

2014



RECOGNITION TRENDS REPORT

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Quantum Workplace's software and services help you build an engaged culture

Our suite of engagement analytics tools helps you collect employee feedback throughout the employee lifecycle, so you can make work awesome.



INCREASE ENGAGEMENT

Survey your staff, analyze results, and take action on one powerful platform



DRIVE PERFORMANCE

Align your team with goal tracking, motivate with peer-to-peer recognition, and coach employees in real time



UNDERSTAND TURNOVER

Uncover turnover truths with a 360 assessment and aggregate analysis

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RECOGNITION: WHAT DO EMPLOYEES WANT?

Feeling valued is one of the three critical areas having the strongest association with overall engagement, yet our research has found that less than one percent of organizations actually perform best in that area. This presents a great opportunity for improvement.

In order for recognition to increase or maintain engagement, it needs to come in a form employees value and at a frequency they want.

With feedback from almost 400,000 employees at nearly 5,000 organizations, this study examines what types of recognition employees value the most and their perception of its frequency (was it too much or not enough?). The survey examined 11 different types of recognition:

- Granted time off
- Granted more flexibility/autonomy
- Additional job responsibility
- A personalized gift (plaque or company merchandise)
- Access to new learning/training opportunities
- Team celebration
- Praise from direct manager
- Praise from senior leadership
- A promotion
- Pay increase
- Spontaneous cash bonus

When employees feel valued, their **engagement and productivity rises, and they are motivated to do their jobs better.**

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What's the Most Important Form of Recognition?

OVERALL RANKING

1. Pay increase
2. Access to new learning/training opportunities
3. Spontaneous cash bonus
4. Granted more flexibility/autonomy
5. Granted time off
6. A promotion
7. Praise from direct manager
8. Praise from senior leadership
9. Additional job responsibility
10. Team celebration
11. Personalized gift (plaque or company merchandise)

Employees would rather have
access to learning opportunities
than a spontaneous cash bonus.

Not surprising, for the third year in a row, a pay increase ranked first across all employees, as shown in the diagram on the left.

However, compensation is not the only important means for recognizing employees. When examining the top five preferred recognition forms, granted time off, more flexibility and autonomy, and access to new learning or training opportunities made the list.

It's evident that employees value work-life harmony (in the form of time off and flexibility) and the opportunity to learn, as well as traditional compensation-based recognition.

In fact, employees even prefer work-life harmony options to praise from direct managers and senior leadership, which ranked seventh and eighth.

For the third year in a row, a personalized gift, like a plaque or company merchandise, ranked last in importance across all employees. Less than five percent of employees thought gifts were important, while almost 60 percent said a pay increase was an important form of recognition.

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Frequency of Recognition

Are Employees Getting What They Want?

Employees ranked access to new learning or training opportunities second on the list of most preferred recognition types, yet more than a quarter said they received development opportunities too infrequently. This presents employers with a great opportunity for improvement.

Promotions, pay increases, and cash bonuses were reported as given too infrequently across all employees. Of the three compensation-based forms of recognition, more employees said a spontaneous cash bonus was received too infrequently (54.5 percent), compared to a pay increase (49.2 percent) or promotion (42.0 percent). Almost half of all employees believe they aren't receiving enough of their most preferred form of recognition — a pay increase.

Organizations appear to be doing best at providing employees' fourth and fifth ranked recognition items, time off and flexibility. Similar to findings in the 2013 Employee Engagement Trends Report, granted time off and more flexibility and autonomy were most often reported as being just right in terms of frequency. Three-fourths of all employees said they received these items the right amount.

Too Much Responsibility

For the second year in a row, additional job responsibility was reported as being awarded too frequently. More than 21 percent of employees said they received too much additional job responsibility, up nearly two percent from last year.

Praise: Managers and Leadership

Praise from direct managers and senior leadership saw interesting trends in regards to frequency. While employees preferred both items almost the same amount, the frequency at which they received the different forms of praise varied. Almost 73 percent of all employees said they received the right amount of praise from direct managers, while only 63 percent said they received the right amount from senior leadership.

25% of employees don't receive enough access to new learning and training opportunities.

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RECOGNITION BY ENGAGEMENT PROFILE

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ENGAGEMENT PROFILE

What are Employee Engagement Profiles?

In our analysis, employees responded to an engagement survey using a 6-point Likert scale. Based on an average of their answers, without factoring in skipped questions, they placed in one of four groups: Engaged, Contributing, Disengaged, or Hostile.

ENGAGED

Average Score: 5-6
Highly favorable
Advocates
Intend to stay
Lead with discretionary effort

CONTRIBUTING

Average Score: 4-4.9
Moderately favorable
Something holds them back
Opportunity for increased performance

DISENGAGED

Average Score: 3-3.9
Indifferent
Lack motivation
At-risk for retention

HOSTILE

Average Score: 1-2.9
Negative
Lack commitment
Impact productivity of others

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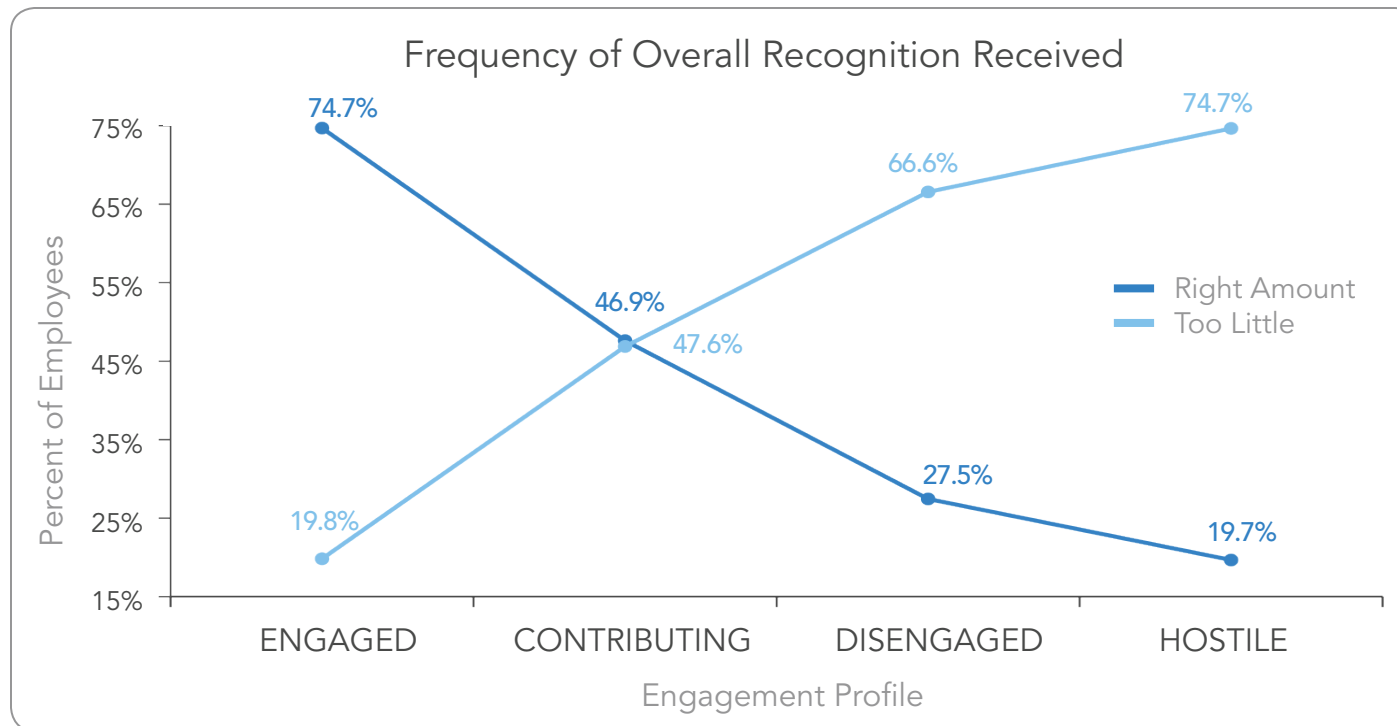
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Frequency of Recognition by Engagement Profile

When considering frequency of recognition by engagement profile, an obvious trend line appears. As employees' level of engagement increased, they were more likely to report the frequency of recognition as just right. Hostile employees were nearly four times more likely to say they received too little recognition, compared to engaged employees.

