



Charles Sturt
University

Reward and Recognition Guidelines



Recognising
Excellence
Daily



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Framework

The Charles Sturt University Reward and Recognition Framework has been developed to reinforce valued behaviour and recognise performance directly contributing to the success of the university.

We will reward and recognise our people and ensure we value the full diversity of all professional/general and academic roles.

Introduction

This framework is an important part of building our culture and reinforcing the desired behaviours that contribute to the success of the University. It has been developed to be used by all staff (including casuals and adjuncts) to support reward and recognition efforts with a holistic approach.

The framework supports Charles Sturt's Ethos, Values and Strategy:

Ethos: *yindyamarra winhanganha* (the wisdom of respectfully knowing how to live well in a world worth living in).

Values: Insightful – Understanding people and the world

Inclusive – Stronger together

Impactful – Outcome driven

Inspiring – Leading for the future

Strategic Plan: Our internal capability.

This framework has been designed as a practical tool to assist staff to live our ethos and contribute to creating vibrant regional communities, successful graduates and a strong university. As part of the Charles Sturt community we all have a responsibility to strengthen our culture and recognise achievements by sharing and celebrating success daily.

Objectives

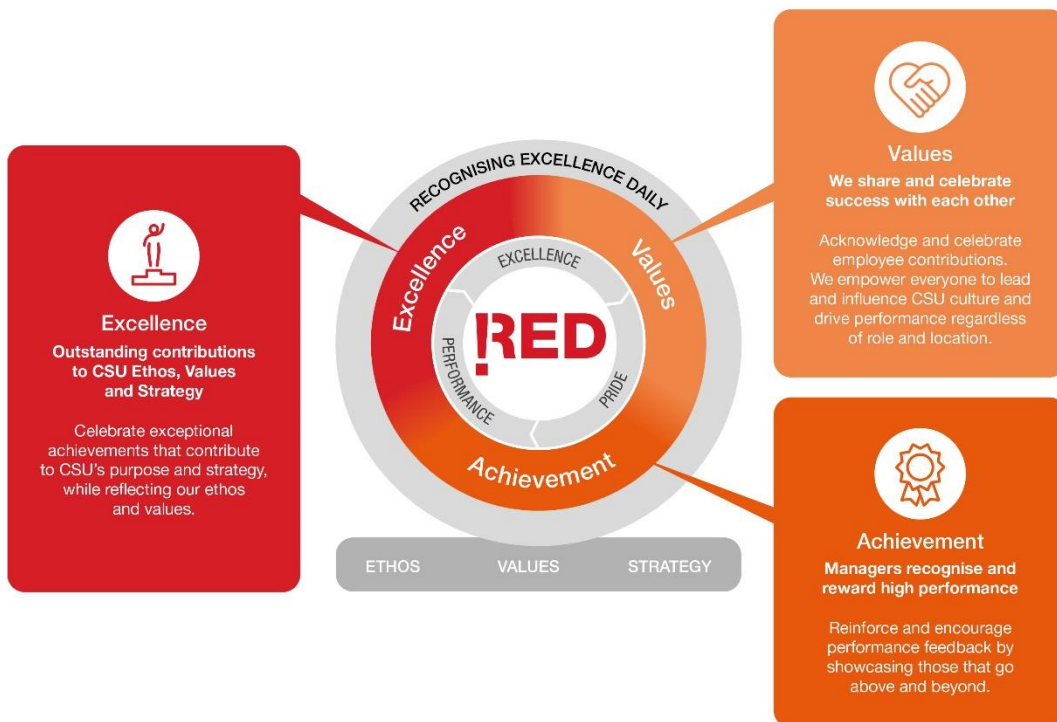
The following objectives underpin and guide reward and recognition at Charles Sturt.

- This program aligns with the Charles Sturt values and creates an opportunity to recognise people living our values through their daily actions and behaviours.
- The framework is aligned to the strategy and provides a platform that connects performance and contribution to the university strategy.
- This program is a platform for staff to share and promote good news stories and actions worth celebrating across the university. It will increase the visibility of high performance and positive initiatives, creating appreciation amongst staff.
- The program is accessible to all employees, including casuals and adjuncts. It provides one platform for all reward and recognition efforts while allowing for individual employee needs and manager discretion.
- This program will identify, recognise and reward staff who make valuable contributions to the success of the university. It will increase visibility for leaders of strong performers and give them a tool to encourage high performance behaviours.

