

Recognition Practices Inventory Organizational Report

for

ACME, Inc.

by

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February 14th, 2009

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About This Inventory

The Recognition Practices Inventory Organizational Report is a tool for your organization to better understand what forms of recognition your employees want and are receiving and what forms of recognition your managers believe are important to your employees and that they are providing.

- Section 1: Assessment Questions.** These are the questions that both your employees and your managers 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 to employees today.
- Section 3: Your Employees' & Managers' Average Scores.** This section provides the average employee and manager scores from your organization for Importance and Frequency for each of the 13 recognition dimensions measured by this inventory.
- Section 4: Comparison of Employee & Manager Scores.** The employee and manager 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 your managers value providing those same forms of recognition. The frequency of desired and actual recognition received is also indicated.
- Section 5: Interpreting Your Organization's Scores.** This section helps to analyze what your scores mean and also 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
SI	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
PrP	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
AuA	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
WH	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
LD	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
AT	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
WP	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				
		<i>Unimportant</i>	<i>Not Very Important</i>	<i>Somewhat Important</i>	<i>Very Important</i>	<i>Extremely Important</i>	<i>Almost Never</i>	<i>Seldom</i>	<i>Occasionally</i>	<i>Frequently</i>	<i>Almost Always</i>
EP	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
PuP	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
CS	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
AcA	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
GF	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
PPk	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 your **Managers** 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
SI	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
PrP	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
AuA	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
WH	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
LD	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
AT	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
WP	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 your **Managers** answered. Each acronym running down the left-side corresponds to a particular recognition dimension described on pages 7-8.

		Importance					Frequency				
		<i>Unimportant</i>	<i>Not Very Important</i>	<i>Somewhat Important</i>	<i>Very Important</i>	<i>Extremely Important</i>	<i>Almost Never</i>	<i>Seldom</i>	<i>Occasionally</i>	<i>Frequently</i>	<i>Almost Always</i>
EP	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
PuP	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
CS	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
AcA	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
GF	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
PPk	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?"

<i>Section 3: Employees' Average Scores</i>
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Your employees' average scores for each recognition dimension.
n = 939/941 (i.e., 939 employees out of 941 employees completed this assessment)

	Importance	Frequency	Gap (F-I)
1) Support and Involvement Scale (SI)	18.23	7.88	-10.35
2) Personal Praise Scale (PrP)	14.72	11.03	-3.69
3) Autonomy and Authority Scale (AuA)	17.47	11.54	-5.93
4) Flexible Working Hours Scale (WH)	17.01	10.09	-6.92
5) Learning and Development Scale (LD)	17.13	11.47	-5.66
6) Manager Availability and Time Scale (AT)	13.86	12.30	-1.56
7) Written Praise Scale (WP)	13.34	7.78	-5.56
8) Electronic Praise Scale (EP)	13.02	9.04	-3.98
9) Public Praise Scale (PuP)	11.35	6.22	-5.13
10) Cash/Cash Substitute Scale (CS)	12.73	5.04	-7.69
11) Achievement Award Scale (AcA)	12.14	5.41	-6.73
12) Nominal Gift/Food Scale (GF)	10.47	5.7	-4.77
13) Public Perks (PPk)	8.90	4.57	-4.33
General Importance and Frequency	4.09	2.25	-1.84

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

A positive gap indicates that your employees believe that your managers are practicing that particular recognition dimension more than those employees deem it is important for their managers to do so.

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

Section 3: Managers' Average Scores

Your managers' average scores for each recognition dimension.
n = 98/98 (i.e., 98 managers out of 98 managers completed this assessment)

	Importance	Frequency	Gap (F-I)
1) Support and Involvement Scale (SI)	17.11	16.86	-0.25
2) Personal Praise Scale (PrP)	16.45	14.54	-1.91
3) Autonomy and Authority Scale (AuA)	14.86	14.60	-0.26
4) Flexible Working Hours Scale (WH)	14.11	14.42	0.31
5) Learning and Development Scale (LD)	15.77	13.89	-1.88
6) Manager Availability and Time Scale (AT)	16.56	15.97	-0.59
7) Written Praise Scale (WP)	14.43	12.29	-2.14
8) Electronic Praise Scale (EP)	15.57	13.91	-1.66
9) Public Praise Scale (PuP)	13.54	9.72	-3.82
10) Cash/Cash Substitute Scale (CS)	13.11	6.36	-6.75
11) Achievement Award Scale (AcA)	12.99	8.95	-4.04
12) Nominal Gift/Food Scale (GF)	12.09	8.10	-3.99
13) Public Perks (PPk)	9.73	5.37	-4.36
General Importance and Frequency	4.50	3.54	-0.96

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

A positive gap indicates that your managers are practicing that particular recognition dimension more than they believe it is important to do so.

