

REWARD AND RECOGNITION FRAMEWORK

Council’s Reward and Recognition Scheme provides an easy means of rewarding and recognising the efforts of all staff. Regular, appropriate and meaningful reward and recognition of employees is fundamental to positive engagement, and developing employees to achieve their best. Furthermore it promotes goodwill and ensures all staff feel valued and appreciated for their efforts.

The scheme offers tools and suggestions for providing formal and informal reinforcement for positive workplace behaviours and achievements.

Some flexibility in the range of incentives and rewards is available enabling employees to select a desirable reward option.

The Reward and Recognition Scheme also links to Greater Dandenong’s REACH Characteristics; Respectful, Engaged, Accountable, Creative and Honest by facilitating reward and recognition of employees who demonstrate these qualities in their work and workplace behaviours. The list of REACH Characteristics can be found in Appendix A.

FREQUENTLY ASKED QUESTIONS

1. Why does Council have a Reward & Recognition Scheme?

The Reward and Recognition Scheme is in place to recognise and thank individuals and teams for the good work they do every day, and for those that go above and beyond what would typically be expected in accordance with their current position. The purpose is to develop a culture of achievement, encouragement, celebration and excellence through positive reinforcement.

2. Who is eligible to receive an award?

All Council employees engaged via Council’s payroll.

3. What are the award categories?

The award categories are as follows:

INFORMAL
• Thank you cards (available as an eCard from tea points and kitchens across Council buildings or on request from OD) • Ad-hoc/informal rewards (as outlined in Appendix B Council’s Informal Reward Ideas)
SEMI-INFORMAL
• REACH Awards
FORMAL
• Rise Above Awards • Outstanding Achievement • Extraordinary Impact • Service Recognition

Detailed information about each Award can be found in Appendix C.

4. What is worthy of an award?

The scheme recognises and celebrates the ongoing good work done by Council staff and also rewards acts considered above and beyond an individual or team’s typical job role. A particular emphasis is on recognition of positive workplace behaviours that demonstrate Council’s REACH Characteristics.

Another achievement worthy of celebration is length of continuous service with Council. Service Recognition Awards are made in accordance with Council’s Service Recognition Policy ([refer to Webstar - HR Connection - HR Policies & Guidelines - HR Policies](#)).

For more information on what actions qualify for which award please refer to the following appendices:

Appendix A - REACH Characteristics
Appendix C - Award Descriptions
Appendix D - Rise Above Award Criteria

5. Who can make a nomination?

Any employee at any time they deem another person’s or team’s performance worthy of a nomination. Peers can nominate their colleagues, managers their staff and colleagues, and employees their supervisors.

Teams can also nominate each other and themselves.



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6. How can I make a nomination?

Nominations for REACH and Rise Above Awards can be made via Council's online Reward and Recognition website (see link below). This online portal provides all employees easy and convenient access to the system.

[City of Greater Dandenong – Online Reward Portal](#)

7. What if I don't have online access?

REACH Awards

If you do not have online access you can nominate (and be nominated) by making a recommendation to the nominee's manager verbally or via email. The approving manager must notify Organisational Development if the nomination is successful and a voucher is to be issued.

Rise Above Awards

You can nominate an individual or team for a Rise Above Award by completing a hard copy nomination form and forwarding it to Organisational Development. The form is located on

[Webstar – HR Connection – Reward and Recognition – Nomination Form.](#)

Please keep in mind the nomination still needs to go to the committee for approval. We would recommend leaving the committee to communicate the nomination with the nominee.

8. How can I redeem my REACH Award?

The most appreciated and motivating rewards are those to which the recipient attaches a positive value. This system is in place to allow flexibility in the rewards on offer.

Recipients of REACH can redeem or accumulate their points via Council's Reward and Recognition website. If the award recipient does not have online access they can select from a wide variety of vouchers by contacting Organisational Development.