The chart below illustrates the relationship between employees' perception of recognition frequency and their engagement profile. Engaged and hostile employees experienced polar opposite trends when considering too little or the right amount of recognition received. Contributing employees, on the other hand, said they received the right amount or too little recognition an almost even amount. Roughly six percent of employees in each profile said they received too much overall recognition.



Hostile employees are **4X more likely than engaged employees to say they receive recognition too infrequently.**

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What's the Most Important Form of Recognition by Engagement Profile?

Let's look at how perceptions of recognition varied among the four engagement profiles. The diagram below shows how each engagement profile ranked the 11 forms of recognition.

ENGAGED	CONTRIBUTING	DISENGAGED	HOSTILE
1. Pay increase	1. Pay increase	1. Pay increase	1. Pay increase
2. Access to new learning/ training opportunities	2. Spontaneous cash bonus	2. Spontaneous cash bonus	2. Spontaneous cash bonus
3. Granted more flexibility/ autonomy	3. Access to new learning/ training opportunities	3. A promotion	3. A promotion
4. Spontaneous cash bonus	4. Granted time off	4. Granted time off	4. Granted time off
5. Praise from senior leadership	5. A promotion	5. Access to new learning/ training opportunities	5. Granted more flexibility/ autonomy
6. Praise from direct manager	6. Granted more flexibility/ autonomy	6. Granted more flexibility/ autonomy	6. Access to new learning/ training opportunities
7. Team celebration	7. Praise from direct manager	7. Praise from direct manager	7. Praise from direct manager
8. Additional job responsibility	8. Praise from senior leadership	8. Praise from senior leadership	8. Praise from senior leadership
9. Granted time off	9. Additional job responsibility	9. Additional job responsibility	9. Additional job responsibility
10. A promotion	10. Team celebration	10. Team celebration	10. Team celebration
11. A personalized gift	11. A personalized gift	11. A personalized gift	11. A personalized gift

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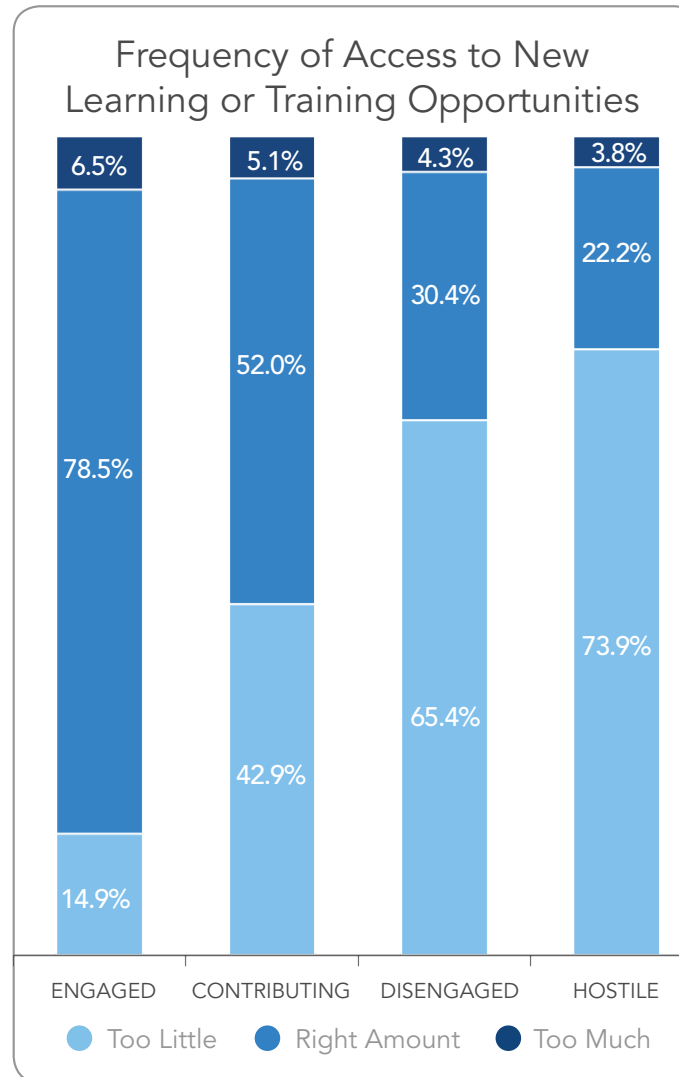


The More Engaged the Higher Desire to Learn

The higher an employee's engagement level, the more he or she valued new learning or training opportunities. In fact, engaged employees ranked professional development as the second most preferred form of recognition.

Contributing employees ranked access to new learning or training opportunities third; disengaged employees ranked it fifth; and hostile employees ranked it as the sixth most important form of recognition. Furthermore, access to new learning or training opportunities dropped one spot on hostile employees' most preferred list from the previous year, now less preferred than flexibility and autonomy.

Hostile employees were more likely to say they didn't receive enough access to learning or training opportunities, compared to the other profiles. As shown in the graph on the right, seventy-four percent of hostile employees said they received too little professional development, compared to 65 percent of disengaged, 43 percent of contributing, and 15 percent of engaged employees. Interestingly, engaged employees were twice as likely to say they received professional development too frequently, compared to hostile employees.



Access to New Learning/ Training Opportunities

Rank by Engagement Profile

2nd
ENGAGED

3rd
CONTRIBUTING

5th
DISENGAGED

6th
HOSTILE

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Engaged Employees Think Compensation Is Less Important

While all four employee engagement profiles said compensation-based recognition was important, the extent to which it was preferred and received differed significantly between hostile and engaged employees. Engaged employees were the least likely to prefer compensation-based recognition, while hostile employees ranked a pay increase, spontaneous cash bonus, and promotion as their top three forms of recognition.

All engagement profiles ranked a pay increase as the most important form of recognition; however, almost 69 percent of disengaged and hostile employees said it was the most important type of recognition, compared to only 53 percent of engaged employees. All engagement profiles agreed a pay increase was given too infrequently; however, the difference between hostile and engaged employees was significant. In fact, 90 percent of hostile employees reported a pay increase as too infrequent, whereas only 36 percent of engaged employees reported it as too infrequent.

Hostile employees were 1.5 times more likely than engaged employees to rank a promotion as an important form of recognition. In fact, disengaged and hostile employees ranked a promotion as the third most preferred reward, while engaged employees ranked it tenth out of the 11 different types.

A spontaneous cash bonus followed a similar trend as engaged employees ranked the item fourth in importance, while the other three profiles said it was the second most important form of recognition. Thirty-five percent of contributing, disengaged, and hostile employees said it was an important form of recognition, compared to 28 percent of engaged employees.

Disengaged Employees Receive Too Much Responsibility

All engagement profiles ranked additional job responsibility eighth or ninth in importance and agreed it was given too frequently. However, hostile employees were twice as likely to say they received too much additional responsibility. Slightly more than 37 percent of hostile employees said additional job responsibility was awarded too often, compared to 16 percent of engaged employees.

90% of hostile employees said a pay increase was awarded too infrequently

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Celebration and Gifts

Engaged or not, all employees ranked a personalized gift as least important, with less than five percent of employees preferring it.

A team celebration ranked tenth in importance across contributing, disengaged, and hostile employees. However, as employees became more engaged, the desire for a team celebration increased. Engaged employees were twice as likely to consider it important when compared to hostile employees. In fact, engaged employees said it was their seventh most preferred form of recognition.

