



# **A Guide to**

# **Rewards and Recognition**

# **in the Department of Health**

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1. OVERVIEW

Rewarding and recognising achievement and high performance is critical to ensuring Department of Health staff feel:

* valued for their contributions, and
* inspired to continue working towards Health’s purpose of leading and shaping Australia’s health and aged care system and sporting outcomes through evidence-based policy, well-targeted programs and best-practice regulation.

1. PURPOSE

The purpose of this document is to provide structure and consistency in the way Health rewards and recognises the achievements and high performance of its employees.

This document provides details of formal and informal mechanisms for rewarding and recognising achievements and high performance along with a range of materials for adaptation and use by Groups, Divisions, Branches and Sections.

1. APPLICATION

This guidance material applies to all employees of the Department of Health, including those employed through labour hire arrangements.

1. REWARDS AND RECOGNITION PROCESSES

The day-to-day informal giving of positive feedback and celebration of achievements in the workplace is a matter of daily management, and is encouraged as good business and management practice.

Health recognises achievements and high performance by employees through an integrated approach including:

* formal rewards and recognition - a structured system of awards, and
* informal rewards and recognition - informal recognition at any time throughout the year, including certificates of appreciation, morning and afternoon teas, and cards.
  1. Principles

Health aspires to a culture of the highest standards of professionalism, service and integrity. In doing so, rewards and recognition should be given to those who:

* prioritise Health’s core values and exemplify desired behaviours
* act with clarity and purpose to achieve Health’s identified goals
* achieve success in a way that is consistent with Health’s Behaviours in Action
* encourage, develop and implement innovative ideas, and

collaborate to achieve strategic outcomes.

* 1. Informal Rewards and Recognition

It is widely accepted that informal rewards and recognition makes employees feel valued and fosters high performance. Providing positive reinforcement enhances role and task clarity, thereby contributing to employee confidence. Confident employees show initiative, drive and commitment leading to enhanced innovation and productivity.

Health expects managers at all levels to engage with a process of valuing and recognising the achievements of their staff. Managers are expected to identify and recognise good work when and where they find it. This can be as simple as a conversation with, or email to, a staff member letting them know their efforts are appreciated.

Informal rewards and recognition is encouraged at all levels including:

* Group
* Division
* Branch
* Section
* individual

Informal recognition enables individuals and teams to receive immediate recognition of their contribution to organisational goals and Health’s Behaviours in Action, at the local work level. Informal rewards are more flexible, requiring less rigorous assessment than formal rewards and allow recognition to be given frequently and closer to the time of the achievement. Recognition should be timely and appropriate, but it does not preclude the same achievement being recommended for more formal recognition.

Other ways to recognise contribution are:

* public recognition at Group, Division, Branch and/or Section meetings
* certificates of appreciation
* cards
* statement of thanks, and
* morning teas/afternoon teas.

Financial rewards, in the form of additional monies paid to an employee’s bank account, gift cards, additional leave or the purchase of alcohol are not permitted. There is no allocated funding for local level rewards and recognition. Purchase of cards, food or consumable items are at the discretion of the Manager.

4.2.1 Rewarding and Recognising at the local level

Groups, Divisions, Branches and Sections should put in place local processes to reward high performance and exemplary behaviour. While there is no requirement to formalise rewards and recognition processes at the local level; Groups, Divisions, Branches and Sections may wish to develop their own guidance or support material. An example of a local rewards and recognition policy is at **Attachment A**. Templates for certificates (**Attachment B**) will be made available on the intranet.

When identifying high performance and exemplary conduct, business areas should look to the Secretary’s Awards for guidance to define the types of achievements that can be commended.

Local rewards and recognition that might be considered include:

* recognising achievements through Group, Divisional, Branch and/or Section meetings, emails or newsletters
* holding regular, meaningful peer awards such as an ‘employee of the month’
* creating a wall of fame for staff photographs, or for staff to write positive comments or observations about their co-workers
* facilitating morning teas/social events to celebrate success
* providing sincere verbal thanks and praise for efforts or behaviours
* providing hand written notes, cards, letters or certificates of appreciation to a team or individual
* regularly taking care to recognise contributions in team discussions, and
* congratulating employees at meetings.

In addition, consideration should be given to whether nominations for formal awards are appropriate.

It is important to note that while public rewards and recognition processes are extremely important, staff should be recognised for their contributions, as a priority, through individual performance updates and conversations with their manager.

* 1. Formal Rewards and Recognition

Formal recognition includes a range of processes undertaken at different times during the year. The criteria for the different programs are:

* internal, to reward achievements against Health’s priorities and criteria, and
* external, to reward achievements against externally set criteria such as the Australia Day Awards, NAIDOC Day Awards and various APS awards.

In addition to specific award criteria, all award programs will assess applicants against Health’s [Behaviours in Action](http://intranet2.central.health/Documents/Our%20Behaviours%20in%20Action.pdf). Awardees must exemplify the standards outlined in Health’s Behaviours in Action, including not having misconduct findings made against them or be currently involved in misconduct procedures.

As part of the Rewards and Recognition Program, formal internal awards will be scheduled so as not to clash with external awards processes (where applicable). Refer to the Awards Schedules (**Attachment C**) for an indicative calendar.

4.3.1 Australia Day Awards

The Australia Day Awards are external awards and an initiative of the National Australia Day Council (the Council). The Council aims to promote a sense of national pride and a commitment to Australia and its future. The event is intended to reward outstanding achievements of Health staff and showcase work that has benefited the nation.

Nominations for Health’s Australia Day Awards will be called in October each year and will be open for four (4) weeks.

***Award Criteria***

Health’s Australia Day Awards acknowledge people who demonstrate excellence in leadership, relationships, innovation, or service, and who model our Behaviours in Action.

Nominations should demonstrate service and benefit to the health and wellbeing of all Australians.

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| **Leadership** | This category recognises individuals or teams who have demonstrated outstanding leadership through modelling leadership capabilities and behaviours. This includes:   * actively demonstrating and/or building leadership at any level * fostering a culture of excellence, inclusion and empowerment, teamwork and diversity, and * nurturing talent and building capability in others. |
| **Relationships** | This category recognises a strong commitment to ongoing collaboration, engagement, and delivery of high quality services to internal and/or external stakeholders through:   * building positive and productive relationships with internal and/or external stakeholders with clear results * operating collaboratively and cooperatively, leading by example, and * demonstrating integrity, reliability, responsiveness and active engagement. |
| **Innovation** | This category recognises individuals or teams who proactively instigate an idea that leads to innovative work practices and builds an innovation culture. This includes:   * innovation within Health or across the APS as a whole * embedding innovative approaches in daily work by removing barriers and fostering the ideas of others, and * leading by example and embracing change. |
| **Service** | This category recognises individuals or teams who have demonstrated the key behaviours of professional public servants:   * delivering high quality client service, whether internal or external * works to understand client needs and helped find a solution or service, and * actively builds the service culture of Health and leads by example. |

4.3.2 Secretary’s Awards

Secretary’s Awards are internal awards designed to recognise and encourage outstanding achievement and contribution to Health’s Strategic Intent, Corporate Plan and Behaviours in Action. These awards focus on the key values that Health promotes.

In any given year, the Secretary may choose to call for nominations for all, none or some of the eight awards, and has the discretion on whether to hand out any awards.

Nominations for Health’s Secretary’s Awards will be called in August each year and will be open for four (4) weeks.

***Award Criteria***

The categories may be varied to ensure the awards focus attention on areas of particular relevance and to align with the priorities of Health.

All nominations should demonstrate service and benefit to the Department of health and/or Australian Public Service with a commitment to our Behaviours in Action and Strategic Intent.

***Eligibility***

All nominees will be screened by People Branch to confirm the individuals do not have any recent (within five years) misconduct findings against them or are currently the subject of misconduct proceedings.

Additional evidence and referee checks may be required for some awards.

|  |  |
| --- | --- |
| **Behaviours in Action Award** | This category recognises individuals or teams who exemplify Behaviours in Action through:   * demonstrating a dedication to professionalism and service * inspiring those around them to adopt higher standards of behaviour in the workplace, and * building positive relationships with team members, stakeholders and clients. |
| **Corporate Contribution Award** | This category recognises individuals or teams who have voluntarily played an active role in Health’s corporate culture by:   * significantly contributing towards making Health a positive workplace * supporting and/or mentoring staff, and * contributing to Health’s social and charity initiatives. |
| **Innovation Award** | This category recognises individuals or teams who have made a significant contribution by:   * adding significant value to an existing idea, business practice or process or have developed a new idea * recognising, understanding and working through any challenges that may have impacted on the new idea, business practice or process, and * put it into action and achieved notable benefits to the work of Health. |
| **The Roozi Araghi Inclusion Award** | The Roozi Araghi Inclusion Award is a memorial to a friend, a mentor, and a colleague whose legacy will be remembered for many generations to come. His dedication and commitment to diversity and inclusion within Health was considerable and we are a better organisation due to his efforts.  This category recognises an individual who has:   * made a significant contribution to promoting an inclusive, diverse and harmonious workplace * overcome barriers or assisted with removing barriers, and * educated, supported and/or mentored staff. |
| **Supporting Leadership Award** | This category recognises an Executive Officer, Executive Assistant or People Business Partner who has:   * provided exemplary support to Health’s Senior Executive * demonstrated working with others towards a shared purpose, and * demonstrated integrity, reliability, responsiveness and active engagement. |
| **Regulatory Reform Award** | This award is presented to an individual who has:   * made an outstanding commitment to best practice regulation * made improvements and reductions of red tape for the internal workings Health * enhanced service delivery for staff and/or external stakeholders. |
| **Work Health and Safety Award** | This award is presented to an individual who has:   * made a significant contribution to the health and safety of Health’s work environment * better enabled employees to do their jobs, and manage their business, and * fostered a culture where staff positively engage with risk, and make decisions having considered our risk appetite. |
| **Reconciliation Award** | This category recognises an individual who has:   * made a significant contribution or developed an innovative practice or method to enhance Health’s commitment to reconciliation * inspired or educated others to ensure a better understanding of reconciliation or the need for reconciliation, and * enhanced employment opportunities, engagement and retention for Aboriginal or Torres Strait Islander peoples. |

4.3.3 NAIDOC Awards

NAIDOC Week celebrates the history, culture and achievements of Aboriginal and Torres Strait Islander peoples and is celebrated across Australia.

The NAIDOC Awards recognise the contribution and personal commitment of individuals and teams within Health who strive to improve services and outcomes for Aboriginal and Torres Strait Islander peoples.

Nominations for Health’s NAIDOC Awards will be called in May each year and will be open for four (4) weeks.

***Award Criteria***

There are three NAIDOC Awards which are open to nominations from all Health staff:

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| **Achievement** | Individual achievements, accomplishments and commitment to promoting and improving outcomes for Aboriginal and Torres Strait Islander peoples within Health and the wider community. |
| **Commitment** | Contribution and personal commitment to improving services for Aboriginal and Torres Strait Islander peoples. |
| **Contribution** | Contribution from teams committed to improving services for Aboriginal and Torres Strait Islander peoples. |

4.3.4 APS Length of Service Awards

The APS Length of Service Awards were introduced in 2009 to acknowledge and reward the dedication of long-serving staff members in Health. The Awards contribute to the achievement of our Behaviours in Action and acknowledge the service to our community through dedication to the Australian Public Service (APS).

***Eligibility***

Length of Service Awards are presented to Health staff who have at least 15 consecutive years of service within the APS, and are awarded every five years thereafter. The milestones recognised are:

* 15 consecutive years of APS service
* 20 consecutive years of APS service
* 25 consecutive years of APS service
* 30 consecutive years of APS service
* 35 consecutive years of APS service
* 40+ consecutive years of APS service.

The Awards will be presented following the end of each quarter to allow for design, printing and signing of certificates:

* 1 January to 31 March, presentation April
* 1 April to 30 June, presentation July
* 1 July to 30 September, presentation October
* 1 October to 31 December, presentation January

**Presentation**

Awards will be presented to staff on a quarterly basis at a divisional level by First Assistant Secretaries, or an appropriate alternative.

* Awards for 15 to 25 years’ service will be presented at Divisional level.
* Awards for 30 years + will be presented at the annual Secretaries Awards in mid-October.

Staff who received a Length of Service Award in the previous calendar year will be acknowledged by the Secretary at a departmental awards ceremony to be held in October each year. Staff with 30, 35 and 40+ years of service will be invited on stage to collect their award.

A staff member who has already received an Award will not be eligible for another Length of Service Award until they reach their next milestone in the APS.

Executive Officers will be used as a contact point to arrange presentation and divisions will be encouraged to present the certificates at a divisional event to celebrate staff achievement locally.

**Identification of Award recipients**

Communication Branch will work with HR Metrics in HR Services to identify all staff eligible for a Length of Service Award using data from SAP ESS. A report will be generated at the end of each quarter.

Communication Branch will contact eligible staff to confirm whether they would like to be recognised for their service, and to confirm details for printing on certificates.

If a staff member believes they are eligible but they have not been identified, they can email [Corporate Communications](mailto:corporatecomms@health.gov.au). They will need to provide details of their APS career history, including agency details and commencement dates. Once verified, they will have their certificate presented in the next quarter.

**Certificates**

Each recipient will receive a framed certificate, signed by the Secretary. The certificate template is at **Attachment D**. The design will be updated when and as required.

4.3.5 External Awards

Health encourages and is supportive of applications or nominations for external awards processes, including but not limited to:

* Order of Australia
* Public Service Medal
* Australian Awards for Excellence in Public Sector Management
* Annual Report Awards
* Comcare Work Health and Safety Awards
* Australian Awards for Excellence in Women’s Leadership
* EXPAND Awards
* Australian Government ICT Awards Program
  + Excellence in eGovernment Award
  + Government 2.0 Innovator
  + ICT Professional of the Year
  + ICT Young Professional of the Year Award
  + Women in ICT Awards
* APS Diversity Awards

Where the staff member’s application or nomination for external awards relates to their employment at Health, the application or nomination must follow the standard format for Secretary’s Awards.

4.3.6 Formal Award calendar and ceremonies

Health will run the following annual formal award events:

* Australia Day Awards within two weeks of 26 January each year
* NAIDOC Awards in July
* Secretary’s Awards in October

Communications Branch will publish an annual awards calendar **(Attachment C)**, which will list when nominations will be called for each year and the indicative date for the presentation of awards.

Further information about award ceremonies is available on the [Rewards and Recognition page](http://intranet2.central.health/people/workplace-initiatives/awards-and-recognition)

4.3.7 Nomination for Awards

***How to nominate***

Nominations are required for all formal awards. Nominations for formal awards can be made by visiting the [Rewards and Recognition homepage](http://intranet2.central.health/people/workplace-initiatives/awards-and-recognition). The online nomination form will require the following information from the nominator:

* The award for which the nominee is being nominated (selected from drop down menu)
* The name/s of the nominee/s
* A description of how the nominee meets the specific award criteria and Behaviours in Action criteria, and
* SES endorsement of nomination.

***Note:***

All nominees will be screened by People Branch to confirm the individuals do not have any recent (within five years) misconduct findings against them or are currently the subject of misconduct proceedings.

Additional evidence and referee checks may be required for some awards.

***Opt-out***

Not all staff members will want to be publicly acknowledged for their contribution, formally or informally. Prior to finalising a nomination form for a formal award, consent from the staff member must be sought about whether they agree to being nominated, and if selected as the recipient of an award they consent to having that award publicised. Awards can be given discreetly in the event that this is the wish of the recipient.

4.3.8 Decision-making process for formal awards

For all formal awards, nominations will be required to be assessed by a Judging Panel. A new panel will be set up for each award and is made up of five members of the People, Values and Capability Committee (PVCC) and chaired by the People, Capability and Communication Division FAS.

The panel for each award will assess the nominations against the criteria, (including the Behaviours and Action criteria) relevant to the award for which the staff member has been nominated. The panel will provide a report to the Secretary to determine the successful nominee/s.

4.3.9 Varying Secretary’s Awards

The Rewards and Recognition Guidelines support flexibility in the creation and discontinuance of Secretary’s Award categories. Award categories must reflect current departmental priorities and needs and as such, may change from time-to-time.

Secretary’s Awards may be created and discontinued by providing a business case and supporting evidence to Corporate Communications. The Creating/Discontinuing awards form is available at [insert link]. The business case will be reviewed by People Branch and submitted to the Secretary for consideration. Creation, discontinuance and varying of awards is at the Secretary’s discretion.

1. RELATED LEGISLATION

The key principles underpinning this guidance material have been developed from the following legislation:

* *Public Service Act 1999*
* *Public Service Commissioner’s Directions 1999*
* *Public Governance Performance and Accountability Act 2013*

1. RELATED POLICIES AND DOCUMENTS

The following strategies, policies, guidelines and documents support the Department’s Guide to Rewards and Recognition:

* Enterprise Agreement 2016-2019
* Department of Health Strategic Intent
* Behaviours in Action
* People Strategy 2016-20

1. CONTINUAL IMPROVEMENT

Health’s Guide to Rewards and Recognition is designed so it can be changed to reflect the needs of the department. The guidance material is subject to a formal biannual review.

Challenges faced by Health evolve in our ever-changing environment. This guidance material should be amended to reflect the dominant issues facing the department.

The People Management Section will coordinate the biannual review of the Guide to Rewards and Recognition. However it is the responsibility of all staff to engage with the guidance material and provide feedback on the efficacy of rewards and recognition within Health.

For further information about the framework, contact [people.management@health.gov.au](mailto:people.management@health.gov.au).