

Hampshire College

Employee Appreciation Program

May 1, 2023

Purpose

At Hampshire College, we recognize that people are our greatest asset and strength. As such, we are committed as an organization to recognize employees for exceptional performance, conduct, commitment, and service. Taking an inclusive, systems approach to recognition means more than developing a traditional awards program. Effective recognition systems include activities on three dimensions: **day-to-day**, **informal**, and **formal**.

- Praise is an example of day-to-day recognition. It costs nothing and can be given by anyone, to anyone at any time.
- Informal recognition can take a variety of forms, has few restrictions, and often includes a low-cost, tangible gesture of appreciation or congratulations.
- Formal recognition can include not only awards for achievements, service, etc., but also celebration events at which all contributing employees can participate and receive recognition. Formal recognition often has certain policy and legal requirements.

Hampshire College is committed to making recognition a priority. A well designed recognition program provides the organization and its employees with several positive results. An effective recognition program

- opens channels of communication,
- increases productivity,
- reinforces organizational values and culture,
- enhances recruitment of desired applicants,
- improves retention of employees,
- acknowledges noteworthy achievements,
- builds mutual commitments and relationships, and
- enhances self-worth and self-confidence.

The most effective recognition programs typically

- use a systems approach to develop a "culture of recognition,"
- reflect the organization's values and business strategy,
- are clearly defined and well-publicized,
- involve employees in program design and implementation,
- are multi-layered (organization-wide and unit-specific),
- have a mix of formal and informal programs,
- are creative and fun,
- change periodically to avoid stagnation,
- are timely and provide a specific reason for the reward,
- are supported with tools and education, and
- match the reward to the person to make it personal and meaningful.

Hampshire College's Employee Recognition Program is established to provide a multi-pronged approach to demonstrate appreciation among employees, develop a culture of recognition, and promote a healthy work environment.

Summary of Formal Programs

This program includes several acknowledgements, awards, and events each addressing an employee subgroup or specific areas of recognition and appreciation.

1. The Staff Excellence Awards

The Staff Excellence Awards is a formal award that recognizes staff members who have made an exceptional contribution to Hampshire College. In very special ways, these employees represent the spirit of Hampshire. They are shining examples of what Hampshire staff can be when they are at their very best.

Members of the Hampshire College community (students, faculty, and staff) may nominate those staff members who they feel have made exceptional contributions to the College. The Hampshire College Awards Committee, chaired by the Senior Director of Human Resources, objectively reviews all the nominations and selects up to three (3) recipients. Recipients are presented with the award in a venue among their supervisors, colleagues, friends, and families.

The nomination criteria is aligned with Hampshire College's vision and values. Nominees need not meet all the criteria, but those making nominations should identify at least one of the awards criteria that applies to the candidate(s) in the written nomination.

Creating Connections

- Employees who support and/or organize activities that encourage community-building and help to create a positive environment.
- Employees who initiate and maintain sustainable, collaborative connections and partnerships within Hampshire or with community organizations.
- Employees who are active in personal volunteerism and involvement with community organizations.

Exceptional Service

- Employees who establish and maintain positive and effective working relationships with fellow staff, faculty, students, and internal/external customers.
- Employees who are dedicated to continuously improving customer satisfaction and exceeding expectations.
- Employees who demonstrate excellence in resolving conflicts and/or facing challenges satisfactorily.

Fostering Justice, Equity, and Antiracism

- Employees who are active in increasing awareness and education of justice, equity, and antiracism
- Employees who take positive steps to create an equitable and inclusive culture and climate in the workplace.
- Employees who affirm and value differences and work to create a more just workplace.

Innovative Thinking and Risk-Taking

- Employees who offer creative solutions to issues that result in more effective and efficient operations at either the departmental or college level.
- Employees who explore and develop new work methods that reduce waste or better use resources.
- Employees who suggest new ways to improve the quality of services or work processes.

Professional Excellence

- Employees who show outstanding initiative and/or creativity in their work.
- Employees who exhibit a commitment to self-development of skills and knowledge.
- Employees who demonstrate exceptional proficiency and quality in their work.

Unsung Hero

- Employees who have made a significant contribution to the community through their consistently high-quality work, but may not be widely known on campus.
- Employees who have demonstrated outstanding service, reliability, and loyalty to Hampshire.
- Employees who regularly exhibit a willingness to help out as needed, above and beyond their normal duties.