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 the average responses from employees and managers in your organization against the normative scores of all employees who have taken this inventory. **Your managers' scores are highlighted in blue, your employees' scores are highlighted in green**, and scores highlighted in yellow indicate that both managers and employees have nearly identical rankings for that particular recognition dimension. The 5th 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 organization's 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.** 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 your managers view it, or vice versa. For the frequency graph: When a blue box appears above a green box it means that your managers believe that they practice a particular recognition dimension more often than your employees believe that their managers do, or vice versa. Differences between scores will be further explained.

Importance

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

Figure 1

Frequency

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

Figure 2

Employee/Manager Comparison—Importance

Use this page to compare your employees’ scores with your managers’ 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 managers’ perceptions of their recognition practices and the perceptions of your employees. **A negative gap indicates that your employees view that particular dimension to be more important than their managers do. Conversely, a positive gap indicates that your managers view that particular dimension to be more important than their employees 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 Managers’ Avg. Scores		Gap (M-Emp.)
1. Support and Involvement (SI)	Emp.:	18.23	Mgr.:	17.11	Gap: -1.12
2. Autonomy and Authority (AuA)	Emp.:	17.47	Mgr.:	14.86	Gap: -2.61
3. Learning and Development (LD)	Emp.:	17.13	Mgr.:	15.77	Gap: -1.36
4. Flexible Working Hours (WH)	Emp.:	17.01	Mgr.:	14.11	Gap: -2.90
5. Personal Praise (PrP)	Emp.:	14.72	Mgr.:	16.45	Gap: 1.73
6. Manager Availability and Time (AT)	Emp.:	13.86	Mgr.:	16.56	Gap: 2.70
7. Written Praise (WP)	Emp.:	13.34	Mgr.:	14.43	Gap: 1.09
8. Electronic Praise (EP)	Emp.:	13.02	Mgr.:	15.57	Gap: 2.55
9. Cash/Cash Substitute (CS)	Emp.:	12.73	Mgr.:	13.11	Gap: 0.38
10. Achievement Award (AcA)	Emp.:	12.14	Mgr.:	12.99	Gap: 0.85
11. Public Praise (PuP)	Emp.:	11.35	Mgr.:	13.54	Gap: 2.19
12. Nominal Gift/Food (GF)	Emp.:	10.47	Mgr.:	12.09	Gap: 1.62
13. Public Perks (PPk)	Emp.:	8.90	Mgr.:	9.73	Gap: 0.83

Employee/Manager Comparison—Frequency

Use this page to compare your employees’ scores with your managers’ 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 managers’ perceptions of their recognition practices and the perceptions of your employees. **A negative gap indicates that your managers believe that they are practicing that particular recognition dimension more often than their employees believe their managers do. Conversely, a positive gap indicates that your employees believe that their managers practice that particular recognition dimension more often than their managers believe they 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 Managers’ Avg. Scores	Gap (Emp.-M)
1. Support and Involvement (SI)	Emp.: 7.88	Mgr.: 16.86	Gap: -8.98
2. Autonomy and Authority (AuA)	Emp.: 11.54	Mgr.: 14.60	Gap: -3.06
3. Learning and Development (LD)	Emp.: 11.47	Mgr.: 13.89	Gap: -2.42
4. Flexible Working Hours (WH)	Emp.: 10.09	Mgr.: 14.42	Gap: -4.33
5. Personal Praise (PrP)	Emp.: 11.03	Mgr.: 14.54	Gap: -3.51
6. Manager Availability and Time (AT)	Emp.: 12.30	Mgr.: 15.97	Gap: -3.67
7. Written Praise (WP)	Emp.: 7.78	Mgr.: 12.29	Gap: -4.51
8. Electronic Praise (EP)	Emp.: 9.04	Mgr.: 13.91	Gap: -4.87
9. Cash/Cash Substitute (CS)	Emp.: 5.04	Mgr.: 6.36	Gap: -1.32
10. Achievement Award (AcA)	Emp.: 5.41	Mgr.: 8.95	Gap: -3.54
11. Public Praise (PuP)	Emp.: 6.22	Mgr.: 9.72	Gap: -3.50
12. Nominal Gift/Food (GF)	Emp.: 5.70	Mgr.: 8.10	Gap: -2.40
13. Public Perks (PPk)	Emp.: 4.57	Mgr.: 5.37	Gap: -0.80

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.

