



2012 Staff Recognition Awards

Guidance and Advice for Nominators

A UNIQUE OPPORTUNITY

Recognition of accomplishment is one of many activities that is critical to creating and improving employee morale. This year, an effort is being made to both build on the previous success of our recognition program, and to align the staff recognition awards closely with the intent of the strategic plan, in particular Goal 5.

THE INTENT OF RECOGNITION

In addition to conveying a sincere appreciation for a job well done, the purpose of publically recognizing good work is to encourage more good work. The same is true of the behaviors which are responsible for the work. Projects and programs are the obvious outcomes of our employees' efforts; but the way in which each employee approaches his or her work may arguably be more important to celebrate. This is because an employee's behaviors are frequently the root cause of either success or failure in efforts, both big and small.

This year an attempt has been made to more specifically define the awards criteria for staff. This document is intended to better communicate the criteria and offer advice and support to nominators.

GOALS ARTICULATED IN THE GEORGIA TECH STRATEGIC PLAN

Goal 1	Be among the most highly respected technologically-focused learning institutions in the world
Goal 2	Sustain and enhance excellence in scholarship and research
Goal 3	Ensure that innovation, entrepreneurship, and public service are fundamental characteristics of our graduates
Goal 4	Expand our global footprint and influence to ensure that we are graduating good global citizens
Goal 5	Relentlessly pursue institutional effectiveness

In the pages that follow, you will find a list of this year's awards, the behavioral criteria associated with each, and a link to the nomination form. Each nominator should consider how to illustrate and explain as completely as possible the employee's merit for the award.

2012 AWARDS

As an institution, Georgia Tech seeks to **cultivate and inspire the core competencies and approaches that allow us to realize our strategic plan.** These awards are intended to recognize critical behaviors, as much as they celebrate specific outcomes and accomplishments.



Administrative Service Award

Recognizing superior,
institute level accomplishment



Recognizing superior,
unit level accomplishment

Outstanding Staff Performance



Outstanding Management in Action

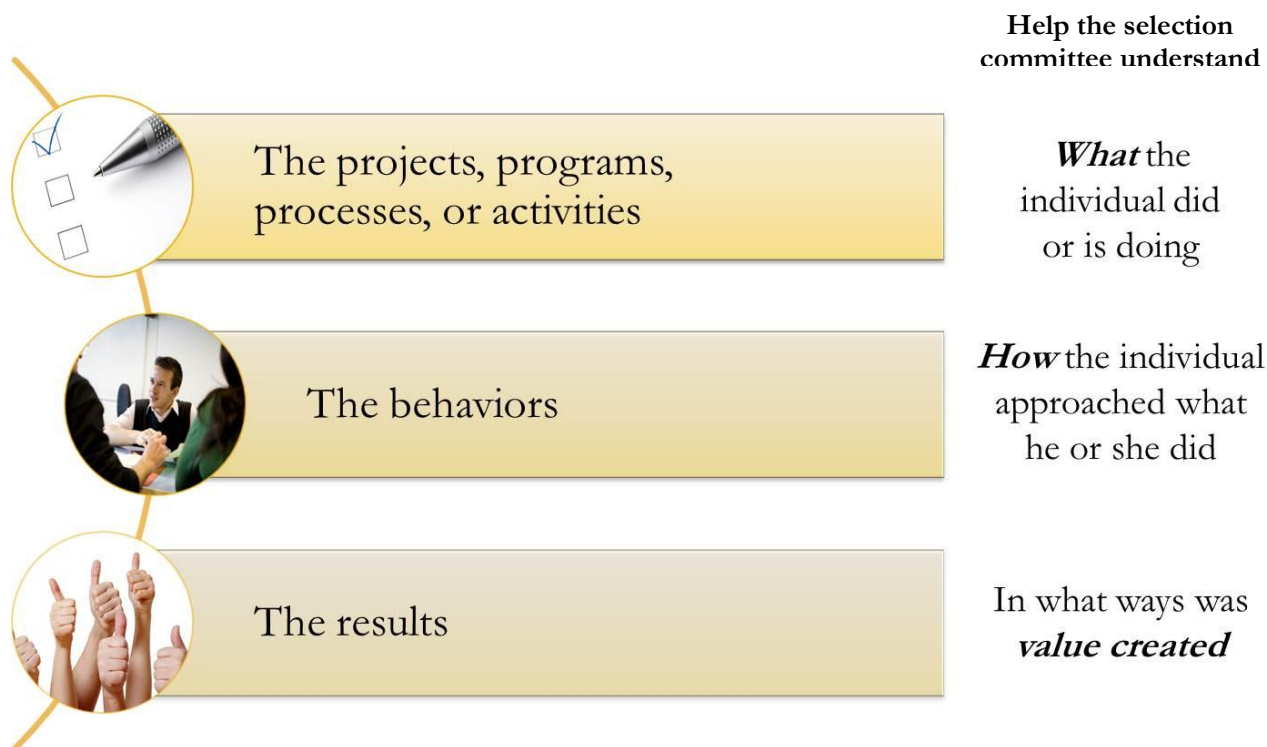
Recognizing managers who achieve
results by empowering others