Who Can Make Nominations:

- All staff, faculty, and students are encouraged to make a nomination. See attached Nomination Form.
- Members of the Hampshire community are asked to limit their submissions to either one nomination or supporting letter per nominating period.
- We ask that anyone who has previously submitted a nomination and/or letter of support for a staff member who has received the award refrain from nominating or supporting a nominee again for a three-year time period (Example: award given in 2023, next eligible to nominate/support in 2026).

Who Can Be Nominated

- The nominee(s) for the recognition award must be regular, full, or part-time (.5+ FTE) exempt or non-exempt staff members who have been employed at the College for a minimum of one year.
- Nominee(s) must be in good standing with no disciplinary action or less than satisfactory evaluations in the past 12 months. Nominees must also not have been in a probationary status in the past 12 months, with the exception of new hire probationary periods.
- A recipient cannot receive the award again in a three-year period (awarded in 2023, next eligible in 2026).
- Recipients must be on the payroll at the time of the award presentation in order to receive the award.

Who is NOT Eligible for Nomination

- Division heads, the Senior Director of Human Resources, faculty members, casual employees, temporary employees, student employees, and contractors or subcontractors are not eligible for nomination.

When to Nominate

- The Senior Director of Human Resources will announce the annual launch of the nomination period in winter of each year. All nomination materials, including support letters, must be submitted to the Senior Director of Human Resources by a deadline established in early spring.

The Hampshire College Awards Committee is selected by the Senior Director of Human Resources and will typically be composed of the Senior Director of Human Resources (Chair), the Vice President of Justice, Equity, and Antiracism, and prior year award winners from each awards category. The committee is expected to make decisions based only on the information supplied in a nomination and any support letters.

So that a nominee receives proper consideration, community members are asked to take the time to be thoughtful and detailed when writing a nomination.

- Describe the nominee's outstanding achievements of the past year that prompted you to make this nomination.
- Use specific examples rather than general praise and give details.
- If nominating a team, describe how each person contributed to its success.
- Explain how this nomination is related to one or more of the awards criteria: Creating Connections, Exceptional Service, Fostering Diversity and Inclusion, Innovative Thinking and Risk-Taking, Professional Excellence, Unsung Hero.
- We strongly encourage at least two letters of support for each nomination from Hampshire colleagues, supervisors, or students.
- The nomination should be no longer than two pages. Supporting letters should also be no longer than two pages.
- Nominations can be written or typed in narrative or bullet point format.
- All nomination material, including support letters, must be submitted to the Senior Director of Human Resources by the established deadline.
- All questions should be submitted to the Senior Director of Human Resources.

The awardees are recognized at the Employee Appreciation Picnic in mid May. Awardees will receive a plaque, letter, and \$100 monetary gift (check or gift certificate). Recipients will also be featured in a range of public communications and announcements.

2. The Faculty Excellence Awards

The Faculty Excellence Award is a formal award that recognizes faculty members who have made an exceptional contribution to Hampshire College.

Members of the Hampshire College community (students, faculty, and staff) may nominate those faculty members who they feel have made exceptional contributions to the College. The Hampshire College Awards Committee, chaired by the Senior Director of Human Resources, objectively reviews all the nominations and selects up to two (2) recipients for the year. Recipients are presented with the award in a venue among their supervisors, colleagues, friends, and families.

The nomination criteria is aligned with Hampshire College's vision and values. Nominees need not meet all the criteria, but those making nominations should identify at least one of the awards criteria that applies to the candidate(s) in the written nomination.

Professional Excellence in Teaching

- Faculty who have made a significant contribution to the development and delivery of effective teaching and learning experiences.
- Faculty who demonstrated innovative pedagogical practices.
- Faculty who have made significant contributions to curricular and program development

Professional Excellence in Advising

- Faculty who have made significant contributions to student success and engagement.
- Faculty who have demonstrated exceptional student mentoring (including student engagement in research projects)

Professional Excellence in Community Engagement

- Faculty who have made a significant contribution to the areas of research and scholarship; whose research or creative endeavors have been particularly successful and are so recognized locally, regionally, and nationally.
- Faculty who support and/or organize activities that encourage community-building and help to create a positive environment.
- Faculty who initiate and maintain sustainable, collaborative connections and partnerships within Hampshire or with community organizations.
- Faculty who are active in personal volunteerism and involvement with community organizations.

