FY25 Incentives & Awards

GTHR Finance and Administration
May 9, 2024
On Today's Agenda

Our Discussion Points

- Introductions & Recap
- Importance of Recognition & Rewards
- Policy Overview
- Types of Incentives and Awards
- Setting-Up Recognition & Rewards Programs
- Timeline
- Annual Submission Process for Georgia Tech
- Individual Award Submissions
- Q&A
Engagement Activity Prompt:

• When you think of Reward, what does that mean to you?
• What challenges or barriers have you or your department faced?
• How does recognition play into rewards?
The Why Behind Recognition

Employee recognition programs tap into the inherent human need for appreciation and social belonging. Whether through an employee of the month award, formal awards ceremonies, or peer-to-peer thank you notes, these programs validate the hard work and contributions of individuals and teams.
Employees who strongly agree that recognition is an important part of their organization are 3.8 times as likely to strongly agree that they feel connected to their culture.

Among employees who have great recognition experiences, 72% say that performance on "little things" is commonly recognized at their organization.

Source: OC Tanner
USG Policy & Award Types

University System of Georgia (USG) policy defines how employee awards may be structured. Each program must be defined by one of the following category types:

1. Goal-based Incentive (GBI)
2. Exceptional Performance Incentive (EPI)
3. Extraordinary Services, Act, or Achievement Awards; Employee Recognition
4. Employee Suggestion Programs (ESP)
5. Critical Skills Incentive (CSI)
6. Critical Hire Incentives (CHI)

Additional information and resources:
https://hr.gatech.edu/compensation/incentives-awards/
A one-time payment for meeting or exceeding established predetermined criteria above normal business goals and objectives.

Goal-based Incentive Program (GBI): The Goal-based Incentive Program may be used by an awarding unit to reward an employee or team for meeting or exceeding predetermined, and objectively measurable criteria that are beyond and above the employee’s normal work requirements, addresses a critical strategic need and enhances the effective operation of the awarding unit.

- Goal-based Incentive plans must include the following components:
  - The critical need that will be addressed by the program for the awarding unit;
  - Eligible jobs and/or positions that are eligible to participate;
  - Terms and conditions of employee eligibility; and
  - Pre-determined productivity standard or revenue goal(s) that are significantly above normal business goals and objectives, and the amount(s) to be awarded to eligible employees who meet or exceed the established criteria.

- Eligibility Requirements:
  - One-time payment may be paid only to eligible employees in jobs and/or positions listed in the plan.
  - Employee must be in good performance standing (received a meets expectations or higher rating on their most recent performance review and no disciplinary actions).
  - Must be a current employee of the awarding unit at the time of payment.
Goal-based Incentive (GBI)
(Athletic Coaches and Administrators)

A one-time payment for meeting or exceeding established predetermined criteria above normal business goals and objectives.

Goal-Based Incentive Programs-Athletic Coaches and Administrators (GBI): The Goal-based Incentive Program may be used to provide coaches and key administrators within the athletic department the opportunity to receive a one-time lump sum payment based on annual team and academic performance.

- Goal-Based Incentive Plans must include the following components:
  - The critical need or contractual obligation addressed by the program for Georgia Tech Athletic Association (GTAA);
  - Terms and conditions of employee eligibility; and
  - Pre-determined productivity standard or revenue goal(s) that are significantly above normal business goals and objectives, and the amount(s) to be awarded to eligible employees who meet or exceed the established criteria.

- Goal-Based Incentive Payment:
  - One-time payment may be paid only to eligible employees in jobs and/or positions listed in the plan.
  - Employees must be in good performance standing (received a meets expectations or higher rating on their most recent performance review and no disciplinary actions)
  - Must be a current employee of the GTAA at the time of payment
Exceptional Performance Incentive (EPI). An awarding unit may use this incentive program to recognize individual employees or teams who achieve exceptional levels of performance in one or more areas of strategic focus. Rewards are tied to the accomplishment of expected results which must be identified and communicated at the beginning of the performance plan cycle. Exceptional Performance incentives are merit-based, reflecting the employee or team’s performance as evaluated by the reviewing authority against established criteria.