9. What is the monetary value of each Award?

Thankyou cards – Nil

Reach Awards – \$50 (equivalent to 2,800 points)

Rise Above Award –

Outstanding Achievement – \$250

Extraordinary Impact – \$500

Service Recognition Awards – all employees of Council who complete:

- 5 years' continuous service – \$150
- 10 years' continuous service – \$400
- 20 years' continuous service – \$750
- 30 years' continuous service – \$1,000
- 40 years' of continuous service – \$1,500

Service payments are made via payroll after the employee's entitlement date has passed and once Payroll have received the employee's completed [Service Recognition Payment Form.](#)

10. Is a certificate presented?

Certificates are presented for REACH Awards, Rise Above Awards and Service Recognition Awards.

Certificates for REACH Awards are optional and will be provided by Organisational Development on request from the manager.

Certificates for Rise Above Awards will be prepared by Organisational Development and returned for presentation.

For Service Recognition Awards, a letter under seal from Council is required and presented for awards of 10 years or more. A letter under seal is an official document of Council as a body corporate that is approved by the Councillors and CEO. Service Recognition letters are used by Council to formally recognise and acknowledge an individual's significant milestone. Sealing a document is highly regarded and valued as only certain documents can be sealed. Managers are responsible for preparing the letter under seal. Instructions on how to have a document signed and sealed can be found on [Webstar – How do I – Conduct Administration Tasks – Seal a Document.](#)



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11. What is the nomination and approval process for a REACH or Rise Above Award?

The nomination process for each award type is outlined in Appendix D.

12. Who approves the Awards?

Thank you cards – No approval is required

Ad hoc/Informal Awards – Managers approval/discretion

REACH Awards – Managers can give out REACH Awards (semi formal, everyday awards) at their discretion and do not require approval via the Reward and Recognition Committee (refer to question 12).

Rise Above Award (Outstanding Achievement & Extraordinary Impact) – To provide a consistent approval process for Rise Above Awards, a Reward and Recognition Committee is in operation.

Service Recognition Awards – For 5 – 40 years Service Recognition, approval forms must be signed by the manager and employee.

13. What is the Reward & Recognition Committee?

The Reward and Recognition Committee is a cross - directorate committee established to ensure reward and recognition remains valued, fair, consistent, and timely. The committee meets every two months to assess all nominations received in the Rise Above category.

Detailed information about the Reward and Recognition Committee can be found in Appendix E.

14. How are the awards budgeted?

All rewards will be drawn from the department's budget.

15. Where can I get further information?

Please refer to the following documentation available on Webstar or contact Organisational Development on 8571 5136.

Reward and Recognition Framework

- Reward and Recognition Nomination Form
- Leadership Competencies

These documents are available via [Webstar – HR Connection – Reward and Recognition](#)

Service Recognition

- Service Recognition Policy and Payment Form ([Webstar – HR Connection – HR Policies and Guidelines – HR Policies](#))
- How to Seal a Document Instructions and Documents for Sealing Form ([Webstar – How do I – Conduct Administrative Tasks – Seal a Document](#))



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REACH CHARACTERISTICS

REACH Awards recognise actions shown by staff who demonstrate the REACH characteristics. REACH is an extension of Council's values and provides details about how each of us should aim to operate in the workplace every day.

To be eligible for a REACH Award the nominee must demonstrate Councils' REACH characteristics as listed below. The criterion is listed in the behaviour statements included in the REACH framework. The behaviour statements are as follows.

Respectful

- We respect and care about our community, each other and ourselves.
- We act with integrity at all time and in all matters.
- We take time to listen to and seek to understand the other point of view.
- We strive to understand and respect the diversity of our community and our workplace.
- We understand our role in the community and respect the responsibility that comes with it.

Engaged

- We listen to our community and respond.
- We work together with our community and each other, to achieve the best outcome.
- We have the confidence to challenge the status quo, to reach for better outcomes.
- We are action-orientated in identifying and responding to challenges.