BEHAVIORS BELIEVED TO BE CRITICAL TO ACHIEVING THE GT STRATEGIC PLAN

- Leadership
(Which is different from position or authority)
- Innovation
- Continuous improvement of processes and systems
- Entrepreneurship
- Serving the community
- Bringing positive attention to Georgia Tech, and interest from others in our programs, processes, and approaches

THE SUCCESSFUL NOMINATION

The **most compelling** nominations will be those that **bring to light the employee's behaviors, not only the details of the projects in which they were engaged.** As a nominator, you want to help the selection committee understand three different elements which you believe qualify the individual you nominate:



THE NOMINATING PROCESS

1. Complete the online nomination form at <http://www.ohr.gatech.edu/staffawards/nominate>.
 - In addition to nominations from others, self-nominations are invited and encouraged.
2. Thoughtfully consider others who can relate different aspects of the employee's merit for the award. The goal is to **fully describe, from as many different points of view as possible**, the employee's attitude, specific behaviors, approach, and results.
3. Ask others to complete the online support form at <http://www.ohr.gatech.edu/staffawards/support>. It is expected that you will include a minimum of three letters of support, but **not more than six**.
 - Support may come from inside or outside the Institute.
 - Staff, faculty, and students may nominate employees or departments/teams (for select awards).

TIMELINE AND SUBMISSION DEADLINES

Action	Date or Deadline
Review information contained in this document and consider possible nominees	January 13, 2012
Contact additional individuals familiar with the employee's work who can support the nomination	February 3, 2012
Complete and submit the online nomination form	February 13, 2012
Ensure that those supporting the nomination complete and submit the online nomination support form	February 13, 2012
Nominations close	February 13, 2012 at 5:00 p.m.
Faculty/Staff Honors Luncheon	April 12, 2012

QUESTIONS AND ASSISTANCE

If you need assistance or guidance, members of the **Office of Human Resources** are ready to assist you.

- **Visit:** www.ohr.gatech.edu/staffawards/contact
- **Phone:** 404-385-0338

Open Forum Q&A Calls

During the months of January and February, in an effort to assist and support nominators, four open-forum conference calls will be held. The goal of these calls is to provide a venue for questions and to help those who intend to nominate others (or those who intend to self-nominate) to understand what is desired in the nomination for the various awards. The calls will be open forum style calls, where participants can ask relevant questions, and those on the call can listen to answers.

Visit www.ohr.gatech.edu/staffawards/conferencecalls to view a schedule.