- The exceptional performance incentive plan must include the following components:
  - Program guidelines to include protocol, nomination and selection process, timelines, and approval authority;
  - Predetermined standards and achievement goals (the standards must be significantly above normal performance expectations and in support of the unit’s strategic goals and objectives); and
  - Evaluation criteria and review process.

- Exceptional Performance Incentive Payment:
  - One-time payment, Professional development funding; and/or Commemorative recognition (plaques/certificates) may be paid only to eligible employees in jobs and/or positions listed in the plan.
  - Employees must be in good performance standing (received a meets expectations or higher rating on their most recent performance review and no disciplinary actions).
Extraordinary Services, Act, or Achievement Awards; Employee Recognition

An award such as a certificate of merit, pin, button, or another emblem for one of the below reasons:

- **Heroism**: Performing an act of heroism above and beyond the normal demands of the job.
- **Under Pressure**: Responding in an extraordinary manner to an unanticipated problem or opportunity on behalf of the Institution.
- **Brand Value**: Performing a service, act, or achievement that particularly enhances public perception of the Institution.
- **Innovation**: Obtaining innovative or unique success when others’ efforts have failed or it has been stated the job could not be done.
- **Service**: Recognizes employees for length of service and meritorious performance.
Employee Suggestion Programs (ESP)

A one-time payment to recognize employees who provide a suggestion or idea to improve the awarding unit operations and

- Implemented suggestions resulting in quantifiable saving
- All other suggestions may be eligible for a maximum cash award of $100

<table>
<thead>
<tr>
<th>Up to $5,000</th>
<th>Up to $100</th>
<th>Certificates of Commendation</th>
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<tr>
<td>• Results in direct and measurable cash savings or cost avoidance</td>
<td>• Results cannot be measured, (e.g., suggestions involving improvements in working conditions; changes in procedures, or employee morale, health, or safety)</td>
<td>• Results only in minimal savings or minor improvement</td>
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<td>• Award amount is based on a percentage of the expected 1st year savings</td>
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<td>• A cash award recipient may also receive a certificate</td>
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<td>• Awards that exceed $3,000 must be approved by the Chancellor</td>
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Human Resources
Critical Skills Retention Incentive (CSI). An awarding unit that is experiencing difficulties in hiring or retaining employees with job-related industry-specific credentials (i.e., degree and/or certifications) may establish a retention incentive program for learning new critically needed employment skills. This type of program encourages and rewards current employees who become certified or credentialed in highly desired job-related skills and enhance the capabilities of the unit.

The pre-determined specific credentials and the job-related need of the unit that makes it essential or critical for employees to learn new skills. This includes different levels of credentials, such as those that are most mission-critical and highly valued in the labor market are applicable.

- The skills must be preferred or required and listed on the job description
- Additional framework details will be provided
  - Follow-up meeting with HRBPs and HR Directors to discuss specific parameters of positions/skills applicable for submission this fiscal year

Employee eligibility and terms and conditions of eligibility:

- Employees must be in good performance standing (received a meets expectation or higher on their most recent performance review and no disciplinary actions) to be eligible for an incentive payment.
- To receive an incentive payment, the individual must be a current employee of the awarding unit at the time of payment.
Critical Hire Incentives Program (CHI): The Hiring Incentive Program is a formalized incentive program designed to provide the awarding unit greater flexibility to hire prospective employees with critical skills and qualifications necessary to meet strategic business objectives. For an awarding unit to utilize critical hiring incentive payments, a certified Hiring Incentive plan is approved in coordination with GTHR and as a part of the annual submission, reviewed by the USG before such utilization.

Hiring Incentive Criteria - Position must be determined by the awarding unit in coordination with GTHR as critical and hard-to-fill:

- Such as a vacant position over an excessive period with no qualified applicants, or that requires a skill set that is unavailable or rare in a particular geographic region)
- A position that is critical to a unit meeting its accreditation standards
- A position that is critical to maintaining public safety
- Additional framework details will be provided
  - Follow-up meeting with HRBPs and HR Directors to discuss specific parameters of positions/skills applicable for submission this fiscal year
# Incentive Compensation and Awards Policy Summary