Fostering Justice, Equity, and Antiracism

- Faculty who are active in increasing awareness and education of justice, equity, and antiracism
- Faculty who take positive steps to create a culture and climate of respect and inclusion for diversity in the workplace.
- Faculty who value differences and work to create a more just workplace.

Who Can Make Nominations:

- All staff, faculty, and students are encouraged to make a nomination. See attached Nomination Form.
- Members of the Hampshire community are asked to limit their submissions to either one nomination or supporting letter per nominating period.
- We ask that anyone who has previously submitted a nomination and/or letter of support for a faculty member who has received the award refrain from nominating or supporting a nominee again for a three-year time period (Example: award given in 2023, next eligible to nominate/support in 2026).

Who Can Be Nominated

- The nominee(s) for the recognition award must be regular, full, or part-time (.5+ FTE) faculty members (regular, visiting, or adjunct) who have been employed at the College for a minimum of one year.
- Nominee(s) must be in good standing with no disciplinary action or less than satisfactory evaluations in the past 12 months. Nominees must also not have been in a probationary status in the past 12 months, with the exception of new hire probationary periods.
- A recipient cannot receive the award again in a three-year period (awarded in 2023, next eligible in 2026).
- Recipients must be on the payroll at the time of the award presentation in order to receive the award.

Who is NOT Eligible for Nomination

- The Dean of Faculty, the President, the SVP of Justice Equity and Antiracism, Academic Deans, staff members, casual employees, temporary employees, student employees, and contractors or subcontractors are not eligible for nomination.

When to Nominate

- The Senior Director of Human Resources will announce the annual launch of the nomination period in winter of each year. All nomination materials, including support letters, must be submitted to the Senior Director of Human Resources by a deadline established in early spring.

The Hampshire College Committee for Reappointments and Promotions will meet with the Senior Director of Human Resources to review and select recipients for the award. The Senior Director of HR will serve as chair of this group for the purpose of selecting awardees but will not be a voting member of the committee. The committee is expected to make decisions based only on the information supplied in a nomination and any support letters.

So that a nominee receives proper consideration, community members are asked to take the time to be thoughtful and detailed when writing a nomination.

- Describe the nominee's outstanding achievements of the past year that prompted you to make this nomination.
- Use specific examples rather than general praise and give details.
- If nominating a team, describe how each person contributed to its success.
- Explain how this nomination is related to one or more of the awards criteria outlined above.
- We strongly encourage at least two letters of support for each nomination from Hampshire colleagues, supervisors, or students.
- The nomination should be no longer than two pages. Supporting letters should also be no longer than two pages.
- Nominations can be written or typed in narrative or bullet point format.
- All nomination material, including support letters, must be submitted to the Senior Director of Human Resources by the established deadline.
- All questions should be submitted to the Senior Director of Human Resources.

The awardees are recognized at the Employee Appreciation Picnic in mid May. Awardees will receive a plaque, letter, and \$100 monetary gift (check or gift certificate). Recipients will also be featured in a range of public communications and announcements.

3. The President's Award for Exemplary Service

The President's Award is bestowed annually to an employee or group of employees of Hampshire College for extraordinary performance, leadership, or service by fostering positive work environments and cultures, supporting and guiding employees, accomplishing a significant goal or objective, and driving college success.

Employees may recommend to the President potential recipient's for this award, however, the President will ultimately select awardees with consultation from other Hampshire College leaders.

Who Can Be Selected

- The Selectee(s) can be any staff, faculty, or casual employee (full time or part time) who have been employed at the College for a minimum of one year.
- Selectee(s) must be in good standing with no disciplinary action or less than satisfactory evaluations in the past 12 months. Nominees must also not have been in a probationary status in the past 12 months, with the exception of new hire probationary periods.

- A recipient cannot receive the award again in a three-year period (awarded in 2023, next eligible in 2026).

Who is NOT Eligible for Nomination

- Student employees and contractors or subcontractors are not eligible for the President’s Award.

The awardees are recognized at the Employee Appreciation Picnic in mid May. Awardees will receive a plaque, letter, and \$100 monetary gift (check or gift certificate). A team award will include one team plaque, a letter to each team member, and a \$50 monetary gift for each team member. If a team comprises more than 6 members, the monetary gift may be further reduced. Recipients will also be featured in a range of public communications and announcements.

