -1.75</b>
<b>13. Public Perks (PPk)</b>	Emp.: 6.75	Self: 5	<b>Gap: -1.75</b>

## Employee/Manager Comparison—Frequency

Use this page to compare your employees' scores with yours on Frequency. Your employees' most important recognition dimensions are listed in priority order from 1 to 13. The Gap score shows the difference between your perceptions of your recognition practices and the perceptions of your employees. **A negative gap indicates that you believe that you are practicing that particular recognition dimension more often than your employees believe you do. Conversely, a positive gap indicates that your employees believe that you practice that particular recognition dimension more often than you believe you do.** A gap greater than 1 may indicate room for improvement. See page 10 for more information.

Dimensions Listed by Importance To Your Employees (Highest to Lowest)	Your Employees' Avg. Scores	Your Scores	Gap (Emp.-M)
<b>1. Support and Involvement (SI)</b>	Emp.: 8.50	Self: 13	<b>Gap:</b> -4.50
<b>2. Personal Praise (PrP)</b>	Emp.: 12.625	Self: 15	<b>Gap:</b> -2.375
<b>3. Flexible Working Hours (WH)</b>	Emp.: 10.5	Self: 15	<b>Gap:</b> -4.50
<b>4. Autonomy and Authority (AuA)</b>	Emp.: 11.875	Self: 12	<b>Gap:</b> -0.125
<b>5. Learning and Development (LD)</b>	Emp.: 11.00	Self: 10	<b>Gap:</b> 1.00
<b>6. Written Praise (WP)</b>	Emp.: 13.50	Self: 15	<b>Gap:</b> -1.50
<b>7. Manager Availability and Time (AT)</b>	Emp.: 13.875	Self: 13	<b>Gap:</b> 0.875
<b>8. Public Praise (PuP)</b>	Emp.: 17.25	Self: 14	<b>Gap:</b> 3.25
<b>9. Electronic Praise (EP)</b>	Emp.: 14.625	Self: 17	<b>Gap:</b> -2.375
<b>10. Nominal Gift/Food (GF)</b>	Emp.: 8.125	Self: 8	<b>Gap:</b> 0.125
<b>11. Achievement Award (AcA)</b>	Emp.: 10.875	Self: 11	<b>Gap:</b> -0.125
<b>12. Cash/Cash Substitute (CS)</b>	Emp.: 13.75	Self: 12	<b>Gap:</b> 1.75
<b>13. Public Perks (PPk)</b>	Emp.: 14.50	Self: 13	<b>Gap:</b> 1.50

### Recognition Score Analysis

The Recognition Dimensions below appear in order of importance to your employees, with the most important dimension at the top. See page 10 for the explanation of this page.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
	<b>Employees Gap (F-I)</b>	<b>Self Gap (F-I)</b>	<b>Importance Gap (M-Emp.)</b>	<b>Frequency Gap (Emp.-M)</b>	<b>Recognition Priorities</b>
1. Support and Involvement (SI)	-10.75	-5.00	-1.25	-4.5	
2. Personal Praise (PrP)	-6.50	-2.00	-2.125	-2.375	
3. Flexible Working Hours (WH)	-6.375	-5.00	0	-4.50	
4. Autonomy and Authority (AuA)	-8.50	-4.00	-1.25	-0.125	
5. Learning and Development (LD)	-7.125	-7.00	-1.125	1.00	
6. Written Praise (WP)	-0.50	-3.00	0.625	-1.5	
7. Manager Availability and Time (AT)	-1.875	-1.00	1.625	0.875	
8. Public Praise (PuP)	3.125	5.00	-2.5	3.25	
9. Electronic Praise (EP)	4.75	4.00	0.5	-2.375	
10. Nominal Gift/Food (GF)	6.00	6.00	0.125	0.125	
11. Achievement Award (AcA)	2.75	4.00	-1.125	-0.125	
12. Cash/Cash Substitute (CS)	-1.75	-2.00	-1.75	1.75	
13. Public Perks (PPk)	7.75	8.00	-1.75	1.50	
General Importance and Frequency	-0.125	0.00	-0.125	0.00	

**Figure 3**

*Section 5 – Interpreting Your Scores*

Following is a description of the information found in Figure 3. **Negative scores suggest areas of improvement. Any gaps over 1 are significant; over 2 are more significant.** The primary focus should be on those dimensions of highest importance to employees that are listed in rank order in Column 1.