THE ADMINISTRATIVE SERVICE AWARD

A single individual or a group of individuals working together can significantly shape the future. This award recognizes an individual, a department, or a team who – consistent with the Institute’s mission, vision, and goals – has been a **game changer** for Georgia Tech. This award is given in recognition of larger-scale efforts. What was achieved is important, but **how it was achieved** is equally, if not more, important.

Qualification

This award will be presented to a staff member (including academic professionals) who has:

- Exhibited **multiple behaviors** believed to be critical to achieving the GT Strategic Plan (these behaviors are further defined on pages 11-14)
 - Leadership
 - Innovation
 - Entrepreneurship
 - Continuous improvement of processes and systems
 - Serving the community
- and -
- Extended their efforts **across multiple GT departments**, units, or entities
- and -
- Achieved results which **impact a large constituency of Georgia Tech employees**

The Ideal Nomination

In addition to the above, the **ideal** nomination will also describe how the individual’s efforts and approaches to his or her work **brought the eyes of the world to Georgia Tech** (including but not limited to external benchmarking, publication, inclusion in a survey of best practices, etc.).

Letters of Support (Max 6)

It is expected that you will include a minimum of three letters of support, but **not more than six**. The most compelling nominations will be those that **bring to light the employee’s behaviors, not only the details of the projects in which they were engaged**. As a nominator, you will be responsible for formulating the most complete narrative about the nominee’s merit. You will likely want to do that from multiple perspectives (e.g. - peer, supervisor, customer, executive, other unit supervisor or staff, etc.).

Monetary Award

\$2,500.00

Nomination Deadline

February 13, 2012 @ 5:00 PM

THE OUTSTANDING STAFF PERFORMANCE AWARD

This award is given in recognition of department and unit level achievement. What was achieved is important, but **how** it was achieved is equally, if not more, important. Up to five of these awards will be given.

Qualification

This award will be presented to a staff member (including academic professionals) who has:

- Regularly shows a high level of **any of the following behaviors** believed to be critical to achieving the GT Strategic Plan (these behaviors are further defined on pages 11-14)
 - Leadership
 - Innovation
 - Entrepreneurship
 - Continuous improvement of processes and systems
 - Serving the community

The Ideal Nomination

In addition to the above, the **ideal** nomination will also describe how the individual's efforts and approaches to his or her work **brought the eyes of the world to Georgia Tech** (including but not limited to external benchmarking, publication, inclusion in a survey of best practices, etc.).

Letters of Support (Max 6)

It is expected that you will include a minimum of three letters of support, but **not more than six**. The most compelling nominations will be those that **bring to light the employee's behaviors, not only the details of the projects in which they were engaged**. As a nominator, you will be responsible for formulating the most complete narrative about the nominee's merit. You will likely want to do that from multiple perspectives (e.g. - peer, supervisor, customer, executive, other unit supervisor or staff, etc.).

Monetary Award

\$1,000.00

Nomination Deadline

February 13, 2012 @ 5:00 PM

Team or Department Nomination

A team or a department may be nominated for this award.

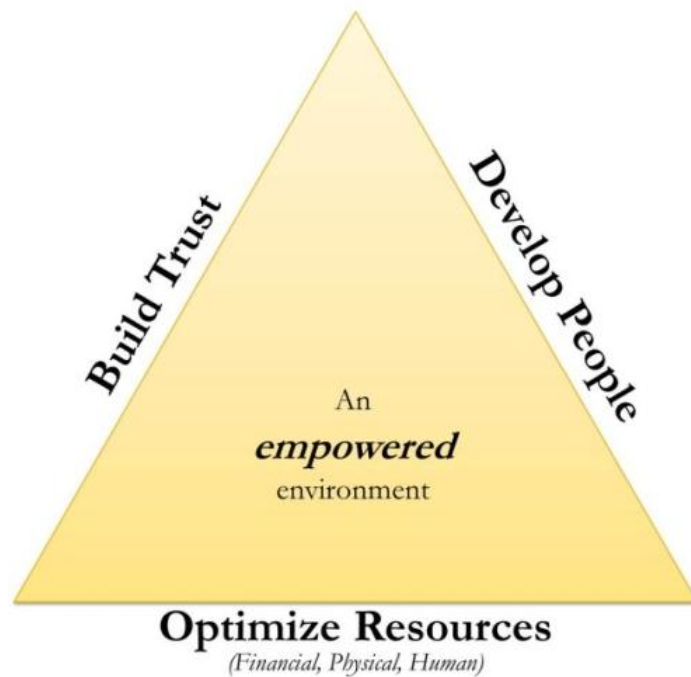
THE OUTSTANDING MANAGEMENT IN ACTION AWARD