4. The 13 Award for Student Employee Excellence

Named after the Fall 2019 class of 13 students who demonstrated commitment and determination in coming to Hampshire College despite challenge and controversy, this award is given to five student employees on an annual basis who have demonstrated excellence, helping to ensure the College meets its goals and objectives.

The student nominee should have demonstrated performance that is considered “above and beyond” in most, if not all of the following performance qualities:

- Regular attendance, high dependability
- Successful completion of all assigned tasks
- High quality of assigned tasks
- Ability to work well with other employees
- Original contributions to the workplace
- Demonstrated initiative/professionalism
- Ability to work without constant supervision

Faculty and staff may nominate those student employees who they feel have made exceptional contributions to the College. The Hampshire College Awards Committee, chaired by the Senior Director of Human Resources, objectively reviews all the nominations and selects up to five (5) recipients for the year. Recipients are presented with the award and are recognized at a formal dinner in early May and at the Employee Appreciation Picnic in mid May.

Who Can Make Nominations:

- All staff and faculty are encouraged to make a nomination. See attached Nomination Form.
- Members of the Hampshire community are asked to limit their submissions to either one nomination or supporting letter per nominating period.
- We ask that anyone who has previously submitted a nomination and/or letter of support for a student who has received the award refrain from nominating or supporting a nominee again.

Who Can Be Nominated

- The nominee(s) for the recognition award must be a currently enrolled student who has been employed by the College for at least four months in the past year,
- Nominee(s) must be in good standing (academically and professionally).
- A recipient cannot receive the award more than once.

Who is NOT Eligible for Nomination

- Staff, faculty, and contractors or subcontractors are not eligible for nomination.

When to Nominate

- The Senior Director of Human Resources will announce the annual launch of the nomination period in winter of each year. All nomination materials, including support letters, must be submitted to the Senior Director of Human Resources by a deadline established in early spring.

The Hampshire College Awards Committee is selected by the Senior Director of Human Resources and will typically be composed of the Senior Director of Human Resources (Chair), the Vice President of Justice, Equity, and Antiracism, and prior year award winners from each awards category. The committee is expected to make decisions based only on the information supplied in a nomination and any support letters.

So that a nominee receives proper consideration, community members are asked to take the time to be thoughtful and detailed when writing a nomination.

- Describe the nominee's outstanding achievements of the past year that prompted you to make this nomination.
- Use specific examples rather than general praise and give details.
- If nominating a team, describe how each person contributed to its success.
- Explain how this nomination is related to one or more of the awards performance qualities outlined above.
- We strongly encourage at least two letters of support for each nomination from Hampshire colleagues, supervisors, or students.
- The nomination should be no longer than two pages. Supporting letters should also be no longer than two pages.
- Nominations can be written or typed in narrative or bullet point format.
- All nomination material, including support letters, must be submitted to the Senior Director of Human Resources by the established deadline.
- All questions should be submitted to the Senior Director of Human Resources.

The awardees are recognized at a formal dinner in early May and at the Employee Appreciation Picnic in mid May. Awardees will receive a certificate and \$100 monetary gift (check or gift certificate). Recipients will also be featured in a range of public communications and announcements.

5. Anniversary Recognition Program

Hampshire College recognizes employees for their longevity, commitment, and service to the College by recognizing and honoring those who have reached certain service milestones. Employees are recognized after their one year anniversary, five year anniversary, and subsequently every five years beyond.

The awardees are recognized at an Employee Appreciation Holiday Party in mid December. In addition, any retirees from the past year are also recognized at the Holiday Party. Awardees will receive a letter and employees celebrating 10, 20, 30, and 40 years will receive a personalized desktop award. Recipients will also be featured in a range of public communications and announcements.

6. Annual Campus-wide Employee Appreciation Events

Hampshire College strives to recognize and show appreciation to all employees throughout the year. To accomplish this and to foster a sense of community appreciation, the College puts on several events throughout the year for employees.

The President's Reception - This event is held annually at the start of the academic year as recognition for all employees, to build community, and to welcome the start of a new year. This event is organized and facilitated by the President's Office.

Employee Appreciation Holiday Party - This event, held in mid December, is a festive community gathering to express appreciation to all employees for their work and to honor employees who have reached anniversary milestones. This event is organized and facilitated by the Office of Human Resources.