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<th>Incentive or Award Program</th>
<th>Type of Award/ Policy Max</th>
<th>Summary</th>
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<tr>
<td><strong>Goal-Based Incentive (GBI)</strong></td>
<td>(1x) Cash Payments. Maximums established by GT and must be included in policy. Awards &gt; $10,000 must have executive leadership signature.</td>
<td>Pre-determined and objectively measurable goals • Above and beyond the employee’s normal work requirements • Addresses a critical strategic need and enhances the effective operation of the institution • Quantifiable measurement criteria/goals</td>
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<td><strong>Exceptional Performance Incentive (EPI)</strong></td>
<td>(1x) Cash Payments. Maximums established by GT and must be included in policy. Awards &gt; $10,000 must have executive leadership signature.</td>
<td>Recognizes individual employees or teams who achieve exceptional levels of performance • Rewards are tied to the accomplishment of expected results which must be identified and communicated at the beginning of the performance plan cycle • The predetermined standards must be significantly above normal performance expectations and in support of the unit’s strategic goals.</td>
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<tr>
<td><strong>Extraordinary Services, Acts, or Achievements</strong></td>
<td>Non-Cash (certificates or pins)</td>
<td>Extraordinary work going beyond the ordinary demands. In the public interest and related to GT’s mission, vision and goals • Obtains innovative or unique success when others’ efforts have failed or it has been stated that the job could not be done. Unanticipated problem or opportunity on behalf of the institution • Enhances GT’s public perception.</td>
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<tr>
<td><strong>Employee Recognition</strong></td>
<td>Non-Cash</td>
<td>Recognize employees for length of service and meritorious performance.</td>
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<td><strong>Employee Suggestion (ESP)</strong></td>
<td>Non-cash (certificates/pins) or (1x) Cash Payment up to $3,000. Max Incentive Pay with BOR Approval via Chancellor is $5,000.</td>
<td>Awards based on implemented suggestions or ideas which result in: Recorded outcome of improved operations, effectiveness and/or efficiency, measurable/quantifiable savings.</td>
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<tr>
<td><strong>Critical Skills Incentive (CSI)</strong></td>
<td>Non-cash (professional development funds) or (1x) Cash Payment. Limited to 7% of annual salary; or NTE $5,000.</td>
<td>Unit experiencing difficulties in hiring or retaining employees with job-related, industry-specific credentials (i.e., degree and/or certifications) may establish a retention incentive program for learning new critically needed employment skills • The pre-determined specific credentials and the job-related need of the unit that makes it essential or critical for employees to learn the new skills • Different levels of credentials, such as those that are most mission-critical and highly valued in the labor market. (The most highly valued certifications may require a certain amount of job-relevant experience in addition to passing an examination.) • Supporting documentation on the job-related industry credentials and value to the organization. Additional framework details will be provided.</td>
</tr>
<tr>
<td><strong>Critical Hiring Incentive (CHI)</strong></td>
<td>(1x) Cash Payment. Limited to 10% of the annual salary.</td>
<td>For critical and hard-to-fill jobs. Vacant for an excessive period of time with no qualified applicants. Requires a skill set that is unavailable or rare in a particular geographic area. Critical to GT meeting its accreditation standards. Critical to maintaining public safety. Included on Institutional Hiring Plan - pre-determined and approved by GT’s CHRO based on supporting data. Additional framework details will be provided.</td>
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(For full details, visit [https://hr.gatech.edu/compensation/incentives-awards/](https://hr.gatech.edu/compensation/incentives-awards/))
Questions?
Website Resources

- **Incentives & Awards**
  - FY25 Submission Timelines
  - Related Policies
  - Payment Request Forms
  - Incentive & Award Program Details

- **Recognition Toolkit**
  - Articles, Worksheets, Research & Statistics
  - Meaningful Phrases & Conversation Starters
  - Workplace Recognition Tools
  - Downloadable Content
  - Service Milestones and Staff Awards
**Regular**
Gallup suggests recognizing employees at least once a week. It’s crucial to satisfy an employee’s ongoing, short-term need for regular recognition rather than relying on infrequent, annual gestures.

**Immediate**
Strike while the iron is hot! Timely recognition is more meaningful and authentic. The quicker you acknowledge someone for a specific behavior, the more likely they will repeat it.