Accountable

- We are proud of our city, our community and our achievements.
- We spend our time and effort on solutions rather than looking for someone to blame.
- We take responsibility for our actions.

Creative

- We care about getting the best outcomes
- We constantly ask: What's the future and what's possible?
- We have the courage to try new ideas.
- We strive for excellence in everything we do.

Honesty

- We tell the truth, even when we know people may not want to hear it.
- We form our opinions and give advice from sound, evidence-based research.
- We act with humility and apply the highest standard of ethical behaviour to everything we do



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INFORMAL REWARD IDEAS

Employees, irrespective of level, want to be valued for their day to day work. Work should not be limited to the quality and quantity of output but also the manner by which employees achieve the output. This includes but is not limited to the following;

- Level of commitment in delivering the impossible
- Working with enthusiasm and demonstrating teamwork
- Carrying out a tough assignment ahead of a deadline
- Supporting, influencing and / or motivating colleagues while motivating oneself to bring out better work results
- Happily taking on additional duties to ease a colleague's work load

To effectively reward and recognise employees for their achievements Council recognises that rewards should be tailored to the individual/team. To personalise how we thank others and show our appreciation informal reward ideas, as well as developmental reward options are available.

Employee recognition is important because it:

- Lets employees know that their work is valued and appreciated
- Gives employees a sense of ownership and belonging in their place of work
- Improves morale
- Enhances loyalty
- Helps build a supportive work environment
- Increases employee motivation
- Improves employee retention

Employee recognition needs to be a common practice in your organisation. For the greatest effect, incorporate recognition as a normal aspect of day-to-day life in your workplace.

- **As Soon** - Timing is important; don't delay praise
- **As Sincere** - Do it because you're truly appreciative
- **As Specific** - Give details of the achievement
- **As Personal** - Do it in person (or a handwritten note)
- **As Positive** - Don't mix in criticism
- **As Proactive** - Don't wait for perfect performance



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1. INFORMAL REWARD IDEAS

The reward ideas below can be utilised as informal ways of recognising employees (little to no cost).

- Say 'thank you' and mean it
- Acknowledge individual achievements by including employees' names when preparing a status report or by naming them in briefings
- Thank business units for work well done (Don't just give negative feedback)
- When you hear a positive remark about someone, repeat it to that person as soon as possible (face-to-face or via email as an alternative option).
- Give them some chocolates
- Send them a thank you card (not necessarily one of Council's)
- Decorate the person's workspace in recognition of their achievements
- Arrange a phone call from the CEO
- Recognise the efforts and achievements of people during team meetings
- Write a thank you message in a favourite book as a gift
- Recognise and thank people who recognise and praise others
- Acknowledge where great ideas came from
- If someone has spent long hours at work, send a letter of thanks to their home
- Publicly recognise the work of people who are not usually in the limelight
- Arrange and provide a morning / afternoon tea to celebrate their achievement
- Have a BBQ
- Extend employee's lunch break
- Relieve them of a tedious duty for a short period (i.e. not having to take minutes etc)

2. DEVELOPMENTAL AWARDS

Providing developmental rewards can also be a form of recognition and can be utilised as an alternative way to reward staff members. Learning and Development opportunities can include;

- Send the person to a seminar or conference
- Look for opportunities to provide higher duties in recognition of the employee's good work
- Give someone the opportunity to enrol in a short course
- Explore external learning and development opportunities for leadership development
- Encourage and support participation in CGD's Breakthrough Award

If an employee is offered the opportunity to attend an external training program, a [Training Record form](#) must be completed and returned to Organisation Development. This will ensure the employee's training history is kept up to date.