Make-It-Better Day - This is a day in early spring in honor of the community spirit and selfless service of our employees. Employees may take time away from their normal tasks and duties to assist and participate in volunteer opportunities on and off campus to "make it better" and to build connections and community. Leaders who are organizing community events across campus are encouraged to show appreciation to their volunteers by providing breakfast, providing lunch, writing notes of appreciation, or making other gestures acknowledging employees' contributions. This day is organized and facilitated by **Facilities and Grounds?**

Employee Family Appreciation Picnic - This event is held in mid May shortly after commencement. All employees and families of said employees are invited to attend this event and celebrate the work of all employees throughout the academic year. At this event, employees receiving the Staff Excellence Award, the Faculty Excellence Award, the President's Award for Exemplary Service, and the 13 Award for Student Employee Excellence are honored. This event is organized and facilitated by the Office of Human Resources.

Summary of Informal Program/ Fostering a Culture of Appreciation

As part of our commitment to promoting and supporting a culture of appreciation and gratitude, we want to encourage employees and supervisors to recognize employee contributions throughout the year. The following programs are established to support this endeavor.

1. Hamp Hoorays

Hamp Hoorays are quick and easy ways for co-workers and supervisors to recognize the noteworthy contributions made by employees every day. All employees (staff, faculty, casuals, administrators, and student employees) are eligible to receive a Hamp Hooray.

Extraordinary contributions or accomplishments that would merit a Hamp Hooray may include:

- Completing a job or task especially well
- Performing a random act of kindness
- Working behind the scenes to make an event or process run smoothly
- Mentoring or helping other Hampshire community members
- Collaborating with others and bringing together groups or teams
- Promoting positive morale and camaraderie through attitude and actions
- Exhibiting creativity and effective problem-solving
- Consistently and obviously putting forth hard work
- Being an ambassador of the College

- Achieving an educational accomplishment or skill improvement

Hamp Hoorays are postcard-sized notes that are personalized by the sender to the recipient describing the behavior or action that led to the award. Hamp Hooray cards are distributed throughout campus and are available in every department. Employees and department heads may pick up cards at Duplications. Employees are encouraged to recognize the recipient quickly, preferably within one or two days of the activity or behavior. Simply complete a Hamp Hooray and drop it in interoffice mail. The card will first be sent to the Office of Human Resources where they will be logged, stamped, and put back in the interoffice mail to forward to the recipient.

Recipients of a Hamp Hooray will have their name entered into a monthly raffle for a \$50 gift card to Atkins Market. An employee may win only one raffle prize per fiscal year. Recipients will also be featured in a range of public communications and announcements.

2. There's no "I" in an Army of Frogs Award

This award is passed on month to month from one department/ team/ division/ or group of employees to another as a form of peer recognition for groups of employees. The award comes in the form of a decorative traveling wagon that includes a traveling *There's No "I" in an Army of Frogs* trophy, as well as treats, candy, small toys, and other fun items for the receiving team to enjoy. Once a wagon is delivered to a department/ team/ division/ group, it is up to that team to restock the wagon and deliver it to another team at the start of the next month to keep the recognition going. This simple yet powerful way of recognizing Hampshire College employees also adds a little fun to the work day and gives the team passing on the wagon an opportunity to get out of the office, taking a mental break in the middle of the day and fostering more connections between employees. The receiving team must:

- Identify the next department, team, division, or group to receive the wagon
- Record the receiving team, month, and reason for award in the traveling scrapbook kept in the wagon
- Restock the wagon with treats, candy, small toys, and other fun items
- Deliver the wagon as a team to the next team at the beginning of the month
- Post an announcement in the Digest publicly identifying the month's recipient and why they were selected for the award. (Consider taking a picture of the receiving team when you deliver the wagon to include in the digest post and the traveling scrapbook)

3. Department/ Division Appreciation Gathering(s)

Department Heads and Division Heads are encouraged to hold their own more intimate gatherings to recognize their staff's contributions via project-based achievements, celebrations, special events, or activities. While one department may choose to have a single larger annual holiday outing, another may choose to do two smaller celebrations or even a monthly celebration. Another department may choose to celebrate the accomplishment of a significant department goal. This practice and associated activities is at the discretion of the department head with approval of the Division Head. Divisions and departments are encouraged to budget annually for said events.