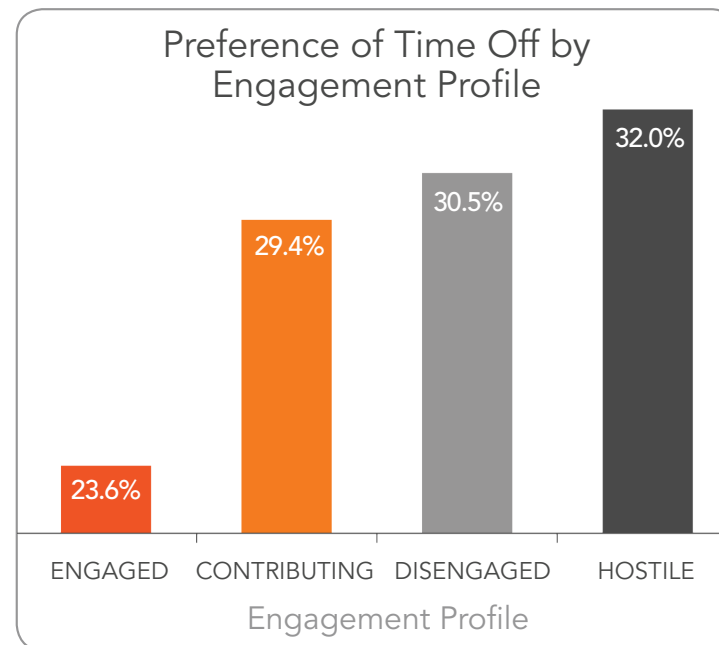
.....
ENGAGED EMPLOYEES
were 2X more likely to
prefer team celebrations.
.....

Almost 75 percent of hostile employees said they didn't receive enough gifts and team celebrations, compared to less than 25 percent of engaged employees.

The Less Engaged the Lower the Desire to Work

As engagement decreased, the desire for time off increased. Granted time off ranked as the fourth most important type of recognition for contributing, disengaged, and hostile employees. Engaged employees ranked time off ninth in importance.

Interestingly, contributing, disengaged, and hostile employees were more likely to say they received time off the right amount, compared to every other recognition item. Engaged employees said it was third in terms of the right amount of frequency, after granted flexibility and autonomy and praise from direct manager.



- As engagement
- declined,
- **the desire**
- **for time**
- **off became**
- **more**
- **important.**

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Praise: Leadership and Managers

Praise from senior leadership and direct managers saw significant differences in terms of preference and frequency when segmented by engagement profile.

Engaged employees ranked praise from senior leadership in their top five preferred forms of recognition, while contributing, disengaged, and hostile employees said it was eighth in importance. Furthermore, engaged employees were the only group to say praise from senior leadership was more important than praise from direct managers.

Although contributing, disengaged, and hostile employees ranked praise from senior leadership eighth on their list of most preferred recognition, they said it was the recognition item most infrequently awarded, after the three compensation-based forms. Engaged employees, on the other hand, said it was the fifth most infrequently awarded, after the compensation-based forms and a personalized gift.

Praise from direct managers ranked either sixth or seventh for all employee profiles; however, less engaged employees said they didn't receive it enough. Hostile employees said praise from direct managers was the fifth most infrequent recognition type awarded, and they were 10 times more likely than engaged employees to receive praise from direct managers too little.

HOSTILE EMPLOYEES:

10X

more likely to
receive praise from
senior leadership
too infrequently,
compared to
engaged employees.

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IMPLICATIONS

Engaged

Give employees the recognition they want to keep them engaged and feeling valued.

- Help your employees grow and advance in their career field with access to new learning and training opportunities.
- Reward hard-working employees with a little extra flexibility to keep them engaged and feeling valued.
- If you have an engaged workforce, plan more team celebrations to recognize successes.

Contributing

Transform your influential contributing employees into an engaged and valued workforce.

- Encourage senior leaders to recognize good work and effort.
- Next time you award employees with some extra time off, ask if they'd prefer the recognition in the form of a cash bonus.
- Before you award employees with more job responsibility, make sure they've received enough access to learning and training opportunities.

Disengaged

Use recognition to engage employees who seem to be lacking motivation.

- If possible, reward high-performers with a promotion or increase in rank.
- Encourage senior leaders to recognize employees more often to balance the frequency of praise from senior leadership and direct managers.
- If employees are taking a lot of time off, they might be disengaged. Re-engage them with recognition, such as flexibility and autonomy or a pay increase, if possible.

Hostile

Re-engage even the most hostile employees with the right type and amount of recognition.

- Encourage direct managers to spend more one-on-one time coaching and recognizing employees.
- Take a look at your recognition strategy to make sure you're recognizing employees frequently.
- If you have the resources, show your employees you value their work by providing work-life harmony and compensation-based recognition.

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RECOGNITION

BY PROFESSIONAL DEMOGRAPHICS

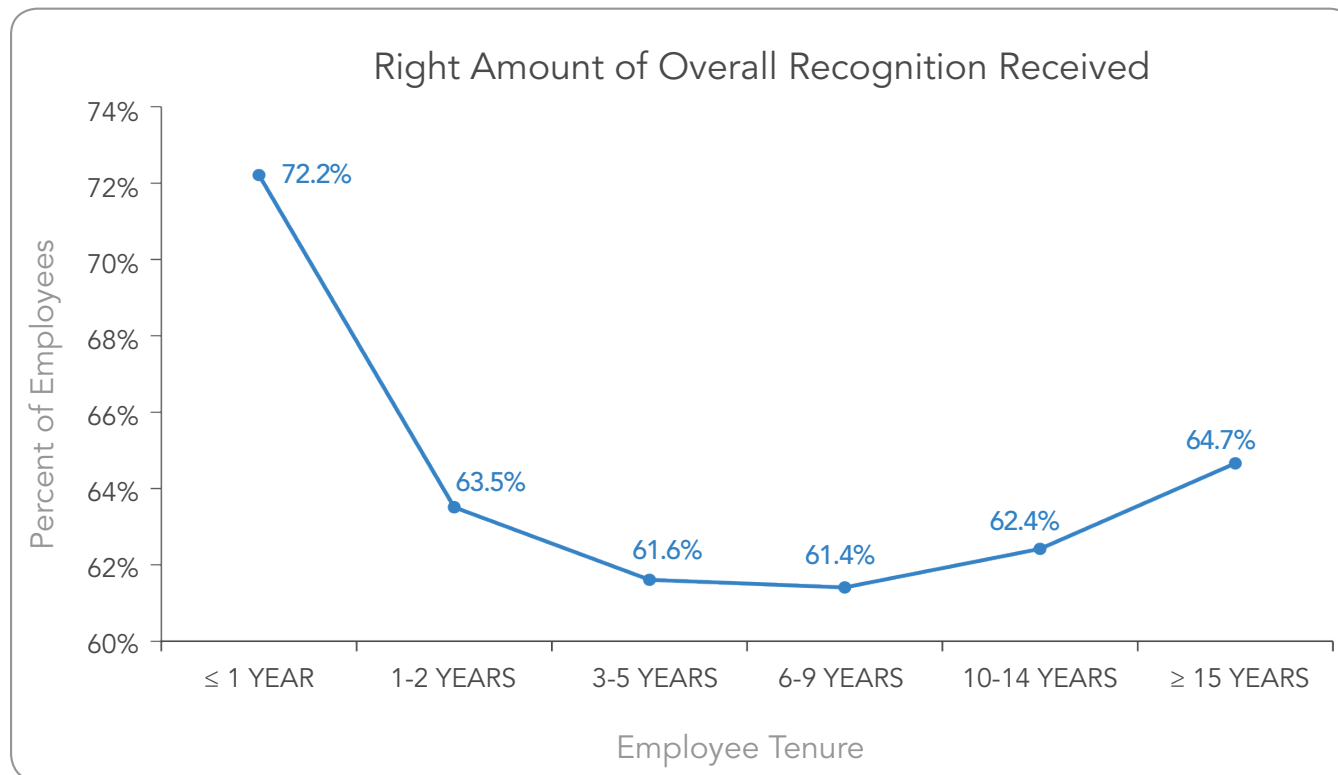
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- TENURE
- POSITION LEVEL
- DEPARTMENT

TENURE

Frequency of Recognition

When analyzing frequency of recognition received by how long employees had been working at their current organization, a slight curve appeared. Both the least and most tenured employees were more likely to say they received the right amount of overall recognition, compared to employees who had been working at an organization for three to nine years. More than 72 percent of the least tenured employees believed they received the right amount of overall recognition.



72%
of the least tenured
employees said they
received the right
amount of recognition.

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What's the Most Important Form of Recognition by Tenure?

The diagram below shows how different tenure levels ranked their preference for the different types of recognition.