For further information please refer to [Webstar – HR Connection – Career Development](#) or please contact OD on 8571 5105



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REWARD CATEGORIES

TOOL	DESCRIPTION	NOMINATION PROCESS	APPROVAL	VALUE
INFORMAL				
Thank You Cards	Thank you cards are an informal and easy way to say thanks. They provide everyone an opportunity to recognise their peers, subordinates, manager or team leader creatively, by way of a personalised note of appreciation. No paperwork or approval is required from a manager.	N/A – Thank you cards are readily available and located in tea points and kitchens throughout Council buildings or on request from OD. eCards are also available via the Rewards and Recognition Website.	None required	Nil
Ad hoc/ Informal Rewards	Council's Informal Reward Ideas provides numerous suggestions for informal recognition. All staff, but particularly managers and supervisors, are encouraged to regularly make use of these reward and recognition ideas.	N/A	Manager's approval/ discretion	Various – minimal to no cost.
SEMI-FORMAL				
REACH Awards	An immediate, semi formal way to acknowledge and reward positive work behaviours that demonstrate Council's REACH Characteristics (refer to Appendix A for the REACH Award criteria).	REACH Awards may be awarded to any staff member at any level. Anyone can make a recommendation to the nominee's manager (verbally or via the Website). OD must be notified if REACH Awards are awarded offline	This award category is semi formal and awards are made at the manager's discretion. Managers may need to discuss the nomination with the nominator and nominee's TL/ coordinator.	Hard copy certificate (optional – prepared by OD on request), 2,800 points (\$50 voucher) and a morning or afternoon tea. Recipients can redeem or accumulate their points via the R&R website. Individuals without online access can select their voucher by contacting OD.



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REWARD CATEGORIES

TOOL	DESCRIPTION	NOMINATION PROCESS	APPROVAL	VALUE
FORMAL				
RISE ABOVE AWARDS				
Outstanding Achievement	A superb job on a task/project or suggestions by an individual or group that led to improved work processes and systems that enhances the workplace or community.	Nominations can be made by completing a nomination form (located on Webstar) and forwarding to OD.	OD will consult with the nominee's manager prior to the nomination being reviewed by the committee as part of the review process. Rise Above Awards are approved by the Reward and Recognition Committee.	Certificate and \$250 Coles Myer or Westfield Voucher (including a morning or afternoon tea). Voucher to be organised by the successful nominee's department.
Extraordinary Impact	An extraordinary achievement or contribution that significantly impacts Council and/or the Community.		The Committee must seek endorsement from nominee's Director.	Certificate and \$500 Coles Myer or Westfield Voucher (including a morning or afternoon tea). Voucher to be organised by the successful nominee's department.

SERVICE RECOGNITION

SERVICE AWARD				
Years of Service Recognition	Recognition of the valuable contribution of long-term employees who complete 5, 10, 20, 30 and 40 years of continuous service.	Managers are notified quarterly by Organisational Development when staff in their departments are due for their service recognition.	Once a employee becomes eligible the manager and employee need to sign Service Recognition form and select preferred payment method. Payment will be made via payroll on the subsequent payrun.	A monetary value and morning or afternoon tea (subject to years of service milestone). Manager to arrange the organisation of a presentation and preparation of letter underseal. Refer to Council's Service Recognition Policy for further information.



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RISE ABOVE AWARD CRITERIA

1. Outstanding Achievement Award

A superb job on a task/project or suggestions by an individual or group, that led to improved work processes and systems that enhances the workplace or community. Areas include, but are not limited to:

Leadership

Demonstrating exemplary leadership competencies, including but not limited to providing a sense of purpose, vision and mission to co-workers and/or staff, beyond what is expected and where great results have been achieved. Moreover acting as a catalyst for creativity and innovation, and supporting and championing change opportunities that result in strategic outcomes with an understanding of Council's internal and external environments.

Please refer to the leadership competencies as a guide. The leadership competencies are located on Webstar – HR Connection – Reward and Recognition

Innovation

Innovative ideas made by a team or individual that contributes to progress towards the completion of a project or milestone.