**Column 1:** The list of recognition dimensions in this column is in order of importance to your employees, with the most important dimensions at the top. This is the starting point for developing a stronger recognition culture: Understanding and systematically finding ways to deliver more of the top recognition priorities your employees report as being important to them.

**Column 2:** Your employees’ gap scores for each recognition dimension. Since perceived recognition is a subject judgment call on the part of your employees, this column represents the most accurate reality of the amount of valued recognition that you are providing. The gap is the difference between the average scores on Frequency and Importance (F-I). A negative gap indicates that your employees believe that you are not practicing that particular recognition dimension as much as they deem it is important for you to do so. A positive gap indicates that your employees believe that you are practicing that particular recognition dimension more than they deem it is important for you to practice it. The largest negative gaps in the dimensions of highest importance represent the best development opportunities for you.

**Column 3:** Your “gap” scores for each recognition dimension. This is your opinion of how well you are providing recognition to your employees. The gap is the difference between your scores on Frequency and Importance (F-I). A negative gap indicates that you are not practicing that particular recognition dimension as much as you think it is important to do so. A positive gap indicates that you are practicing that particular recognition dimension more than you think it is important for you to practice it.

**Column 4:** Importance represents the conceptual “ideal” for employees. The Importance Gap is the difference between your rating of importance for that dimension and your employees’ average rating. A negative gap means your employees consider that area of recognition more important than you do. Negative gaps can suggest recognition priorities.

**Column 5:** Frequency represents the actual “real” for employees. The Frequency Gap is the difference between your employees’ average rating of the frequency they receive recognition and your rating of how often you provide recognition in that area. A negative gap means your employees’ believe you are providing recognition less frequently than you believe you are providing recognition. Negative gaps suggest recognition priorities, especially of the most important recognition dimensions.

**Column 6:** Use Column 6 as a starting point to identify your priorities for where you most need to improve recognition practices. Columns 2, 3, 4 and 5 are useful to point out various misalignments between your perceptions of how you are providing recognition and the views of your employees. Use Column 2, primarily, to identify your most critical development priorities. Look for large negative gaps among the highest priority dimensions (the top ranked categories by Importance). These are your highest development priorities based on the collected data. Column 5 is also helpful for identifying key areas of disconnect between you and your employees.

## Opportunities for Improvement

**Is what's important to your employees important to you?** Below are the top five most important scales (i.e., highest average scores) of your employees and your score and the gap between the two scores for each scale. **Ideally, the gap between your employees' scores and your score for each of these scales would be less than 1.** If your score for importance is lower than your employees' average importance score for any of these scales by a degree of 1 or more (i.e., there is a negative gap of 1 or more), consider why these behaviors might be important to your employees and what opportunities you have to do more of these behaviors with your employees.

	Employees' Average Score for Importance	Name of Recognition Scale	Self Score for Importance	Gap (M-Emp.)
1.	19.25	Support and Involvement (SI)	18	-1.25
2.	19.125	Personal Praise (PrP)	17	-2.125
3.	19.00	Flexible Working Hours (WH)	19	0
4.	18.25	Autonomy and Authority (AuA)	17	-1.25
5.	18.125	Learning and Development (LD)	17	-1.125

**Are you doing what's important to your employees?** For the recognition scales that are most important to your employees listed above, their average corresponding frequency scores as well as your frequency scores are listed below. **Ideally, the gap between your employees' scores and your scores for each of these scales would be less than 1 (i.e., the higher the score, the better).** If your score for frequency is higher than your employees' average frequency score for any of these scales by a degree of 1 or more (i.e., there is a negative gap of 1 or more), it indicates that you think you are doing more of that behavior than your employees perceive to be the case. Consider how you could increase your frequency of these behaviors with your employees.

	Employees' Average Score for Frequency	Name of Recognition Scale	Self Score for Frequency	Gap (Emp.-M)
1.	8.5	Support and Involvement (SI)	13	-4.5
2.	12.625	Personal Praise (PrP)	15	-2.375
3.	10.5	Flexible Working Hours (WH)	15	-4.5
4.	11.875	Autonomy and Authority (AuA)	12	-0.125
5.	11	Learning and Development (LD)	10	1