≤ 1 YEAR	1-2 YEARS	3-5 YEARS	6-9 YEARS	10-14 YEARS	≥ 15 YEARS
1. Pay increase	1. Pay increase	1. Pay increase	1. Pay increase	1. Pay increase	1. Pay increase
2. Access to new learning/training opportunities	2. Access to new learning/training opportunities	2. Spontaneous cash bonus	2. Spontaneous cash bonus	2. Spontaneous cash bonus	2. Spontaneous cash bonus
3. Granted more flexibility/autonomy	3. A promotion	3. Access to new learning/training opportunities	3. Access to new learning/training opportunities	3. Access to new learning/training opportunities	3. Granted more flexibility/autonomy
4. Praise from direct manager	4. Spontaneous cash bonus	4. A promotion	4. Granted more flexibility/autonomy	4. Granted more flexibility/autonomy	4. Access to new learning/training opportunities
5. Additional job responsibility	5. Granted more flexibility/autonomy	5. Granted more flexibility/autonomy	5. A promotion	5. Praise from senior leadership	5. Praise from direct manager
6. Granted time off	6. Granted time off	6. Granted time off	6. Praise from senior leadership	6. Praise from direct manager	6. Praise from senior leadership
7. A promotion	7. Praise from direct manager	7. Praise from senior leadership	7. Granted time off	7. Granted time off	7. Granted time off
8. Team celebration	8. Additional job responsibility	8. Praise from direct manager	8. Praise from direct manager	8. A promotion	8. Team celebration
9. Spontaneous cash bonus	9. Praise from senior leadership	9. Additional job responsibility	9. Team celebration	9. Team celebration	9. Additional job responsibility
10. Praise from senior leadership	10. Team celebration	10. Team celebration	10. Additional job responsibility	10. Additional job responsibility	10. A promotion
11. A personalized gift	11. A personalized gift	11. A personalized gift	11. A personalized gift	11. A personalized gift	11. A personalized gift

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New Employees Want to Learn

Employee recognition preferences varied depending on how long individuals had been employed at their organization. The least tenured employees preferred access to new learning and training opportunities significantly more than any other tenure group. As tenure increased, the desire for learning and training opportunities decreased. Almost 40 percent of employees who had been working at an organization less than a year thought professional development opportunities were important, compared to roughly 30 percent of those employed a year or more.

Employee who had been working at an organization less than a year were also more likely to report that they received the right amount of the professional development item. Almost 74 percent of the least tenured employees said they received professional development opportunities the right amount.

Interestingly, the most tenured employees were second most likely to receive access to learning and training opportunities the right amount, with 72 percent of employees who said they received enough. Considering the professional development item ranked second on the least tenured employees'

preferred list, it's reasonable to assume that most organizations invest the right amount of time and resources in developing their new employees. Because the most tenured employees ranked access to new learning and training opportunities as less important, less of an investment is more likely the right amount.

Granted Time Off by Tenure

When analyzing the frequency and preference of granted time off by employee tenure, some interesting findings appeared.

- All tenure groups ranked granted time off sixth or seventh in terms of preference.
- Roughly a quarter of each tenure group said it was an important form of recognition.
- Employees tenured one to two years were slightly more likely to prefer time off, compared to the other tenure groups.
- Twenty percent of employees tenured one to two years said they didn't receive granted time off enough.
- Almost 80 percent of employees tenured one year or less and 15 years or more said they received time off the right amount.
- Roughly five percent of employees tenured 10 to 14 years said they received too much time off.

**MORE THAN
70%**
of the least and
most tenured
employees
said they received
enough learning
opportunities.

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The Least and Most Tenured Want More Job Responsibility

Interestingly, the least and most tenured employees were more likely to prefer additional job responsibility, compared to every other tenure group. Employees who had been at an organization a year or less and 15 years or more were the only two tenure groups who said additional job responsibility was more important than a promotion.

Middle-tenured employees, on the other hand, were less likely to prefer additional job responsibility as a form of recognition. In fact, middle-tenured employees ranked the item ninth in importance and reported receiving it too frequently, compared to the other tenure groups. Almost a quarter of employees who'd been at an organization for six to nine years said they received additional job responsibility too frequently. They were nearly twice as likely to say they received too much compared to those employed less than a year.

Tenure and the Three Compensation-Based Forms of Recognition

Promotions were more important to employees who had been working at an organization between one and five years, compared to new or more tenured employees. A quarter of one- to five-year employees considered a promotion an important form of recognition.

While all tenure groups ranked a pay increase as the most preferred form of recognition, employees who'd been at an organization for one year or less were considerably less likely to prefer it. Less than half of the least tenured employees said a pay increase was the most important form of recognition, compared to almost 60 percent of all other tenure groups.

A spontaneous cash bonus, however, became more important as tenure increased. Thirty-four percent of employees who had been working at an organization 15 years or more said a spontaneous cash bonus was an important form of recognition, compared to only 24 percent of the least tenured employees.

As tenure increased,
**a spontaneous
cash bonus
became more
important.**

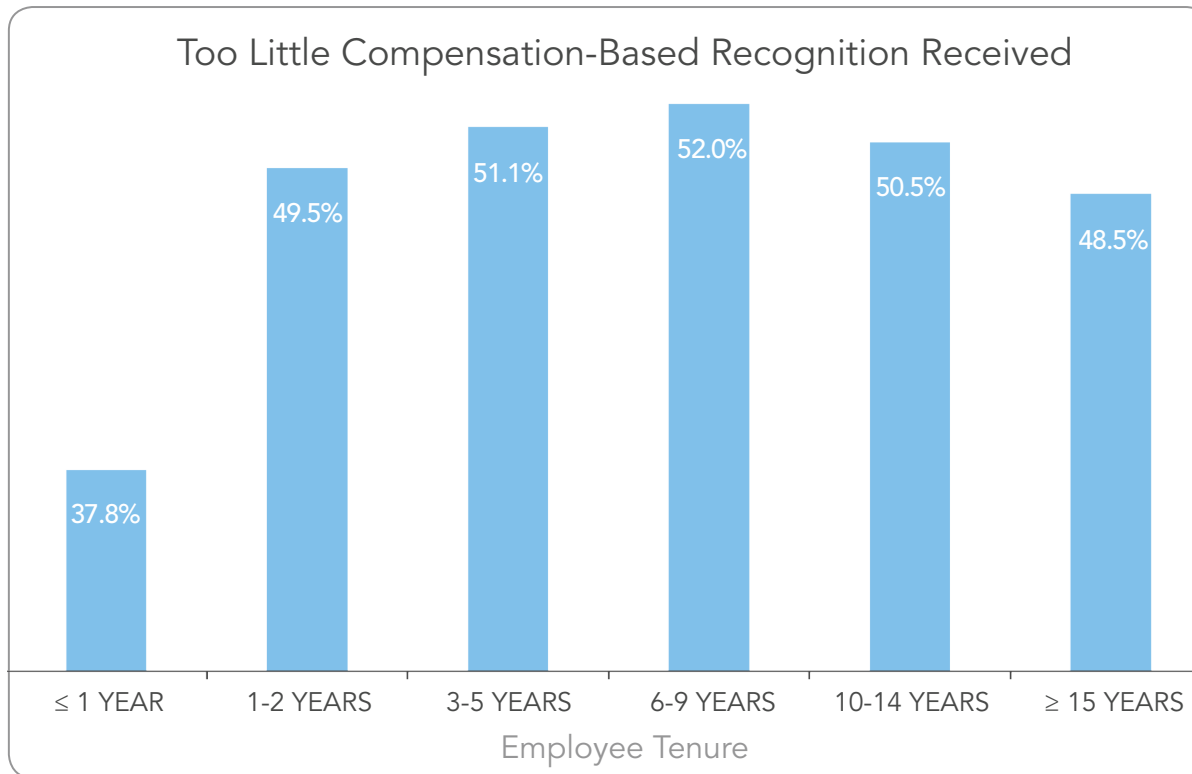
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Middle-Tenured Employees Don't Receive Enough Compensation-Based Recognition

Employees who had been working at an organization for six to nine years, were more likely to say they received too little compensation-based recognition compared to the other tenure groups. Employees tenured three to five years were next likely to report they received too little, followed by employees tenured 10 to 14 years. The graph below illustrates the percentage of each employee group that reported receiving pay increases, spontaneous cash bonuses, and promotions too infrequently. While employees tenured six to nine years ranked the three compensation-based forms of recognition in their top five most preferred, they reported receiving them less frequently than any other group. Considering this, one can assume that too little compensation-based recognition could be a factor that negatively impacts middle-tenured employees' engagement levels.