- The program provides a consistent, equitable approach that can be delivered in a timely manner. The process ensures the best use of people's time while maintaining the importance of recognising the valuable contributions of our people.
- Reward and recognition provides real-time statistics on behaviour and performance to managers. Lead data indicators into culture and engagement will have the ability to inform strategy and assist managers in decision making. The success of the program must undergo ongoing evaluation to ensure it is reflective and can evolve with the needs of the university.

What is reward and recognition at Charles Sturt?

At Charles Sturt, we value the contributions of all our staff. Everyone has an important role to play in achieving our vision and contributing to our proud history and culture. We want to share and celebrate success and recognise and reward high performers by creating opportunities for positive conversations across Charles Sturt. All staff contribute to the success of the University strategy, so it is important to create links and recognise everyone, no matter what role, level or location – no matter how big or small.



Types of reward and recognition at Charles Sturt

Regular and timely feedback is a primary component of performance recognition and an important element of building a performance-based culture at all levels across the university. As well as providing performance feedback through the university's Employee Development and Review Scheme (EDRS), we use other informal and formal mechanisms to recognise and reward staff performance, including:

- **RED: recognising excellence daily**

RED is the home of all things reward and recognition at Charles Sturt. All employees (including casuals and adjuncts) are included in RED. RED can be found via the staff hub.

- **Values: we share and celebrate success with each other**

Is available to all employees and aims to acknowledge and celebrate individuals and teams who are living the values daily. Forms of values recognition are:

- Ecards – a variety of ecards are available on the RED system and are aligned to our strategic focus areas, capability framework and values. All ecards have the option of being sent either publicly or privately with a personalised message.
- InspiRED Stories - is a feature section in RED where people, projects and achievements are shared to the greater University audience with the hope that it will inspire others and assist in future collaborations.
- Celebrating service – we value commitment and dedication and recognise service milestones.

- **Achievement: managers recognise performance**

Managers have the opportunity to recognise high performers against strategy, EDRS, capability framework, project milestones or excellence in research, learning or teaching. Forms of achievement recognition are:

- Achievement ecard – managers can send a personalised message to individuals or teams recognising a job well done. All ecards can be sent publicly or privately.

- **Charles Sturt Excellence Awards: outstanding contributions to ethos, values and strategy**

- A more formal approach to recognition that highlights and celebrates exceptional achievements and contributions.
- Three main categories linked to University Strategy:
 - Vibrant Regional Communities
 - Successful Graduates
 - A Strong University
- Nominations must satisfy two general selection criteria and at least one criteria from the category in which they are nominating. Please refer to the Charles Sturt Excellence Awards Guidelines.
- Individual or team nominations can be made.

Implementation

Reward and recognition efforts need to be specific and meaningful to the individual or team you are recognising. In order to achieve this, recognition must be part of daily working life at Charles Sturt. Recognition should be timely and take place as close as possible to the praise-worthy activity being carried out.

The reward and recognition framework supports the:

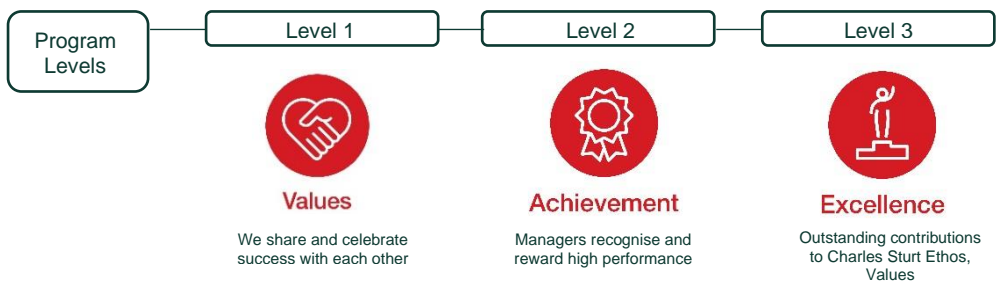
- University Strategy
- Ethos and Values
- Charles Sturt Capability Framework

RED is our online portal that has been developed to facilitate the Charles Sturt Reward and Recognition Framework to make it easier for employees and leaders to recognise contributions to our university every day. It can be accessed through the Charles Sturt Staff Hub.