In addition to solid business management, a great manager **brings out the best in every employee**. This award is given to recognize those who excel in achieving significant results through their teams.

Qualification

This award will be presented to a staff member (including academic professionals) who is responsible for supervising at least one other person's work (non-student).

Get
Results



THE OUTSTANDING MANAGEMENT IN ACTION AWARD (CONTINUED)

Dimensions

Communicates Completely	Goes far beyond simply passing along information, email, and details. Communications help connect employees to the bigger picture and help each to understand how his or her activities contribute to our institutional mission.
Creates a sense of purpose	Develops a vision - for ad hoc projects as well as for the organization he or she manages - and inspires employees to achieve it.
Cares about the whole person	Cares about performance Conducts difficult conversations and offers candid assessments of performance without sacrificing the working relationships or damaging morale. Cares about professional growth and development Incrementally and constantly develops employees. Cares about the employee's sense of pride and accomplishment Regularly coaches employees in order to expand what each is capable of producing. Sponsors and promotes employees' accomplishments to others.
Recognizes and appreciates good work	Finds public and private venues to praise and reinforce good work and desired behaviors demonstrated by employees

Letters of Support (Max 6)

It is expected that you will include a minimum of three letters of support, but **not more than six**. The most compelling nominations will be those that **bring to light the employee's behaviors, not only the details of the projects in which they were engaged**. As a nominator, you will be responsible for formulating the most complete narrative about the nominee's merit. You will likely want to do that from multiple perspectives (e.g. - peer, supervisor, customer, executive, other unit supervisor or staff, etc.).

Monetary Award

\$1,000.00

Nomination Deadline

February 13, 2012 @ 5:00 PM

DETAILED DESCRIPTION REGARDING CRITICAL BEHAVIORS

LEADERSHIP

Description

According to Harvard University Professor Ron Heifetz, “**leadership is a verb, not a noun.**” We only see leadership in action. Leadership is not the same as position or authority, and accordingly, recognition of exceptional leadership should be without regard for the individual’s level of supervisory responsibility. A leader is someone who motivates, influences, and develops - both groups and individuals - to achieve Institute goals. Recognition for leadership is **appropriate for individuals who effectively motivate and focus others to solve relevant problems.**

Behaviors likely to be exhibited by someone exercising leadership

This partial list of behaviors below should help guide your thinking about whether the employee/team has demonstrated leadership.

- Initiates positive action without being directed to do so
- Overcomes differences to achieve agreement
- Inspires change or productivity in others
- Gets others focused on solutions
- Works effectively across departments or organizations
- Motivates others without formal authority
- Exhibits a willingness to take on any responsibility necessary to achieve success - not only the figurehead or convener role

Questions to assist the nominator

As you think about colleagues who deserve nomination, consider the questions below. The questions do not need to be answered directly, but they should help shape your nomination.

- What was the problem that the employee/team recognized and how pervasive was the problem?
- What, in the way that the employee/team approached the problem, was significant to their ability to motivate others to address the problem?
- Involving others is only a part of collaborating effectively. How did the employee/team bring out the best in others who were involved?
- How did the employee/team use the experience to grow and develop others?
- What obstacles did the employee/team face and how did the employee/team exercise leadership to overcome the obstacles?
- What have been the impacts (consider people, process, financial, reputation, and trust aspects)?