MORE THAN
1/2
of employees
tenured three
to 14 years said
they receive
pay increases,
bonuses, and
promotions too
infrequently.

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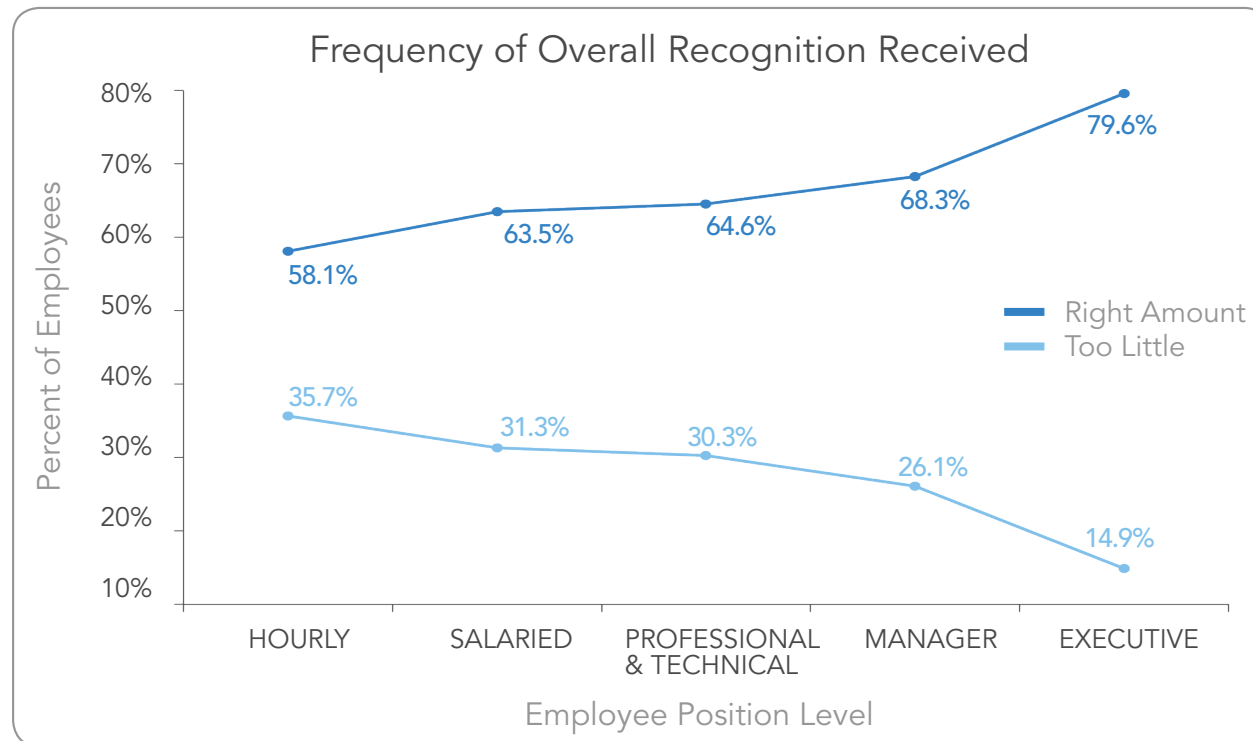


POSITION LEVEL

Frequency of Recognition

As you move up the organization's hierarchy, employees are more likely to be satisfied with the amount of recognition they receive, as shown in the graph below.

Almost 80 percent of executives said they received the right amount of overall recognition, compared to only 58 percent of hourly paid employees. Furthermore, hourly employees were 2.4 times more likely than executives to say they received too little recognition. Roughly six percent of each position level said they received too much overall recognition.



HOURLY EMPLOYEES were 2.4 times more likely than executives to receive too little recognition.

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What's the Most Important Form of Recognition by Position Level?

How do perceptions of recognition vary as you move up the organization's hierarchy? The diagram below shows each position level's preferred forms of recognition.

HOURLY	SALARIED	PROFESSIONAL/TECH	MANAGER LEVEL	EXECUTIVE LEVEL
1. Pay increase	1. Pay increase	1. Pay increase	1. Pay increase	1. Pay increase
2. Access to new learning/training opportunities	2. Spontaneous cash bonus	2. Access to new learning/training opportunities	2. Praise from senior leadership	2. Praise from senior leadership
3. Spontaneous cash bonus	3. Access to new learning/training opportunities	3. Granted more flexibility/autonomy	3. Granted more flexibility/autonomy	3. Granted more flexibility/autonomy
4. Granted time off	4. Granted more flexibility/autonomy	4. Spontaneous cash bonus	4. A promotion	4. Additional job responsibility
5. Praise from direct manager	5. Granted time off	5. Granted time off	5. Spontaneous cash bonus	5. Access to new learning/training opportunities
6. A promotion	6. Praise from direct manager	6. Praise from direct manager	6. Access to new learning/training opportunities	6. Team celebration
7. Team celebration	7. A promotion	7. A promotion	7. Praise from direct manager	7. A promotion
8. Granted more flexibility/autonomy	8. Praise from senior leadership	8. Praise from senior leadership	8. Additional job responsibility	8. Spontaneous cash bonus
9. Additional job responsibility	9. Team celebration	9. Additional job responsibility	9. Team celebration	9. Praise from direct manager
10. Praise from senior leadership	10. Additional job responsibility	10. Team celebration	10. Granted time off	10. Granted time off
11. A personalized gift	11. A personalized gift	11. A personalized gift	11. A personalized gift	11. A personalized gift

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Executives Prefer Pay Increases Less, Responsibility More

A pay increase was the most preferred type of recognition across all position levels; however, it became less important as position level increased. Almost 60 percent of hourly and salaried employees said a pay increase was the most important type of recognition, compared to only 46 percent of executives.

Although pay increases were less important to executives, they were the group most likely to receive the right amount. Almost 75 percent of executives said they received to right amount of pay increases, compared to less than 40 percent of hourly employees.

As position level increased, desire for additional job responsibility increased as well. In fact, executives were the only position level that ranked additional job responsibility in their top five preferred forms of recognition. More than 34 percent of executives said additional job responsibility was important, compared to 21 percent of the other position levels.

All other position levels, however, were most likely to say they received additional job responsibility too infrequently. In fact, hourly employees were five times more likely than executives to say they didn't receive enough additional job responsibility as a form of recognition.

Professional and Technical and Hourly Employees Want More Opportunities to Learn

Professional and technical and hourly employees were the only position levels to rank access to new learning or training opportunities as the most preferred form of recognition, after a pay increase. Professional and technical employees preferred the professional development item more than any other position level, with more than 34 percent of employees considering it important.

Although professional and technical and hourly employees preferred it most, both groups were more likely to report receiving too little professional development opportunities. Between 27 and 29 percent of professional and technical and hourly employees said they didn't receive enough access to learning or training opportunities, compared to 13 percent of executives.

As position level increased,
pay increases, bonuses,
and promotions became

LESS IMPORTANT.

.....