Eligibility

All Charles Sturt employees are eligible to be nominated under the framework (with the exception of service milestones – more information on these is available under the Service Recognition Policy). This includes professional, academic staff (continuing, fixed-term and casual) and adjunct staff. Contractors and students are not eligible.

Framework



Process

Values: we share and celebrate success with each other

Ecard (*let your colleagues know you love what they do*)

1. From the RED homepage: Select from the top menu 'Send an eCard' tile.
2. Type in the name(s) of the person/people you would like the card to be sent to.
3. Click on Send eCard
4. Choose your moment from the two categories (Achievement (managers only) or Strong University)
5. Write a personal message.
6. Choose the font type and colour.
7. Decide if the card is to be sent privately (only the recipient and administrators see the card), or publicly (the card will be displayed on the eCard recognition wall on the RED homepage).

Celebrating Service (*we value commitment and dedication and recognise our peers who are celebrating service milestones*)

2019 saw the implementation of new guidelines for Service Recognition. The new guidelines now recognise service at more regular intervals with the introduction of 5 and 10 year milestones and allows those who have reached 20, 30 and 40 years of service to choose how they are rewarded - with the option to receive a medal or a RED voucher.

The guidelines also clearly define what constitutes 'continuous service', with breaks in service of more than 61 days now impacting the service calculation. This is more consistent with the broader application of leave provisions at Charles Sturt and will allow more reliable and accurate data to be generated moving forward.

Managers: managers recognise and reward high performance

Achievement ecard (*showcase those in your team who go above and beyond*)

1. From the RED homepage: Select from the top menu 'Send an eCard' tile.
2. Type in the name(s) of the person/people you would like the card to be sent to.
3. Click on Send eCard.
4. Choose the Achievement category.
5. Choose Achievement Award.
6. Write a personal message.
7. Choose the font type and colour.
8. Decide if the card is to be sent privately (only the recipient and administrators see the card), or publicly (the card will be displayed on the eCard recognition wall on the RED homepage).

Excellence: outstanding contributions to Charles Sturt ethos, values and strategy

Charles Sturt Excellence Awards (*celebrate exceptional achievement at Charles Sturt*)

Further information regarding Charles Sturt Excellence Awards can be located in the Charles Sturt Excellence Awards Guidelines.

Guidelines

The importance of recognition

Reward and recognition is a simple, quick lever for employee engagement and facilitating change initiatives. It paves the way for University Strategy and creates a narrative of who we are and what we stand for.

A reward and recognition program demonstrates how our people are living the values and contributing to the culture we want. A reward and recognition program that aligns to Charles Sturt's Ethos, Values and Strategic Plan can positively influence workplace morale, improve employee motivation and performance.

It can assist in breaking down the barriers between teams and across multi campus locations by increasing communication and providing the opportunity for peer to peer and cross-team recognition.

The program can provide flexibility for people to be recognised in a way that is meaningful to them and break down negative perceptions by promoting good news stories and celebrating success. It can also be used as an effective retention tool by highlighting the outstanding contributions of those that go above and beyond.

It provides managers with a tool that increases their visibility of the positive activities taking place that they may not be exposed to in their busy schedules.

It is vitally important that employees continue to feel connected with Charles Sturt's purpose and mission. Recognition is a simple and effective tool to achieve and maintain culture while engaging the employee.

Applying reward and recognition

We encourage everyone to drive reward and recognition by sharing and celebrating all achievements and those living our Values.

The program allows for both informal and formal recognition and provides ownership to all employees regardless of reporting relationship. Recognition can be through peer to peer, peer to leader, manager to employee and cross-unit.

