



PROGRAM OVERVIEW FOR MANAGERS AND LEADERS



Why recognize service? Why now?

- Service milestone recognition builds a stronger workplace because it *recognizes the presence, service, and value of all* -- not just the small fraction of people reached by performance recognition programs like Harvard Heroes and bonus pay.
- The time is right -- now that we have a robust, consistent performance management process to provide greater confidence that *all honorees are deserving*.
- Recognition matters. It is a *proven driver of engagement* at Harvard and nationally, yet not felt often enough by most people.
- In a busy environment strongly focused on mission and achievement, it provides a behavioral "nudge" to pay attention to our people. Service recognition helps us be *more consistent and deliberate about creating moments of appreciation, reconnection, and pride*.
- As we "scale up" together, we'll realize new efficiencies and *rationalize our approach* across Harvard. This is key since many schools and the University already do some form of milestone recognition. This will *enable us to focus more on the human element -- the honoree experience*.

MILESTONE RECOGNITION

WHAT'S HAPPENING?

Beginning early in 2016, Harvard will introduce a new University-wide program to recognize and celebrate the service anniversaries of our faculty and staff. The new program will dramatically expand the reach of the current 25-year program, with more than 10 times as many people each year sent a message of thanks and a token of Harvard's appreciation. This will include a gift of the honoree's choosing from a collection of Harvard insignia items, traditional mementos (including the "Harvard chair"), and gifts both fine and fun.

WHY?

Harvard is making this investment to recognize and celebrate the dedication and service of our talented faculty and staff in a better, more consistent way.

WHAT DO I NEED TO DO?

Help Harvard acknowledge the service anniversaries of people in your area. Each month, you'll receive information about the upcoming service anniversaries. From there, you can decide what kind of personal recognition you want to deliver. This might take the form of a few well-chosen words of appreciation delivered 1:1 or at a local staff meeting. Tips and talking points will be provided.

Schools and units may amplify the effect by including milestone recognition in local communications or adding it to community events. Best practices suggest that service recognition does not need to be expensive or elaborate but rather **timely, personal, and sincere**.

hr.harvard.edu/service-recognition | recognition@harvard.edu

Program Q & A's

Q. I just had a service milestone in 2015. What do I get?

A. Milestone recognition programs that were in effect in 2015 will prevail for milestones attained in 2015.

This includes the University 25-year program, and other service-related benefits and perks –notably, longer-service bonus vacation days for those eligible -- which are not changing. It also includes supplemental local milestone recognition programs, which vary a great deal across Harvard.

Starting in 2016, our approach for recognizing milestones will be robust and consistent. We expect it will become a new Harvard tradition that everyone can look forward to with pleasure.

If you feel strongly about a missed opportunity for recognition of a recent service milestone, contact your HR or faculty affairs office. We will do our best to address the situation, mindful of the need for fairness to others.

We regret that there will be people whose service anniversary misses the new program start date, no matter when that is.

HOW THE PROGRAM WILL WORK

The program and process behind it are simple, with minimal effort required of leaders and managers. Here's how it will work.

1. Each month, Harvard will send a list of faculty and staff scheduled for an upcoming service milestone to our vendor partner, O.C. Tanner. Tanner will create a personalized award package for each honoree and ship it to their home, local HR/faculty affairs, or their manager (varies by tub.)
2. The package will contain a certificate and a commemorative "Yearbook" that provides messages of thanks and congratulations, a timeline of Harvard's storied history, and brief instructions about how to go online to view the catalog and order a gift.
3. Regardless of delivery or distribution method, managers and leaders will receive information about faculty and staff celebrating a service milestone, along with tips and talking points to use when acknowledging this happy occasion. **This is an opportunity to create a moment of recognition and appreciation for those in your area.**

HOW THE PROGRAM WILL WORK AT HMS

All members of the senior and junior faculty, as well as benefits-eligible administrative professional, support, and service and trades staff are eligible. At Harvard Medical School, this will include Lecturers, Instructors, Deans & Directors, and Research Associates. Service recognition will begin at 10 years for senior and junior faculty and at 5 years for all additional categories at HMS.

The award packets for milestone honorees will be shipped to supervisors of staff and other employee categories and to the home addresses of senior and junior faculty as listed in PeopleSoft.

Supervisors will receive a guidance email in advance of the materials with instructions on how to best recognize their staff in their service milestone. Our hope is that this will happen in a timely fashion. Many of you have participated in the service recognition program, whether as a supervisor or recipient. The changes in 2016 will make for a more inclusive, personalized offering.

As the program gets up and running during the first quarter of 2016, we will refine our processes for informing managers and leaders about upcoming service milestones and handling award packets and exceptions. We aim to make this process quick, clear, and streamlined, and ask for your patience and cooperation in the early months as we fine-tune.

Questions? Please contact Andrea.Moreira@hms.harvard.edu or 2-2329.