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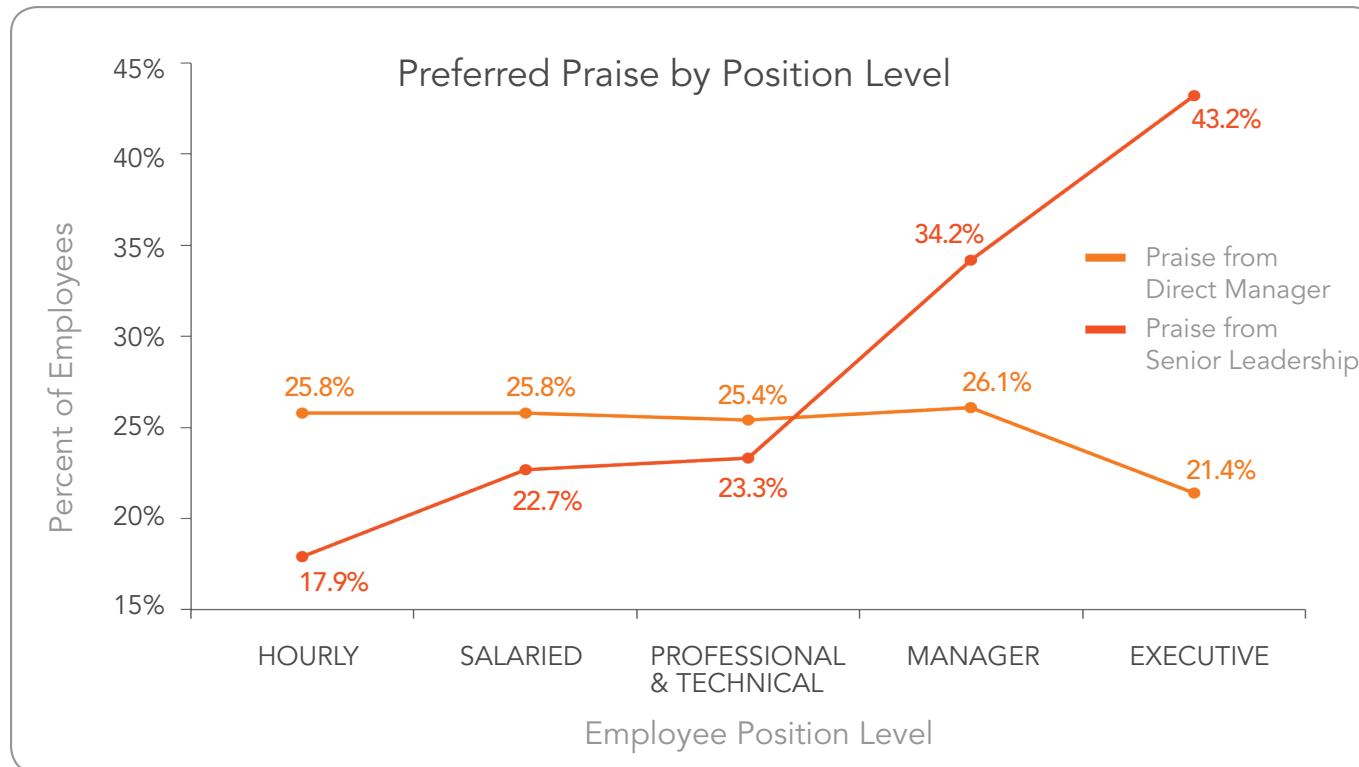
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Praise and Position Level

As illustrated in the graph below, praise from senior leadership followed a curve, such that it became more important as position level increased. Executives and managers ranked the item second, while all other position levels ranked it ninth or tenth. Moreover, 43 percent of executives and 34 percent of managers said praise from senior leadership was an important form of recognition, compared to 18 percent of hourly employees.

The desire for praise from direct managers, however, stayed steady as the organization's hierarchy increased, except with executives, whose direct managers are likely leadership. About a quarter of employees in each position level, except executives, considered it an important form of recognition.



EXECUTIVES
think responsibility
and praise from
senior leadership
are important forms
of recognition.

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Hourly Employees Want Gifts; Executives Want Celebrations

Although a personalized gift ranked last in importance across all position levels, the degree to which employees preferred it varied by position level. Hourly employees were two times more likely to prefer a personalized gift, compared to executives and managers. However, they were least likely to receive the right amount. Fifty-five percent of hourly employees said they received the right amount of personalized gifts, compared to 75 percent of executives and 65 percent of managers.

Executives preferred a team celebration more than any other position level. The item ranked sixth on their list, with a quarter of executives considering it an important form of recognition. Hourly employees were the second most likely to report a team celebration as important, ranking it seventh, two spots higher than praise from senior leadership. Salaried, professional and technical, and manager-level employees ranked a team celebration ninth and tenth out of the 11 types of recognition. Interestingly, executive level and hourly employees were slightly more likely to say they received team celebrations too frequently.

Promotions: Important to Managers

Managers preferred a promotion more than any other position level. In fact, manager-level employees ranked a promotion as the fourth most important form of recognition, while all other position levels ranked it sixth or seventh. They were the only employee group to consider a promotion more important than access to new learning or training opportunities. Managers were twice as likely to say they received too little promotions, compared to executives. Thirty-two percent of managers said they did not receive enough promotions.

MANAGERS
said a promotion
was more important
than learning or
training opportunities.

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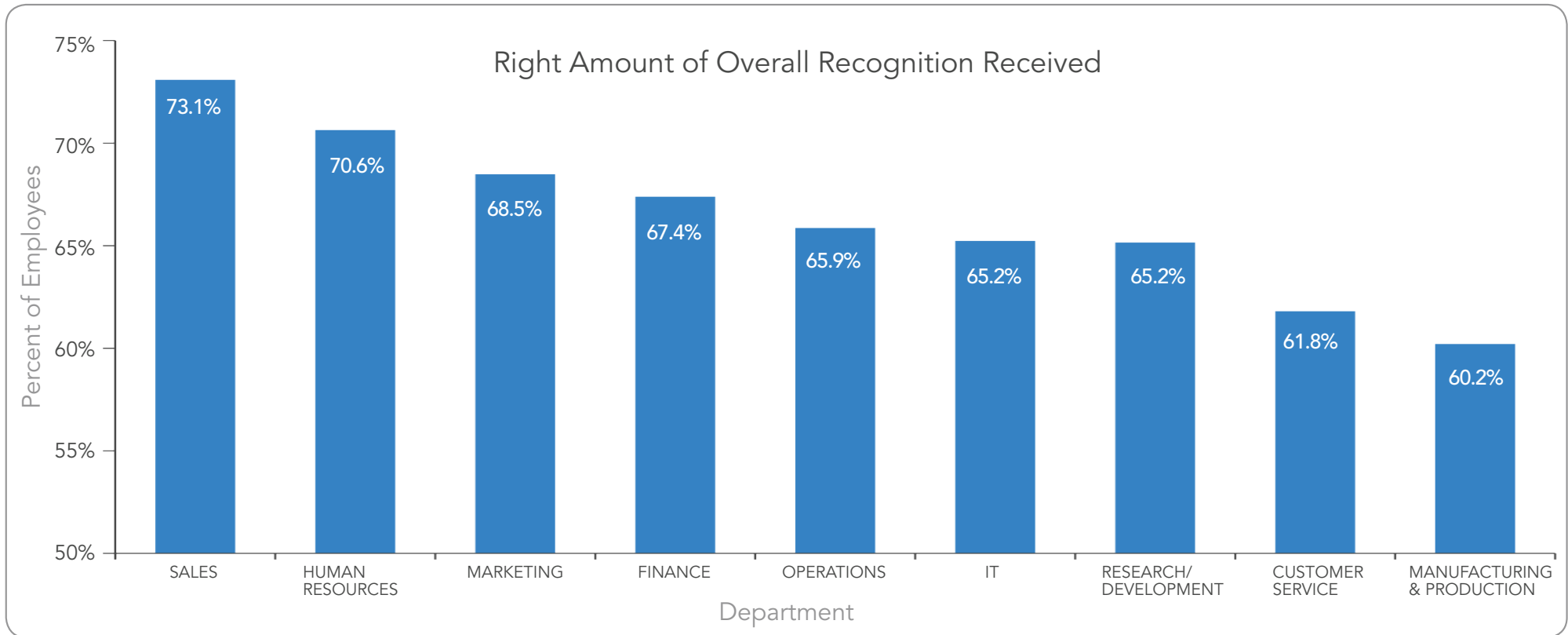
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DEPARTMENT

Frequency of Recognition

Perception of recognition frequency varied by department. More than 70 percent of employees in sales and human resources reported receiving the right amount of overall recognition. Manufacturing and production employees were least likely to say they received the right amount of recognition, followed by employees in customer service. The chart below illustrates the percentage of employees in each department who said they received the right amount of recognition.



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What's the Most Important Form of Recognition by Department?

Recognition preferences also vary based on an employee's department. The diagram below shows each department's top five preferred forms of recognition.