1	2	3	4	5	6
	Employees Gap (F-I)	Self Gap (F-I)	Importance Gap (M-Emp.)	Frequency Gap (Emp.-M)	Recognition Priorities
1. Support and Involvement (SI)	-10.35	-0.25	-1.12	-8.98	
2. Autonomy and Authority (AuA)	-5.93	-0.26	-2.61	-3.06	
3. Learning and Development (LD)	-5.66	-1.88	-1.36	-2.42	
4. Flexible Working Hours (WH)	-6.92	0.31	-2.9	-4.33	
5. Personal Praise (PrP)	-3.69	-1.91	1.73	-3.51	
6. Manager Availability and Time (AT)	-1.56	-0.59	2.70	-3.67	
7. Written Praise (WP)	-5.56	-2.14	1.09	-4.51	
8. Electronic Praise (EP)	-3.98	-1.66	2.55	-4.87	
9. Cash/Cash Substitute (CS)	-7.69	-6.75	0.38	-1.32	
10. Achievement Award (AcA)	-6.73	-4.04	0.85	-3.54	
11. Public Praise (PuP)	-5.13	-3.82	2.19	-3.50	
12. Nominal Gift/Food (GF)	-4.77	-3.99	1.62	-2.40	
13. Public Perks (PPk)	-4.33	-4.36	0.83	-0.80	
General Importance & Frequency	-1.84	-0.96	0.41	-1.29	

Figure 3

Section 5 – Interpreting Your Organization’s 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 your managers 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 their managers are not practicing that particular recognition dimension as much as those employees deem it is important for their managers to do so. A positive gap indicates that your employees believe that their managers are practicing that particular recognition dimension more than those employees deem it is important for their managers to do so. The largest negative gaps in the dimensions of highest importance represent the best development opportunities for your managers.

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

Column 4: Importance represents the conceptual “ideal” for employees. The Importance Gap is the difference between your managers’ average rating of importance for that dimension and their employees’ average rating. A negative gap means your employees consider that area of recognition more important than their managers 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 managers’ rating of how often they provide recognition in that area. A negative gap means your employees’ believe that their managers are providing recognition less frequently than your managers believe they 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 your managers most need to improve recognition practices. Columns 2, 3, 4 and 5 are useful to point out various misalignments between your managers’ perceptions of how they are providing recognition and the views of your employees. Use Column 2, primarily, to identify your managers’ most critical development priorities. Look for negative gaps among the highest priority dimensions (the top ranked categories by Importance). These are your managers’ highest development priorities based on the collected data. Column 5 is also helpful for identifying key areas of disconnect between employees and managers.

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 organization's employees and their managers' scores and the gap between the two scores for each scale. **Ideally, the gap between your organization's employees' scores and their managers' scores for each of these scales would be less than 1.** If your managers' 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 organization's employees and what opportunities your managers have to do more of these behaviors with their employees.

	Employees' Average Score for Importance	Name of Recognition Scale	Self Score for Importance	Gap (M-Emp.)
1.	18.23	Support and Involvement (SI)	17.11	-1.12
2.	17.47	Autonomy and Authority (AuA)	14.86	-2.61
3.	17.13	Learning and Development (LD)	15.77	-1.36
4.	17.01	Flexible Working Hours (WH)	14.11	-2.90
5.	14.72	Personal Praise (PrP)	16.45	1.73

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

	Employees' Average Score for Frequency	Name of Recognition Scale	Self Score for Frequency	Gap (Emp.-M)
1.	7.88	Support and Involvement (SI)	16.86	-8.98
2.	11.54	Autonomy and Authority (AuA)	14.60	-3.06
3.	11.47	Learning and Development (LD)	13.89	-2.42
4.	10.09	Flexible Working Hours (WH)	14.42	-4.33
5.	11.03	Personal Praise (PrP)	14.54	-3.51