4. Supervisor's Guide to Appreciation and Recognition

The most powerful form of recognition and appreciation is often the most overlooked. Immediate, direct, and genuine feedback and praise from a direct supervisor is a form of recognition that tends to have the most impact. In addition to the formal programs listed above, supervisors at all levels are encouraged and expected to demonstrate appreciation and recognition of exceptional employee

performance, for both big and small acts of notable service. The following is a list of possible ways employees may be recognized by a supervisor.

Memento

- Write a letter of commendation on Hampshire College letterhead (Send a copy to senior management and the employee's personnel file)
- Send a letter to all team members at the conclusion of a project, thanking them for their participation
- Write a personalized note or card expressing appreciation
- Post a thank you note on an employee's door
- Find out the person's hobby and buy an appropriate gift
- Make and deliver a fruit basket
- Inscribe a favorite book as a gift
- Give a book by the colleague's favorite (professional) author.
- Present the employee with a gift card (i.e. \$5 at Atkins Market)
- Give a personalized coffee cup filled with treats
- Give a framed poem (poster or card) as a thank you
- Give a puzzle as an award to a problem solver
- Make a contribution to the colleague's favorite charity in his or her name

Public Praise

- Publicly praise and acknowledge the employee(s) during a meeting
- Create and post an "Employee Honor Roll" in the reception area
- Make a banner of appreciation to hang in the work area
- Acknowledge individual achievements by using employee's name when preparing a status report
- Establish a place to display memos, posters, photos and so on, recognizing progress towards goals and thanking individual employees for their help
- Establish a "Behind the Scenes" award specifically for those whose actions are not usually in the limelight
- At a monthly staff meeting, award an Employee of the Month and have everyone at the meeting stand up and say why that person is deserving of the award
- Ask your supervisor to attend a meeting with your employees during which you thank individuals and groups for their specific contributions
- Pop in at the first meeting of a special project team and express your appreciation for their involvement
- If you have a department newsletter, publish a "kudos" column and ask for nominations throughout the department
- Include 'kudos' as an agenda item in staff meetings
- Take out an advertisement to thank colleagues, including names and/or pictures

Celebration

- Host a department pizza party
- Bring in breakfast (i.e. coffee and donuts) for the department
- Plan a surprise picnic
- Leave a flowers or balloons on a desk or chair
- Serve ice cream sundaes to all of your employees at the end of a project
- Treat an employee to lunch
- Serve a team a hero party sandwich at the end of an assignment, for a job well done
- Make or buy your colleague's favorite food and bring it to work

- Plan a surprise party to celebrate a special achievement

Humor/ Fun

- Answer your employee's telephone for a day
- Offer to do your colleague's most unpleasant task for a day to say 'thanks'
- Wash the employee's car in the parking lot during the lunch hour
- Swap a task with an employee for a day – his/her choice
- Give Mr. Goodbar (candy bar) Awards
- Give a note reading, "Thank you. You are a _____!" Attach a roll of Lifesavers
- Make a necklace of lifesavers and give it to someone "For being the "lifesaver of _____"
- Celebrate national recognition days (i.e. National IT Professionals Day in September, National Custodians Day on October 2nd, Extraordinary Work Team Recognition Day on December 4th, National Working Moms Day on March 12th, etc.) There's a recognition day for nearly every profession, trait, and group.

Alternative

- Give the person a copy of the latest best-selling management or business book or a subscription to a trade magazine
- Support a special training/conference opportunity that recognizes exceptional performance and does not give unfair work advantage over co-workers; not for training tied to fundamental position duties
- Hold informal retreats to foster communication and set goals
- Provide a furniture or equipment upgrade that recognizes exceptional performance and does not give unfair work advantage over co-workers; not for equipment that the employee needs to perform job properly
- Call an employee to your office to thank them (don't discuss any other issue)

This is not meant to be an all-encompassing list. Gestures of appreciation and recognition are truly limited only to the imagination. The gestures that make the most impact tend to be those that show thought and are tailored to the employee's personal likes and values. An employee who has a sweet-tooth may simply appreciate a cupcake with a small note while another employee may be touched by kind sincere words at the start of an all-staff meeting.

Supervisors should be mindful of the appearances of the gestures above. Acts that are seen by others may be perceived as favoritism though the supervisor's intention may be to just acknowledge the employee in the way they appreciate the most. It is recommended that supervisors make gestures of appreciation and recognition in a variety of ways ensuring they are acknowledging all appropriate personnel.