INNOVATION AND IMPROVEMENT

Description

Innovation and continuous improvement require the *ability to see beyond present circumstances and practices*. Some employees see challenges and respond by creating something new (innovating). Others see challenges and respond by reengineering to increase effectiveness, efficiency, value, or levels of service (improvement). Some refer to these approaches as “out of the box” thinking or continuous improvement. Recognition for innovation or improvement is **appropriate for those who approach their work with a focus on either of these, consistently inventing or improving tools, processes, or systems.**

Behaviors likely to be exhibited by Innovators and Improvers

This partial list of behaviors below should help guide your thinking about whether the employee/team has demonstrated innovation or continuous improvement.

- Is seldom satisfied with current state. Constantly asks “how can we do this better?” and “why do we do it that way?” Frequently considers non-traditional approaches.
- Regularly evaluates situations, gathers data, and uses the data, to identify opportunities for change. Regularly identifies problems but focuses on potential solutions.
- Proactively seeks feedback and involvement from constituents.
- Seeks relationships and connections among constituents.

Questions to assist the nominator

As you think about colleagues who deserve nomination, consider the questions below. The questions do not need to be answered directly, but they should help shape your nomination.

- What was the problem that the employee/group recognized, and how pervasive was the problem?
- Did the employee/group invent a new solution, or redesign an existing system, process, procedure, or tool?
- In what ways did the employee/group get others to see the value of the improvement? What factors within the employee/group’s approach helped successfully demonstrate the value of the changes to others?
- What obstacles did the employee/group face, and how was leadership exercised to overcome the obstacles?
- What have been the impacts (consider people, process, financial, reputation, and trust aspects)?

ENTREPRENEURSHIP

Description

Staff do not traditionally start businesses within the Institute. They do however create programs that have measurable impact. A successful program requires and likely includes a set of services, tools, and methods of communicating with constituents. There are promotional elements. There are ongoing managerial concerns. **In many respects, creating a full program is similar to starting a business.** As such, an entrepreneurial spirit and approach are required. Recognition for entrepreneurship is appropriate for those who conceive and implement a new program or establish a new service.

Behaviors likely to be exhibited by Entrepreneurs

This partial list of behaviors below should help guide your thinking about whether the employee/team has demonstrated entrepreneurship.

- Uses a systems-thinking approach
- Sees the bigger picture - the connection and inter-relation of people, processes, and technology
- Possesses both initiative and the ability to follow through
- Exhibits a willingness to take on any responsibility necessary to achieve success - not only the figurehead or convener role
- Persists despite obstacles and challenges

Questions to assist the nominator

As you think about colleagues who deserve nomination, consider the questions below. The questions do not need to be answered directly, but they should help shape your nomination.

- Has the employee/group created a program (many processes, procedures, tools, etc.) or only a component?
- What problem was resolved or challenges overcome as a result of the new program?
- In what ways is the employee/group breaking new ground with her or his program?
- What has the employee/group done to promote, advertise, and/or advocate the idea so that others can understand the value?
- What have been the impacts (consider people, process, financial, reputation, and trust aspects)?

SERVING THE COMMUNITY

Description

Service is a core element of the Institute's mission. It is both expressed and implied in our efforts to improve the human condition. In its purest form, service defines actions and activities that go beyond the scope of an employee's work duties and assignments for the betterment of others and the community. For the purposes of recognition, community should be broadly defined to include those within Georgia Tech - departments and employees - as well as those outside the Institute. Recognition for serving the community is appropriate for those who, **outside of their professional responsibilities, engage in activities that help others.**

Recognition Criteria

- Has a positive impact on others
- Offers service above and beyond his or her formally defined job in to order meet the needs of others
- Demonstrates a true concern for humankind by offering his or her time, talents, or both, and produces concrete and tangible outcomes
- Demonstrates service above and beyond simple involvement
- Embodies Georgia Tech's commitment to public service