A proactive and innovative approach towards finding solutions to business and workplace challenges. Those who meet the criteria would have succeeded in the development of a new idea, or improvement on an existing idea, that results in e.g. an increased productivity, efficiency or cost containment.

Community

Exceptional engagement with the community in regards to its environmental, social and/or cultural development. Breaking down barriers and/or creating new relationships for the long term benefit of Council or the community.

Goal Achievement

Recognising individuals or groups that have met a specific and measurable goal that is above and beyond what may be in a performance plan or is typically expected in accordance with their role in any given year whilst upholding Council's values and REACH Characteristics. This should reward those who succeed in meeting a difficult, challenging, and hard to reach goal with limited resources, and with a high level of quality.

Skills Development

Individuals who apply a new skill that leads to significant workplace improvements, innovation of processes and enhanced service delivery.

Care and Respect

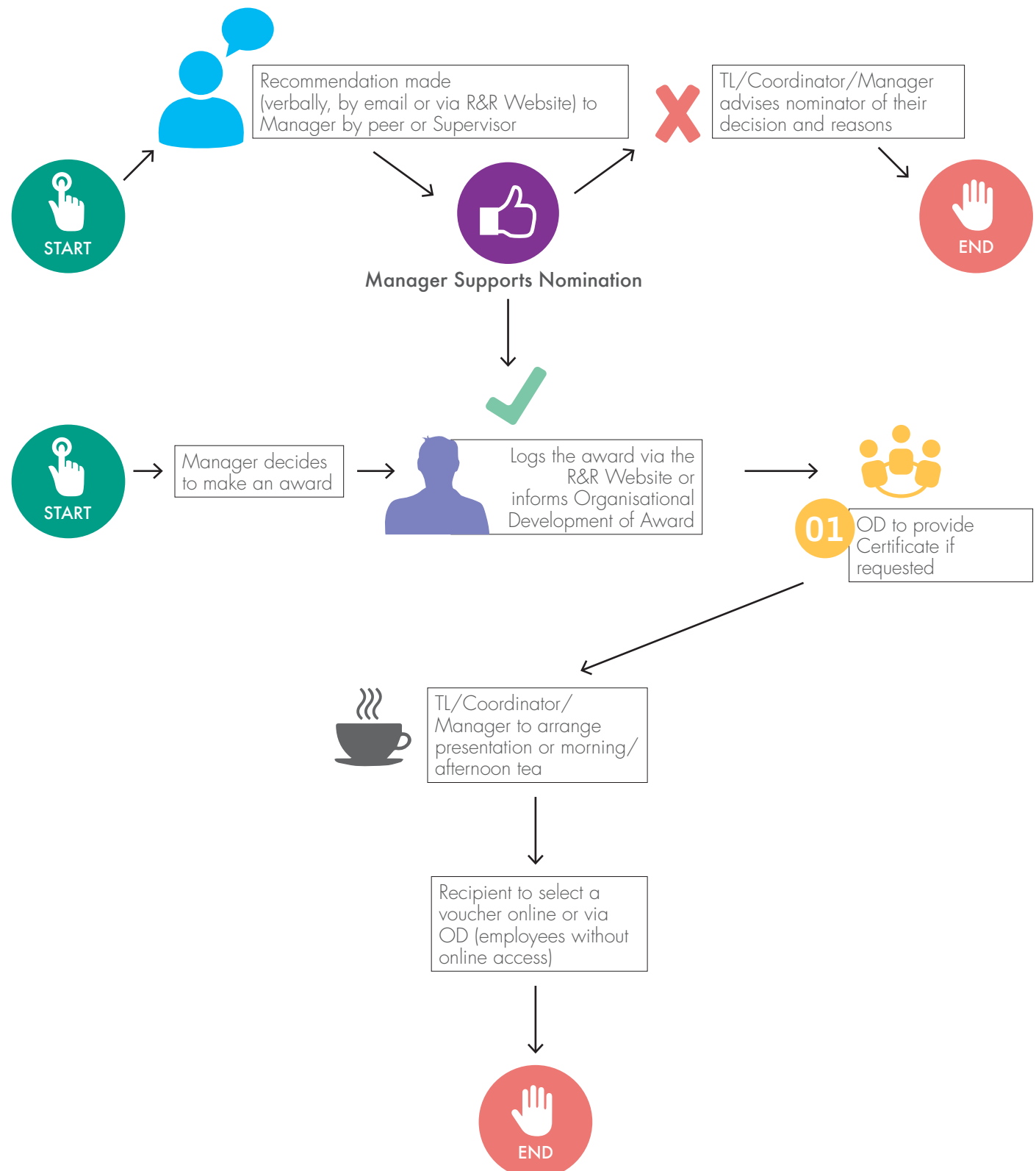
Individuals who treat customers, the community and each other with care and respect, dignity and equality exceeding what is typically expected in everyday practice. These behaviours may be accompanied but not limited to effective leadership, and the implementation, administration and operation of organisational goals and objectives. As an individual they must model, advocate and reinforce Council's values and REACH characteristics to the highest standards.