HUMAN RESOURCES	IT	CUSTOMER SERVICE	MANUFACTURING & PRODUCTION	MARKETING
<ol style="list-style-type: none"> 1. Pay increase 2. Granted more flexibility/ autonomy 3. Access to new learning/training opportunities 4. Praise from direct manager 5. Praise from senior leadership 	<ol style="list-style-type: none"> 1. Pay increase 2. Access to new learning/training opportunities 3. Granted more flexibility/ autonomy 4. Spontaneous cash bonus 5. A promotion 	<ol style="list-style-type: none"> 1. Pay increase 2. Access to new learning/training opportunities 3. Spontaneous cash bonus 4. Granted time off 5. Praise from direct manager 	<ol style="list-style-type: none"> 1. Pay increase 2. Access to new learning/training opportunities 3. Spontaneous cash bonus 4. Granted time off 5. Granted more flexibility/ autonomy 	<ol style="list-style-type: none"> 1. Pay increase 2. A promotion 3. Praise from senior leadership 4. Granted more flexibility/ autonomy 5. Access to new learning/training opportunities
OPERATIONS	RESEARCH/ DEVELOPMENT	SALES	FINANCE	
<ol style="list-style-type: none"> 1. Pay increase 2. Access to new learning/training opportunities 3. Spontaneous cash bonus 4. Granted more flexibility/ autonomy 5. A promotion 	<ol style="list-style-type: none"> 1. Pay increase 2. Granted more flexibility/ autonomy 3. Access to new learning/training opportunities 4. A promotion 5. Additional job responsibility 	<ol style="list-style-type: none"> 1. Pay increase 2. Access to new learning/training opportunities 3. Praise from senior leadership 4. Granted more flexibility/ autonomy 5. Spontaneous cash bonus 	<ol style="list-style-type: none"> 1. Pay increase 2. Granted more flexibility/ autonomy 3. Spontaneous cash bonus 4. A promotion 5. Access to new learning/training opportunities 	

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Human Resources: Satisfied with Workplace Flexibility

Research and development, human resources, and finance were the most likely to prefer more flexibility and autonomy as a form of recognition, compared to the other departments. The item ranked second on their top preferred lists, with more than 30 percent of employees in all three departments considering it an important form of recognition.

Human resources employees were the most likely to receive the right amount of flexibility, with 83 percent reporting they received enough. Customer service employees were the most likely to receive too little flexibility, almost two times more likely than human resources and sales to receive it too infrequently. Interestingly, customer service was also the department least likely to prefer autonomy and flexibility.

Customer Service: Most Likely to Prefer Time Off, Least Likely to Receive Enough

Customer service and manufacturing and production employees preferred time off more than employees in any other department. In fact, they were the only three departments to include granted time off on their lists of the top five most preferred forms of recognition. Roughly a quarter of employees in customer service and manufacturing and production considered it an important form of recognition.

While customer service employees preferred time off more than any other department, they were the least likely to receive the right amount. Seventy-four percent of customer service employees said they received enough time off, compared to 82 of sales and human resources employees.

MORE THAN
80%
of human resources
received the right
amount of flexibility,
and time off.

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Praise: Too Little, Too Much, Just Right

Every department reported receiving praise from senior leadership less frequently than praise from direct managers. Manufacturing and production employees were most likely to receive too little praise from senior leadership, as more than 35 percent said they didn't receive it enough.

Sales, human resources, and marketing employees reported receiving both praise from senior leadership and praise from direct manager the right amount, compared to the other departments. About 80 percent of employees in sales, human resources, and marketing said they received the right amount of recognition from direct managers, and 70 percent said they received the right amount from senior leadership. Of these three departments, sales was most likely to receive praise the right amount.

Interestingly, employees in manufacturing and production said they received too much praise from direct managers, compared to employees in other departments. While only seven percent of manufacturing employees said they received the praise too much, it was roughly two percentage-points higher than any other department.

Salespeople Want to Celebrate Successes

Though they didn't rank a team celebration in their top five, nearly 30 percent of sales employees said it was an important form of recognition, while only 20 percent of employees in other departments said it was important. Furthermore, employees in sales ranked a team celebration sixth out of the 11 different types of recognition.

They also reported receiving the right amount, compared other departments. More than 75 percent of salespeople said they received the right amount of team celebrations, while only 62 percent of manufacturing employees said they received them enough.

**TEAM
CELEBRATIONS**
were more
important to
sales than any
other department.

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Marketing and Finance Least Likely to Prefer Learning and Training Opportunities

Marketing and finance employees were the least likely to prefer new learning and training opportunities compared to all other departments. While all other departments ranked the item second or third, it barely made marketing and finance employees' top five. Instead, marketers and finance employees would rather receive a promotion or flexibility and autonomy, ranking both items in their top four preferred recognition types.

Of all the departments that ranked access to new learning and training opportunities as the second most important type of recognition, IT employees preferred it the most and received it too little. Thirty-five percent of IT employees said the professional development item was an important form of recognition; however, 31 percent said they didn't receive it enough.

Salespeople Don't Want More Responsibility

Sales and customer service were the departments least likely to prefer additional job responsibility as a form of recognition. Less than 20 percent of salespeople considered it important, ranking it tenth out of the 11 types of recognition. Research and development employees, on the other hand, ranked additional job responsibility in their top five preferred types of recognition.

Interestingly, while salespeople preferred additional responsibility less than any other department, they were also least likely to say they received too much. Less than 15 percent of employees in sales said they received additional job responsibility too frequently, compared to more than 20 percent of employees in every other department.

**IT employees
want more
access to
learning
and training
opportunities.**

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IMPLICATIONS

Tenure

Use recognition to make all employees feel valued, from the newest to the most tenured.

- If you frequently hire new employees, offer plenty of learning and training opportunities to help engage and develop them.
- Remind senior leadership to recognize employee contributions, including those who've been employed for more than a few years.
- Evaluate your compensation strategy to ensure all tenure groups are paid fairly.

Position Level

Alter your recognition practices to appeal to employees on all levels of the organizational hierarchy.

- As employees advance within your organization, make sure they receive praise from senior leadership as well as direct managers.
- Look for opportunities to promote high-performing managers.
- Give lower-level employees access to learning and training opportunities to increase their skill sets and engagement.

Department

Break down your recognition strategy by organizational teams to give employees what they really want.

- Invest in engagement and technological advancement by giving IT employees new learning and training opportunities.
- If you employ a lot of salespeople, look for opportunities to have team celebrations.
- Examine how your organization values different contributions and look for opportunities to recognize overlooked efforts.

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RECOGNITION BY PERSONAL DEMOGRAPHICS

.....

- GENDER
- AGE
- EDUCATIONAL LEVEL
- RACE/ETHNICITY

GENDER

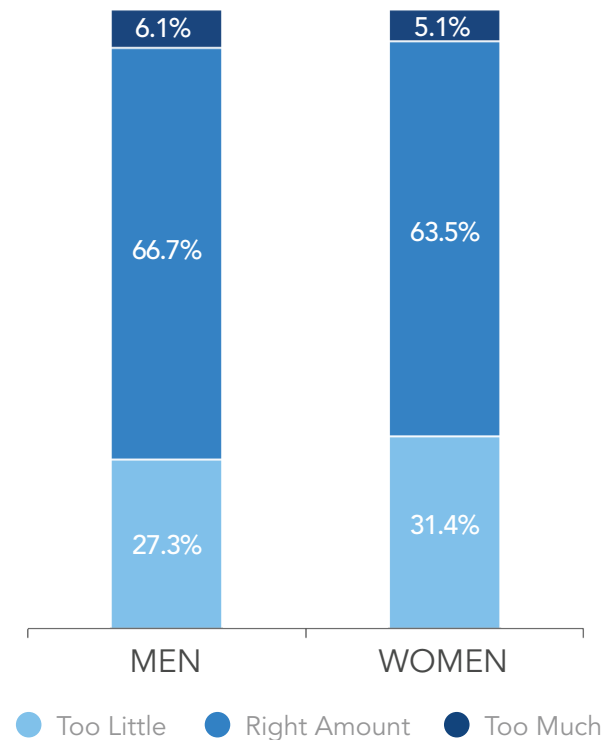
Frequency of Recognition

When considering gender, men were slightly more likely than women to report that they received the right amount of recognition. Almost 67 percent of men said they received the right amount of overall recognition, compared to almost 64 percent of women.

Moreover, women were more likely to say they received too little recognition on nine of the 11 types of recognition. Additional job responsibility and access to new learning and training opportunities were the only forms men reported receiving too little more often than women. Even so, the difference between men and women's perception of frequency of these two items was fairly insignificant, less than 0.2 percent.

As illustrated in the graph on the right, men were slightly more likely than women to say they received too much overall recognition. Six percent of men said they received recognition too frequently, compared to five percent of women.