**Specific**
Linking recognition to a specific achievement encourages continued strong performance. Authenticity lies in personalized appreciation, aligning your recognition to an individual’s preferred methods of acknowledgement.

**Encouraging**
Encourage peer-to-peer recognition amongst your team. A culture of recognition thrives when everyone actively participates, bringing about a more inclusive and uplifting workplace environment.
Guide to Creating a Recognition Program
Implementing New Incentives & Awards in your Unit

Step 1: Specify the desired outcome and business purpose.
Step 2: Identify the funding source.
Step 3: Choose the type of award the employees will receive.
Step 4: Name the new incentive or award program.
Step 5: Determine the eligibility criteria, award titles and descriptions, and selection process.
Step 6: Submit your new incentive program to GTHR for approval.
Step 7: Utilize your resources. (Websites, Forms, Job Aids, oh my!)
Step 8: Implement the program.
Step 9: Draft a communication plan.
Step 10: Maintain and evaluate your incentive and awards program.
Tips & Best Practices
Engagement Activity Prompt:

Drop in the chat what awards and incentive programs you have in your unit... or would like to create!
**FY25 Incentive & Award Policy Overview and Timeline**

The Incentive Compensation and Rewards Program promotes efficiency and effectiveness in achieving strategic organizational goals; and enhances the recruitment, engagement, learning, and retention of critical skills and talent necessary to achieve institutional goals. Incentive plans are also acceptable for rewarding exceptional performance on critical projects or needs substantially above normal work requirements.

<table>
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<tr>
<th>May 17</th>
<th>May 20-24</th>
<th>May 27-30</th>
<th>May 31</th>
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<tr>
<td>• Submission or verification of Incentives and Awards to GTHR via Smartsheet Intake link</td>
<td>• Internal GTHR Review and Feedback</td>
<td>• Final Formatting and Executive Leadership Review</td>
<td>• Submission to USG for Review</td>
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<td>• All incentives and awards are listed for review and the final file is prepared for USG</td>
<td>• Note: We expect a 45-65 business day review from USG</td>
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<td>• No new incentives or awards will be approved for payment during FY25 prior to USG review</td>
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<td>• Approved Incentives and awards from FY24 without changes are approved</td>
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Award Submission Workflow

Fill out the Annual Incentive Intake Form (GTHR will audit)

- Doesn’t meet criteria or missing information
  - Missing Information
    - GTHR will follow up with departments on what is outstanding
  - Doesn’t meet the criteria
    - Remove the award from FY25 consideration
  - Meets criteria and all information collected
    - Will add award information to submission file
  - Change the award to meet the requirements
USG Annual Submission

THE INCENTIVE COMPENSATION AND REWARDS PROGRAM PROMOTES:

• Efficiency and effectiveness in achieving strategic organizational goals; and
• Enhances the recruitment, engagement, learning, and retention of critical skills and talent necessary to achieve institutional goals.

INCENTIVE PLANS ARE ALSO ACCEPTABLE FOR:

• Rewarding exceptional performance on critical projects or needs substantially above normal work requirements.

THE ANNUAL SUBMISSION PACKAGE INCLUDES:

• Updates to the internal GT Policy
  • Policy and updates
  • OneUSG Payment Forms
• All Incentives and Awards submitted to ensure they align with USG policy
• Payment Amounts last fiscal year
Award Edits: All FY24 Award information will be sent via Smartsheet email link directly to award managers with the ability to edit and submit, or resubmit the same information for FY25. (This will include CHI and CSIs)

If the award manager needs to be updated, please reached out to me directly. I will update and resend a new link for the award(s).

Edits may include: name, award manager, award amount, date award is given, funding source, eligible population, or any additional criteria about the standards or nomination process.

New Awards for FY25 will be submitted via a different Smartsheet link, which will also be shared in a follow up email.

You can click the link, choose you award type and submit. The intake form will mirror the submission process for FY24.
FY25 Critical Hiring and Critical Skills Incentives

Submission will be via Intake form as well.

New Awards CHI and CSI for FY25 will be submitted via a different [Smartsheet link](#), which will also be shared in a follow up email.

You can click the link, choose your award type and submit. The intake form will mirror the submission process for FY24.
Questions?