2. Extraordinary Impact Award

Performance of duties above and beyond an employee's own expected job requirements. The outcome has impacts beyond their role and their team that has significantly impacted on the organisation and/or the CGD community. The outcome is typically resulting in a significant impact to the health, safety and wellbeing of our community and/or Council employees, community engagement, sustainable cost reduction, service increases, environmentally sustainable practices, the future sustainability of Council and effective risk management.

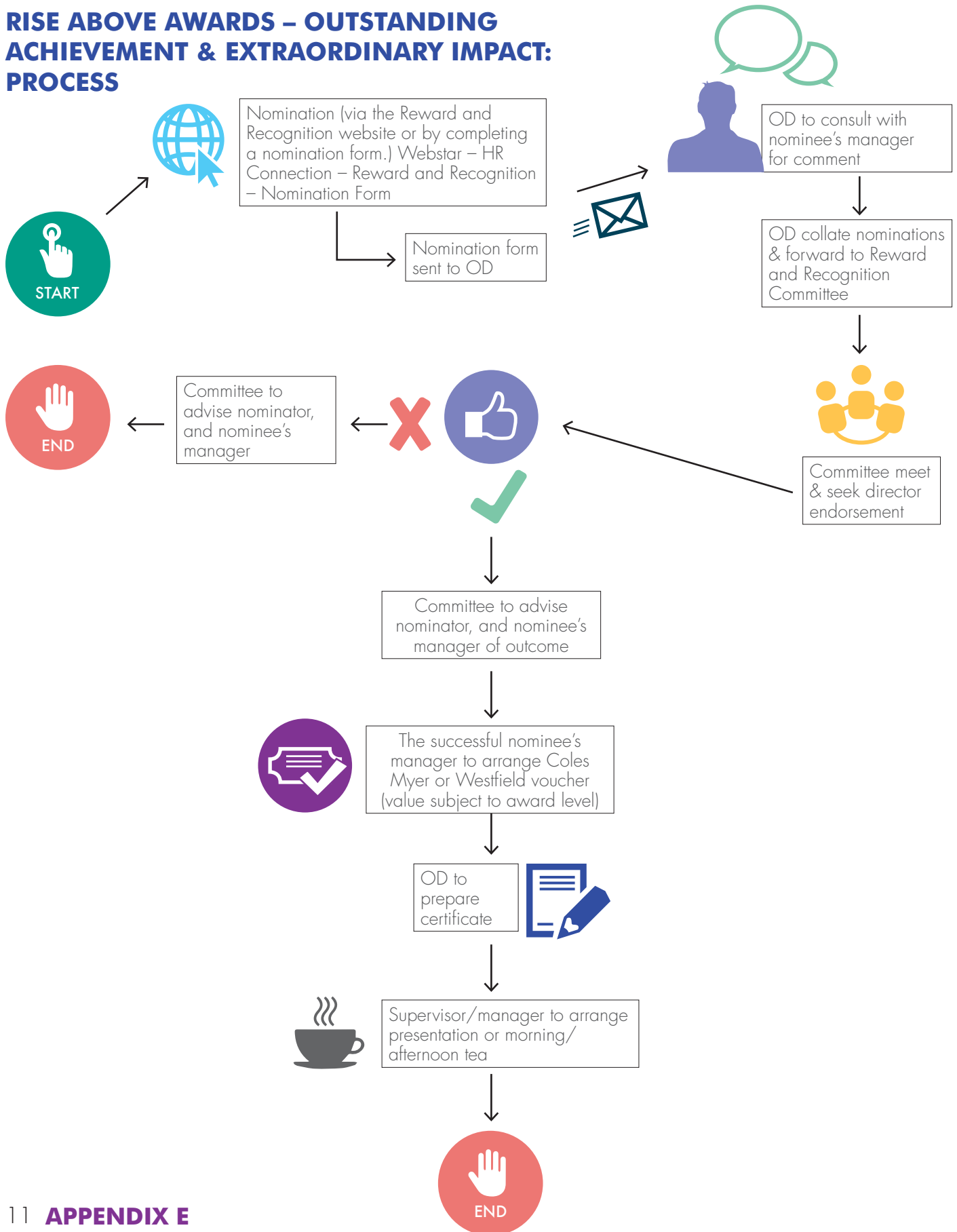
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REACH AWARDS: PROCESS