For recognition to be effective and valued, the praise-worthy activity/event or behaviour must appropriate.

Tips for meaningful recognition

Recognition is a key component in ensuring employee engagement. For recognition to be effective, it must have meaning. Think about the message; ensure it is personal; make it specific to the praiseworthy event; keep it sincere and timely.

Congratulating and recognising provides many benefits to both the University and its employees. It boosts morale; reinforces positive behaviours and performance; and showcases success. This also contributes to overall job satisfaction and increased performance.

What should you recognise and reward?

Some suggestions of what could be recognised and rewarded are:

- Demonstrating Charles Sturt Values
- Support towards achieving a goal or project
- Positive behaviours e.g. being a team player
- Exemplary effort
- Project completion
- Promoting wellness and safety
- Outstanding achievements
- Productivity
- Public service/community contributions
- Positive impact to success
- Getting results
- Taking ownership
- Collaborating with impact

Key features of successful reward and recognition

- Align with organisational needs and strategy. Tie affirmation to business goals.
- Executive leadership support and application of the program.
- Provide timely feedback.
- Integrate into daily work, make it part of the social experience and incorporate into regular meetings/events.
- Make the recognition appropriate in scale, and connect recognition to tangible results and effort.
- Ensure the process is equitable in distribution and application. Be conscious of positive and negative bias.
- Be authentic, not automatic. Ensure there is sincerity.
- Think about what your employee's value and appreciate and recognise accordingly. Some employees enjoy public praise while others prefer alternative strategies.

Suggestions for recognition

- Praise, in person and/or in front of others
- Send an ecard
- Send an Achievement Award ecard
- Encourage peers and team members to recognise others
- Encourage or nominate for a Charles Sturt Excellence Award
- Encourage employees to explore the development programs
- Showcase employees in 'InspiRED Stories' within RED
- Job sharing within work teams
- Provide opportunities for staff to undertake external training
- Encourage employees to apply for a secondment
- Encourage flexibility in work schedule – support work, life, balance
- Encourage employees to act as a mentor
- Seek networking opportunities
- Look for opportunities to work on new projects
- Plan team building days
- Morning tea/lunch to say thank you
- Seek opportunities to work on new projects
- Plan team building days
- Seek opportunities to take on higher duties when appropriate
- Encourage participation in Charles Sturt forums and networks
- Encourage participation in University communities

Reward vouchers

While monetary rewards are not the focus of our program, it is sometimes appropriate to attach one to significant achievements. Reward vouchers offered will generally be exempt from fringe benefits tax (FBT) when issued in accordance with these reward and recognition guidelines

Service award values are below the minor benefits threshold and are therefore FBT exempt.

Please note, the above should not be treated as financial advice as individual circumstances may vary. Consult a professional if you believe you may be impacted, or if you would like further information.

Promotion and performance management

The receipt of recognition does not necessarily contribute to promotion and the performance management process.

Employees undergoing performance management are not eligible for Charles Sturt Excellence Awards and are managed at the discretion of the manager and business unit area.

Employees are expected to act in a professional manner when using RED. All electronic messages are official documents subject to the same laws that govern all other forms of correspondence.

Reporting

There is no formal requirement for reporting on reward and recognition activities. The success of reward and recognition at Charles Sturt will be measured through the 'your voice' staff survey and ongoing improvement in workplace culture.

While there is no formal requirement to report on reward and recognition activities we do encourage leaders to view the recognition activity of their teams. RED reporting provides supervisors, managers and leaders with increased visibility of achievements and culture within their teams. Managers can view reports within RED and also request additional reports from RED Administrators.

For the purposes of reporting the RED team have access to all information on RED. This includes the ability to read ecards that have been sent privately.

Further assistance

Staff are encouraged to consult with Human Resources if they require advice on reward and recognition, or assistance with understanding any aspect of the framework and guideline.

Questions and feedback regarding the program can be sent to red@csu.edu.au.

For help using the RED portal please refer to the "Supporting Materials and Help" tab located at the top right of the screen in RED.

Login to RED via the Charles Sturt Staff Hub:

