

# NIH Employee Recognition Survey

A decorative graphic consisting of several horizontal lines of varying lengths and colors (teal, white, and light blue) extending from the right side of the title area towards the center of the slide.

Charlotte Pak  
NIH MAWG Meeting  
January 24, 2013

# Purpose

- **Background – Cultivate & Communicate Workforce Retention Strategies Working Group**
- **NIH Employee Recognition Survey – Demographics & Results**
- **Conclusions & Next Steps**



# Background

- 2012-2013 NIH Administrative Strategic Plan - Goal#1: Promote Innovative Recruitment & Retention Strategies
- *Objective 3: Cultivate & Communicate Workforce Retention Strategies*
  - Workgroup led by Camille Hoover & Sharon Ballard with about 10 members from across ICs
    - **Environmental Scan:** what methods are most important or meaningful to employees
    - **NIH-Wide Events:** a day focused on employee engagement, possibly linked to Public Service Recognition Week
    - **Best Practice Resources:** compile materials/toolkit

# Workgroup Activities

From: Exec Sec1 (NIH/OD)  
To: NIH-STAFF@LIST.NIH.GOV  
Cc: Important Message from the NIH Director-Public Service Recognition Week  
Subject:

TO: NIH STAFF  
FROM: Director, NIH  
SUBJECT: Public Service Recognition Week - May

This week is designated by Congress as Public Service Recognition Week. I am grateful for the opportunity to thank you all to carry out its mission of turning discovery into witnessing firsthand your remarkable contributions to experiments in the lab, caring for patients in the communicating with the public, you have gone beyond leader in biomedical research.

As NIH Director, I appreciate your talents, your creativity and perseverance, NIH is seizing lasting contributions to science and medicine. our families, our country, and the world.

I am proud to serve with you.

Francis S. Collins, M.D., Ph.D.

Yammer Search for people, groups and conversations



**Camille Hoover** Employee Recognition Focus Group  
From whom would a note of appreciation be most meaningful to you?



Like · Reply · Share · More · May 9, 2012 at 12:02pm

Show 2 older replies »



**Krissy McBoyle:** As long as it's a note and not a generic certificate of appreciation! I agree with how much these matter. I had a boss that used to write really great short notes to say thanks and include a "take 59 minutes when you need it" coupon to be redeemed when I could use the break.

May 9, 2012 at 12:29pm · Unlike · Reply · Share · More

Liked by you, Debra Thangarajah, Gary Morin and Margaret Randol.



**Donna Berry:** All can be meaningful. Just a note that in other agencies, they sometimes make a point of the signature being "real" (instead of autopen) for senior leadership letters.

May 9, 2012 at 12:29pm · Like · Reply · Share · More

Liked by Zoe-Ann Copeland.

# NIH Employee Recognition Survey

**\* 1. Which methods of award or recognition are you most interested in? Please rate all that apply and list others not included.**

	Not Interested	Somewhat Interested	Very Interested
Personal praise/accolades from supervisor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Projects or assignments of interest	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Approval for additional training/conferences	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reserved parking space	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Small group lunch with IC Management/Director	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employee of the month spotlight in IC Newsletter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Appreciation potluck/party/picnic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Time Off Awards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Additional Telework days	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Peer recognition informal awards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please rate and specify below)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

**2. What else could the following people do to make you feel valued in a non-monetary way? (Optional)**

Your supervisor:

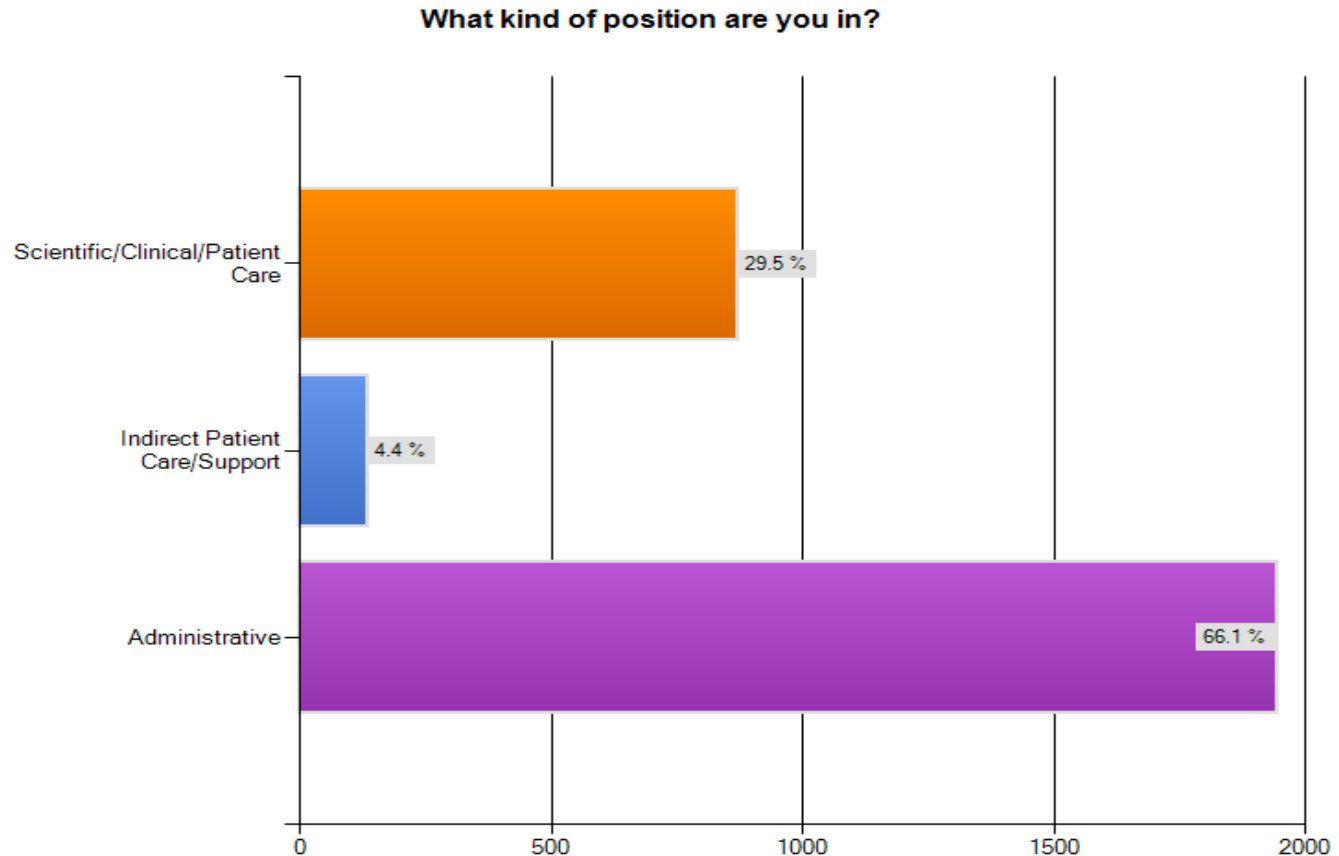
Your IC leadership:

NIH leadership:

Your colleagues:

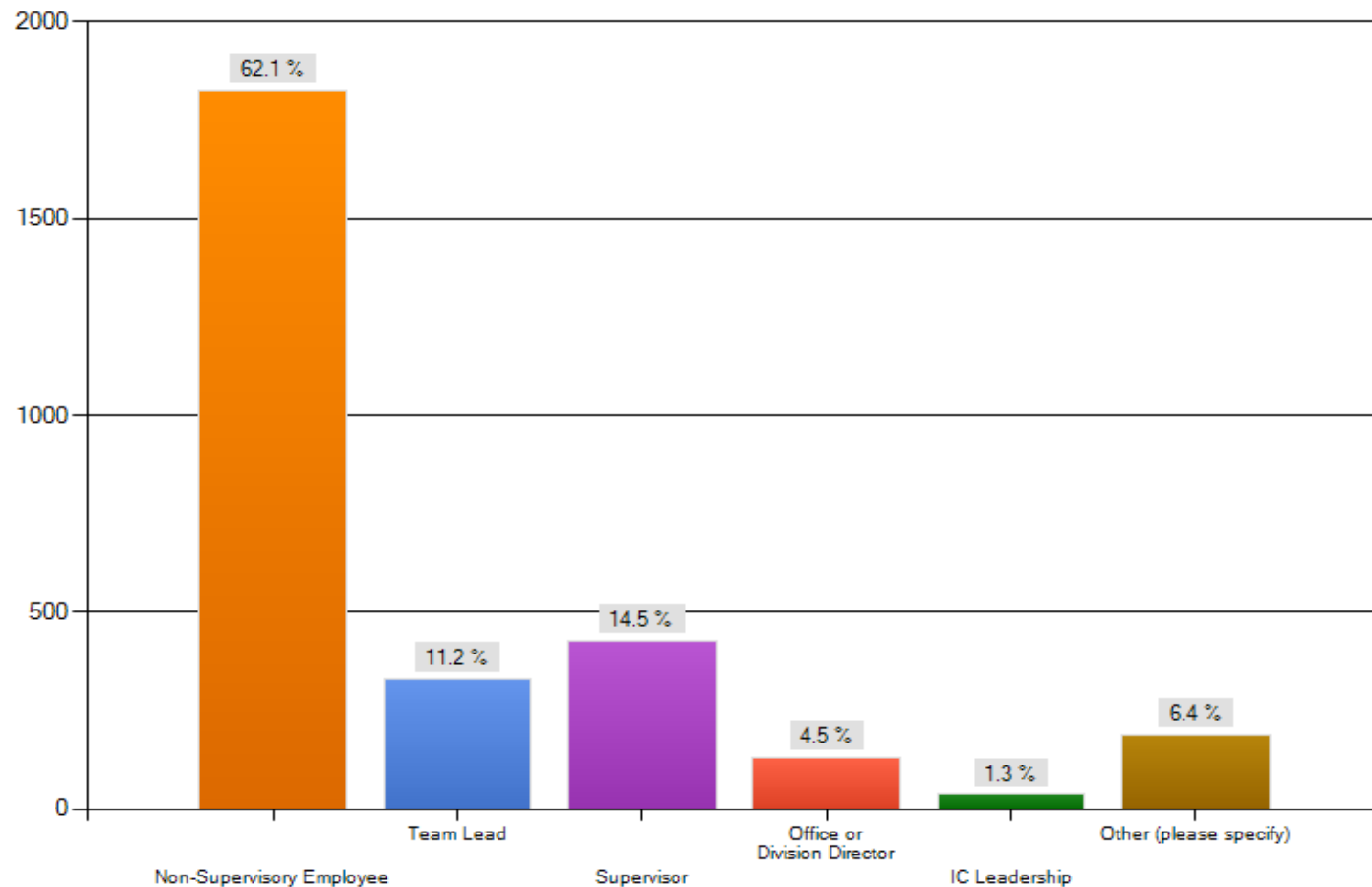
# Survey Demographics

- 96% of ICs participated
- Over 3,000 responses



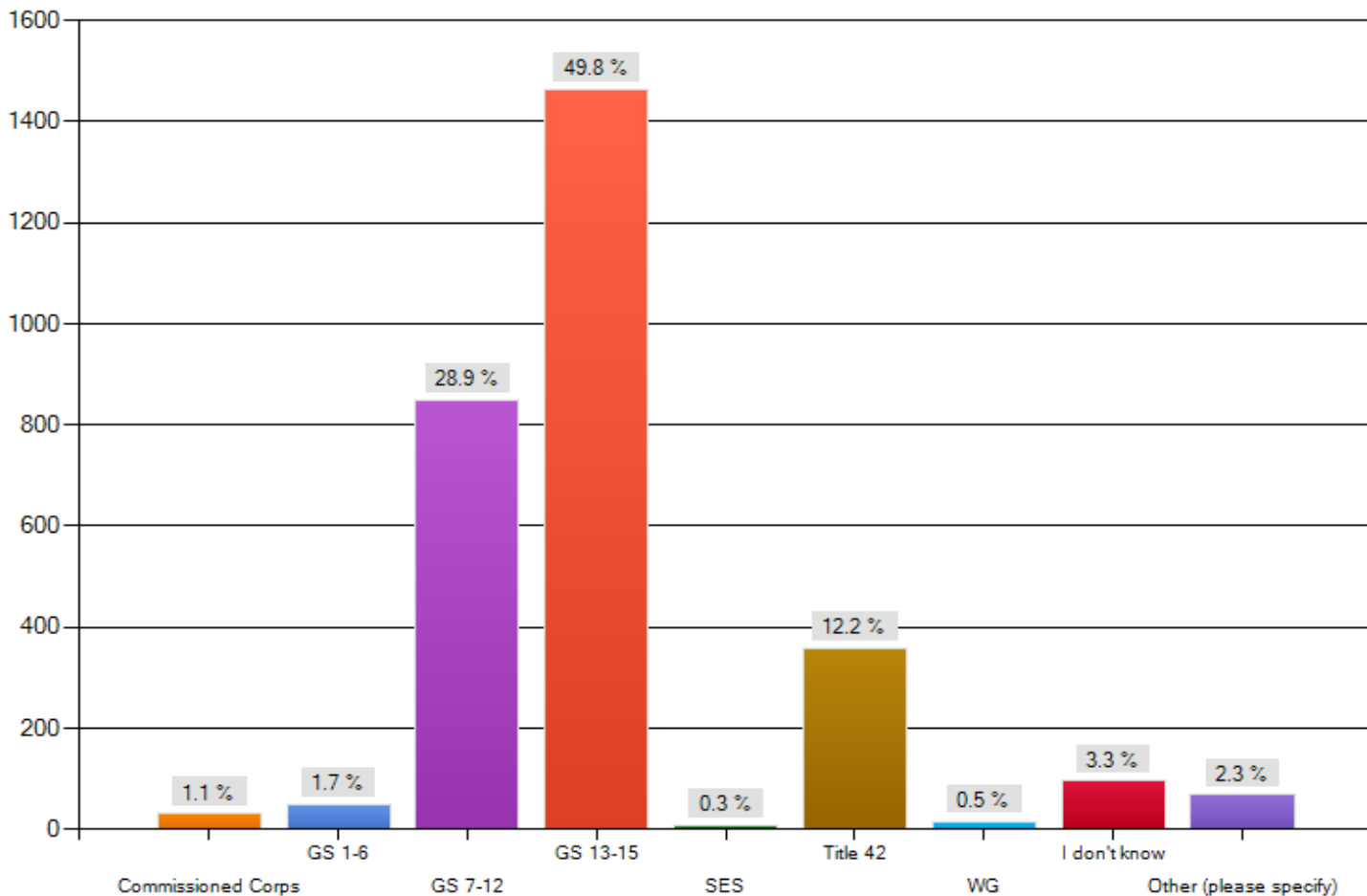
# Survey Demographics

Which title best describes your role at the NIH?



# Survey Demographics

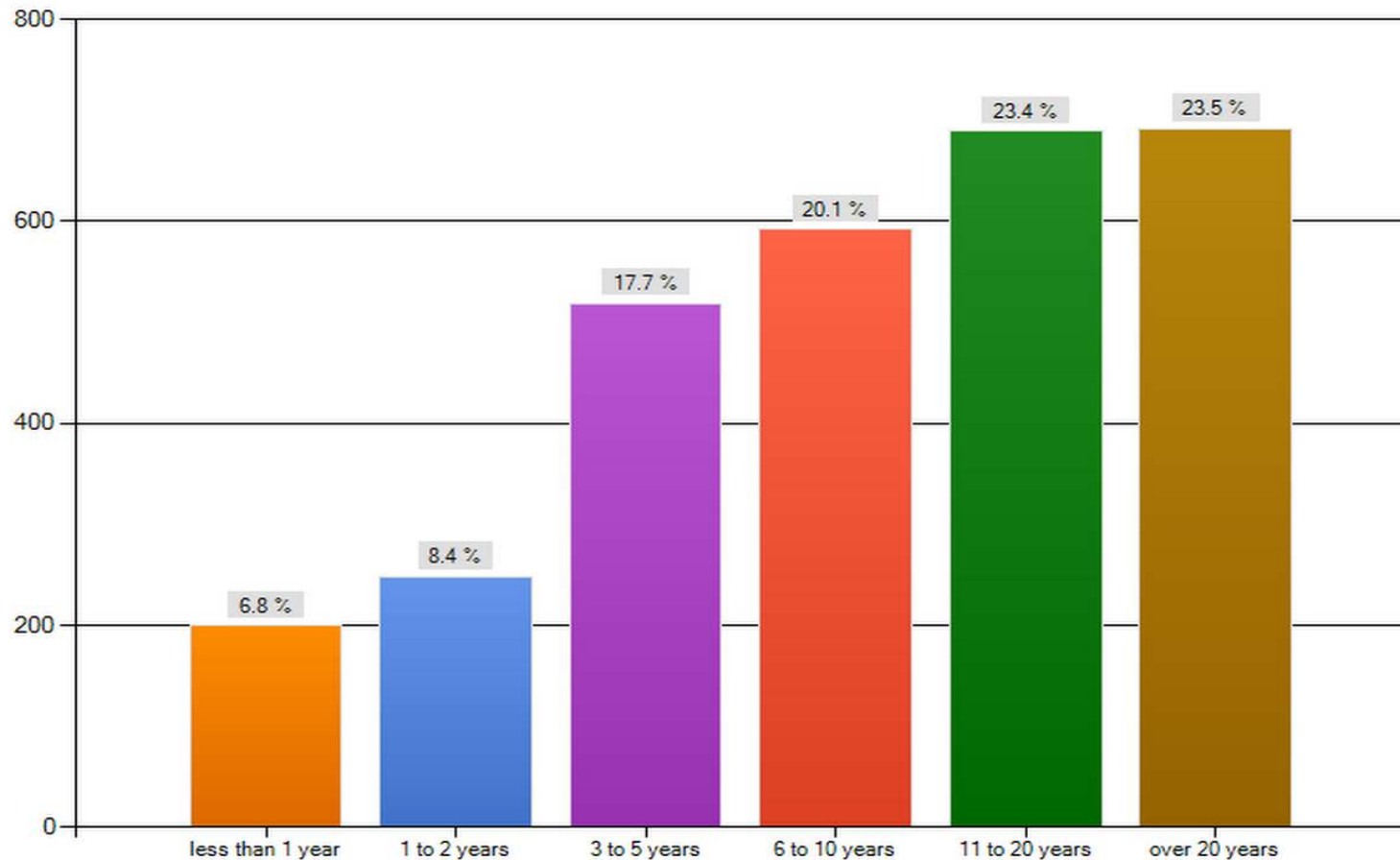
What is your pay category/grade?



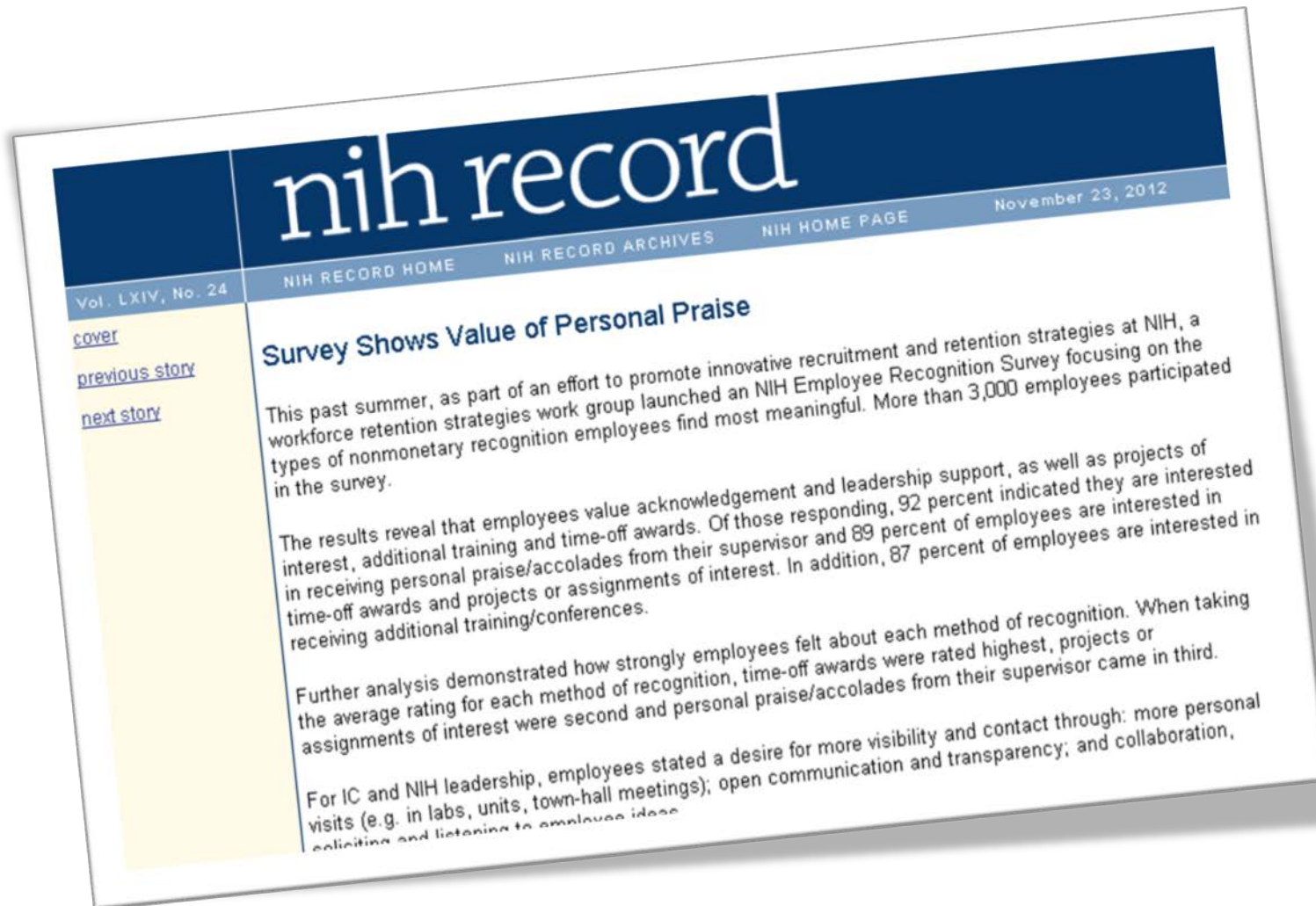


# Survey Demographics

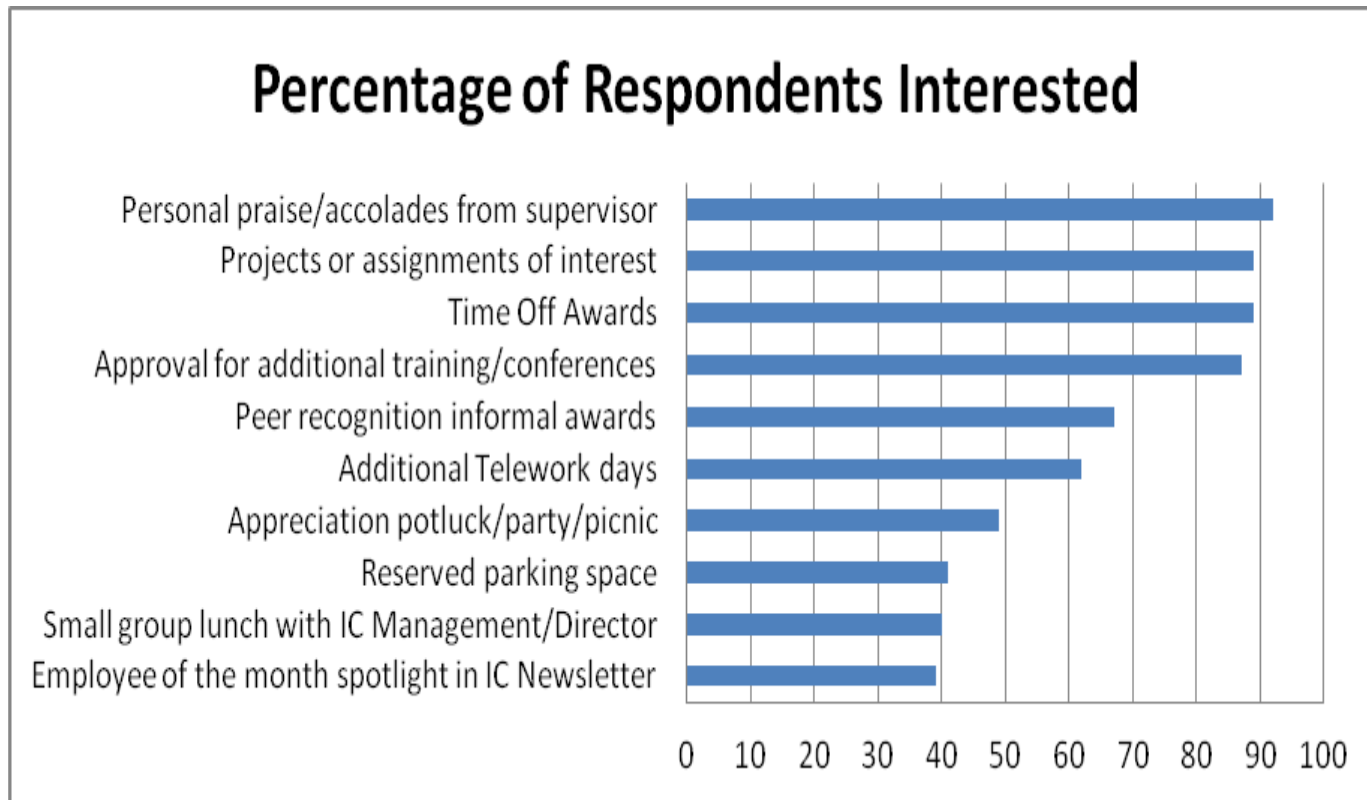
How long have you worked at the NIH?



# Survey Results

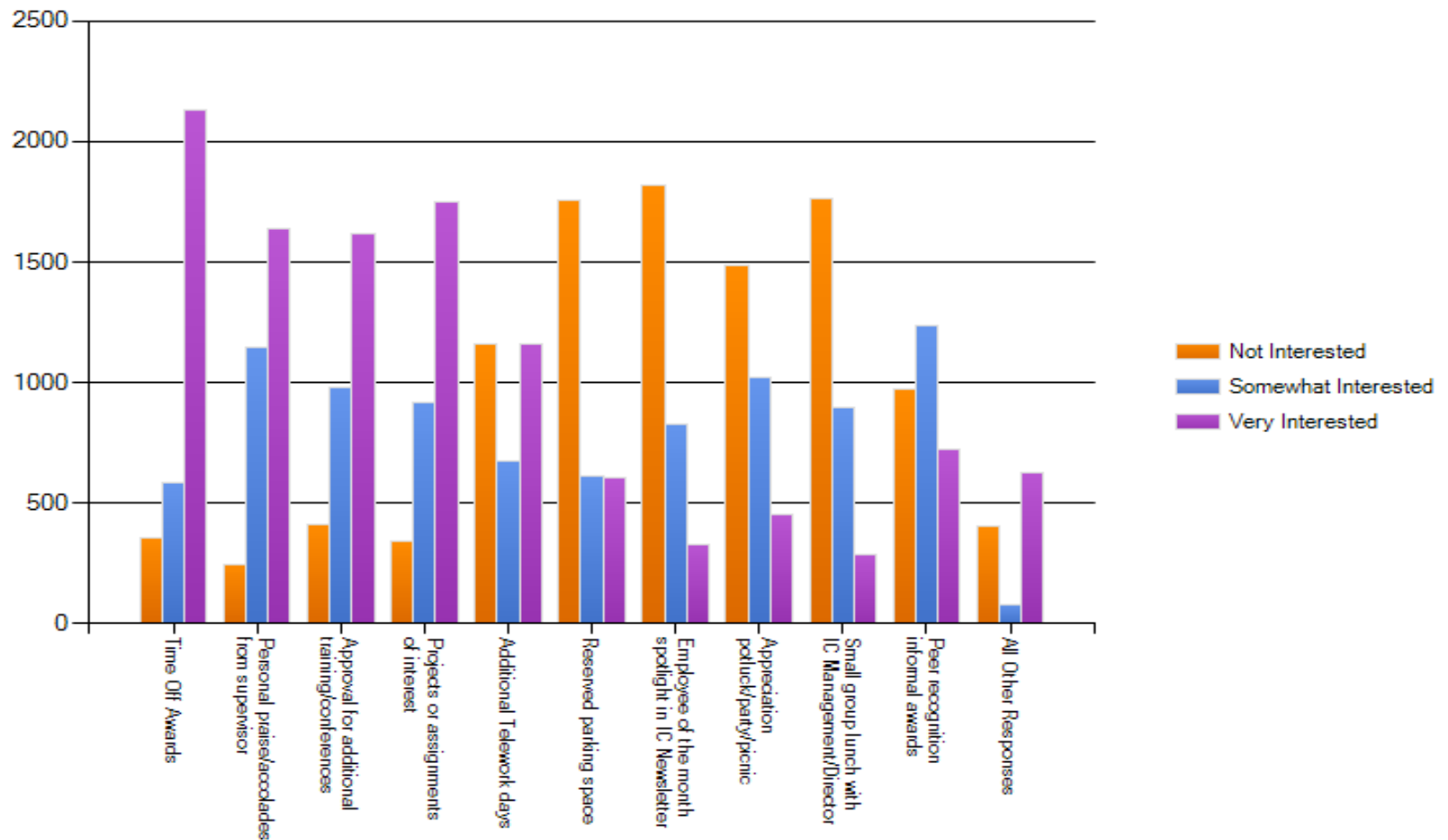


# Survey Results



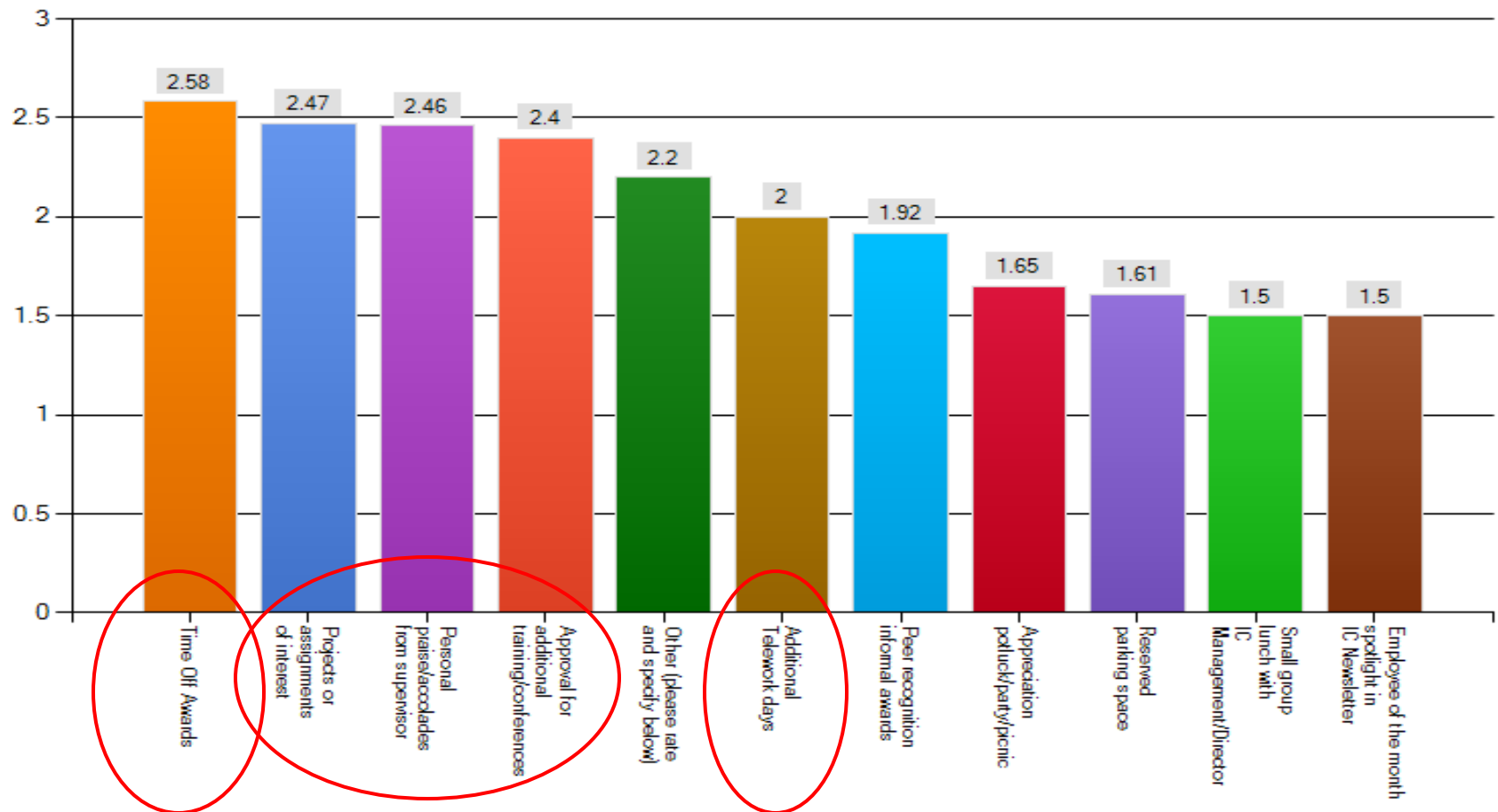
# Survey Results

Which methods of award or recognition are you most interested in?  
Please rate all that apply and list others not included.



# Survey Results

Which methods of award or recognition are you most interested in? Please rate all that apply and list others not included.



# Survey Results - Open Ended Comments

- **Personal Acknowledgement & Recognition**
  - Verbal, written, public, private, certificates
- **Effective Workforce Management**
  - Fairness, responsiveness, open communication
- **Workplace Flexibilities**
  - Telework, Maxiflex, AWS, time off
- **Career Development**
  - Training, special projects, committees, rotations



# Survey Results - Open Ended Comments

- **Visibility from IC/NIH Leadership**
  - **Personal visits, communication, collaboration**
- **Appreciation from colleagues**
  - **Teamwork, support, respect, professionalism**



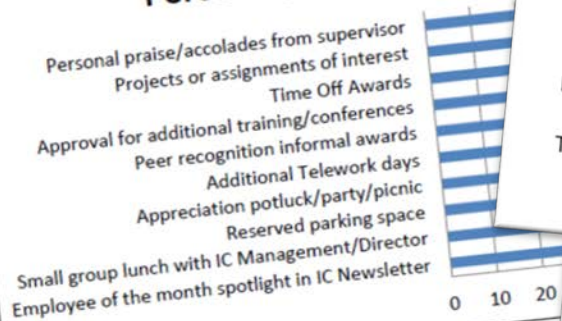
# Survey Results - Distribution

## NIH Employee Recognition Survey

The NIH Employee Recognition Survey results provide valuable insight into employee preferences. Due to budgetary limits on cash awards and tight budgets, it is significant to recognize the ways we can make our employees feel valued and appreciated.

Results reveal that 92% of employees are interested (i.e. selected "very interested" or "interested") in receiving "personal praise/accolades from their supervisor", and "projects or assignments of interest". In addition, 85% of employees are interested in receiving "additional training/conferences".

### Percentage of Response



Further analysis demonstrated how strongly employees felt about receiving recognition. The item "personal praise/accolades from their supervisor" was rated highest, with an average of 1.58, "projects or assignments of interest" (1.47), and "personal praise/accolades from their supervisor" (1.47).

Proposed Email Communication to IC Staff (for EO's use)  
*Attach NIH survey results summary...and add IC name...before sending*

SUBJECT: Employee Recognition Survey Results are in!

Proposed Email Communication to IC Supervisory Staff (for EO's use)  
*Piggyback onto IC-wide email...or send separately with results...add IC name before sending*

SUBJECT: Employee Recognition

Dear \_\_\_ Supervisors,

I hope you have had the opportunity to review the NIH Employee Recognition Survey results. The results reveal that employees value acknowledgement and leadership support, and projects or assignments of interest as well as additional training and, in some cases, time-off awards.

Employees also expressed an interest in receiving more personal recognition and appreciation from their supervisors, whether verbally, by email, or in meetings. Such recognition includes more feedback, open communication, and involvement in decision-making and planning. They are also interested in more visibility and involvement from leadership. According to the survey results, employees would also like leaders to foster an environment where people truly feel appreciated and empowered to make suggestions.

Interestingly enough, numerous studies report that monetary incentives are not as effective as one might think in generating employee satisfaction and retention. Dan Pink, author of "Drive: The Surprising Truth About What Motivates Us," found that it is not money, but rather autonomy, mastery, and purpose that motivate people the most. [See [NIH videocast of Dan Pink's Deputy Director for Management Seminar](#).]



# Conclusions

- Verbal/written personal accolades, and additional training, projects of interest and workplace flexibility are just as, if not **more meaningful** to employees.
- Consistent with research on motivation:
  - *Dan Pink: Autonomy, Mastery, Purpose*
  - *Partnership for Public Service: Satisfaction with leadership is 5x more important than pay*

# Next Steps

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- Cl  
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**CC Employee Recognition Assessment**

Name: \_\_\_\_\_ Department: \_\_\_\_\_

Please check which forms of recognition you appreciate the most and bring to your next PMAP meeting.

<b>Recognition Strategies</b>	
<input type="checkbox"/>	An award, preferably given in front of my peers
<input type="checkbox"/>	A plaque to hang on my wall
<input type="checkbox"/>	A thank you, in writing, from my boss
<input type="checkbox"/>	A note to my boss's boss about my excellent performance
<input type="checkbox"/>	Frequent positive feedback
<input type="checkbox"/>	My boss implementing one of my ideas
<input type="checkbox"/>	A chance to be on an exciting project
<input type="checkbox"/>	A cash award
<input type="checkbox"/>	Time-off award
<input type="checkbox"/>	Public praise
<input type="checkbox"/>	A raise
<input type="checkbox"/>	A chance to go to lunch with senior management
<input type="checkbox"/>	An opportunity to work with people from other parts of the organization
<input type="checkbox"/>	A chance to be on a CC or NIH committee
<input type="checkbox"/>	A promotion
<input type="checkbox"/>	A change in my organizational title
<input type="checkbox"/>	A small memento or gift

# Questions?