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RISE ABOVE AWARDS – OUTSTANDING ACHIEVEMENT & EXTRAORDINARY IMPACT: PROCESS



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REWARD AND RECOGNITION COMMITTEE

1. Objectives

The cross directorate Reward and Recognition Committee is committed to ensuring that all nominations are consistent and assessed fairly. This will ensure that the Reward and Recognition Program remains valued and used appropriately. The committee will seek to reach an agreement on nominations by majority vote. The committee must notify Organisational Development (OD) of all successful and unsuccessful nominations and provide sufficient information to support their decision.

2 Procedural Guidelines

Membership

The committee shall comprise of 5 cross Council representatives; at least one (1) manager representative and no less than three (3) staff members. Participants can be nominated by themselves, their manager, or director. Each representative position on the committee shall end twelve months after the date of election (OD will call for nominations). Staff representatives can re-nominate themselves for a further twelve months.

Chair person

A member from OD will act as a chair person. They will be responsible for collating and forwarding the nominations to the committee prior to each meeting.

Approval process

The Reward and Recognition Committee is responsible for approving/ declining all 'Rise Above' nominations; that is the Outstanding Achievement and Extraordinary Impact Awards. The committee has the ability to alter the award level based on whether the nomination has met the award criteria (refer to Appendix E). Nominations will be assessed against award criteria as set out in this framework to ensure a fair and consistent approach.

The committee will seek to reach an agreement on nominations by majority vote. If the nomination has not come from the nominee's manager or director, OD will seek their opinion as part of the judging process. Endorsement must be sort from the nominee's director for all Rise Above Awards.

Reporting

At the conclusion of each meeting the committee must provide their reasoning in writing to the OD chair who will be responsible for recording successful and unsuccessful nominations. Successful applications will be placed on the staff member's personnel file while unsuccessful applications will be stored separately in Objective. OD will monitor and review all applications to ensure the scheme is meeting Council's objective to develop a culture of achievement, encouragement and celebration in the workplace.

Disputes

If a dispute arises between the committee and the nominator, the committee can seek further clarification from the nominator. Additionally the nominator can provide the committee further information for review. Ultimately it is up to the committee to make the final decision.

Meetings

Meetings shall be held every two months, at a time and place as agreed.