Overall Recognition Received by Gender



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What’s the Most Important Form of Recognition by Gender?

Perceptions of recognition also varied between genders. The diagram below shows men’s and women’s preferred forms of recognition.

MEN	WOMEN
1. Pay increase	1. Pay increase
2. Access to new learning/ training opportunities	2. Access to new learning/ training opportunities
3. Granted more flexibility/ autonomy	3. Spontaneous cash bonus
4. A promotion	4. Granted more flexibility/ autonomy
5. Spontaneous cash bonus	5. Granted time off
6. Praise from senior leadership	6. Praise from direct manager
7. Additional job responsibility	7. Praise from senior leadership
8. Praise from direct manager	8. A promotion
9. Granted time off	9. Team celebration
10. Team celebration	10. Additional job responsibility
11. A personalized gift	11. A personalized gift

MEN AND WOMEN

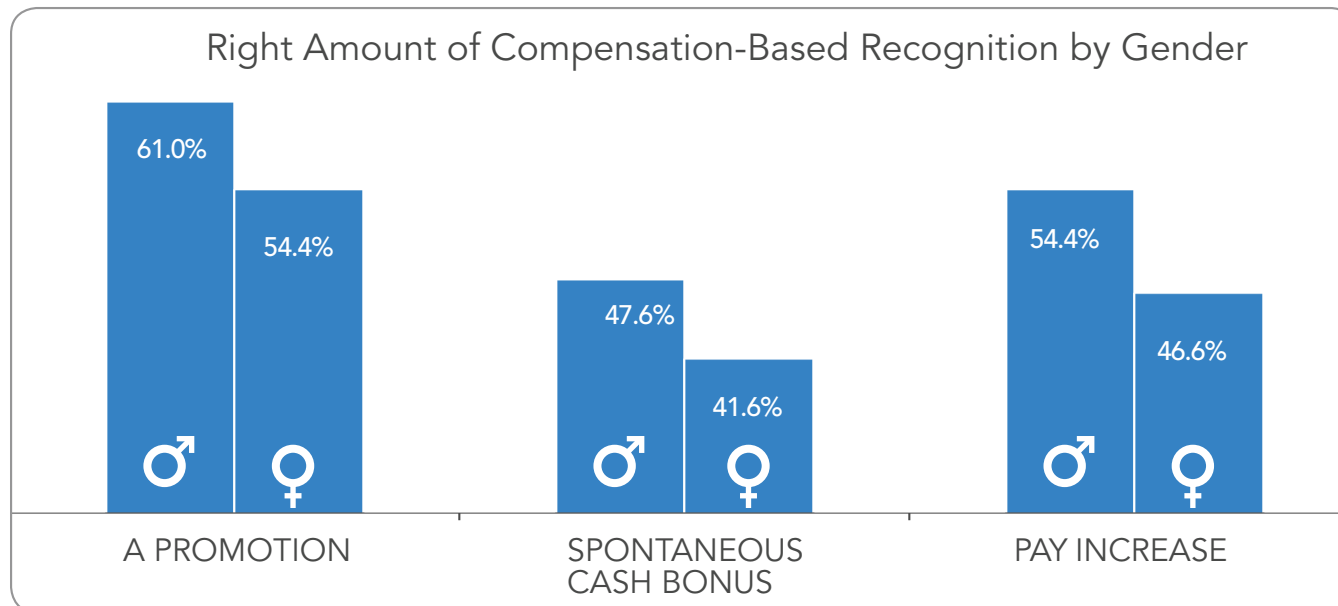
said pay increases and learning opportunities were the two most important forms of recognition.



The Compensation-Based Recognition Gap

Overwhelmingly, men and women agreed that a pay increase was the most important form of recognition, with 58 percent of women and 55 percent of men ranking it number one. Although men and women both preferred a pay increase above all other types of recognition, they disagreed on the next most important compensation-based form of recognition. Women preferred a spontaneous cash bonus, ranking it third overall. Almost 32 percent of women said a spontaneous cash bonus was an important form of recognition, compared to 28 percent of men who ranked the item fifth in importance. Instead, men thought a promotion was more important. They ranked a promotion as the fourth most preferred type of recognition, while women ranked it eighth.

Women said they received too little pay increases, spontaneous cash bonuses, and promotions compared to men. While both genders reported receiving all compensation-based recognition too infrequently, women were six percent more likely to say they received too little pay increases and eight percent more likely to say they received too spontaneous cash bonuses and promotions too infrequently.



**MEN RANKED
A PROMOTION
THE FOURTH MOST
IMPORTANT TYPE
OF RECOGNITION.
WOMEN RANKED
IT EIGHTH.**

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Women Want the Opportunity to Learn

At more than 30 percent, each gender agreed access to new learning and training opportunities was the next most important form of recognition. Women were slightly likely to prefer professional development more than men and two percent more likely to receive it the right amount. A quarter of both men and women said they received access to new learning or training opportunities too infrequently.

Men Want More Responsibility

Men ranked additional job responsibility seventh in importance, and they were more likely than women to prefer it as a form of recognition. More a than quarter of men preferred additional job responsibility, compared to just 18 percent of women. In fact, the item was one of women's least preferred forms of recognition, ranked tenth out of the 11 types of recognition. With more than a nine-percentage point difference, additional job responsibility saw the biggest variance in preference between men and women.

Women were two percent more likely to say they received too much additional job responsibility as a form of recognition, compared to men.

Men and Women Equally Likely to Prefer Gifts and Celebrations

Preference of a team celebration and personalized gift saw little variation between men and women. Less than five percent of both genders said a personalized gift was important. However, men were slightly more likely to receive the right amount. Sixty-five percent of men said they received enough personalized gifts, compared to 61 percent of women.

More employees preferred a team celebration than a personalized gift, as 21 percent of men and 22 percent of women said it was important. Women ranked the item ninth in importance, one spot higher than men and were only two percent less likely than men to receive the right amount.

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Additional Job Responsibility

Rank by Gender

7th
MEN

10th
WOMEN



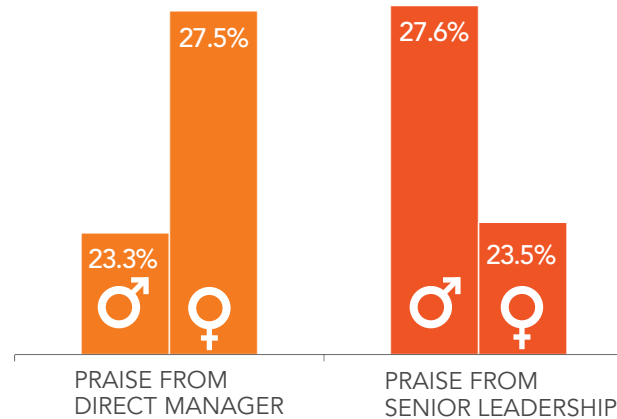
QUANTUM
WORKPLACE

Men and Women Want Praise From Different Parties

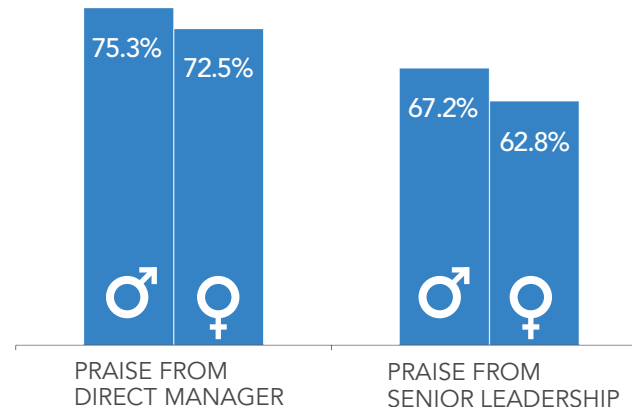
Women more often preferred praise from direct managers while men said praise from senior leadership was more important. Although both men and women ranked each item sixth or seventh, there was more than a four-percentage point difference in preference between the two. Slightly more than 27 percent of men and 23 percent of women preferred praise from senior leadership, and slightly more than 27 percent of women and 23 percent of men preferred praise from their direct manager as a form of recognition.

Although their preferences differed, women reported receiving less praise from senior leadership and their direct manager, compared to men. Men were nearly five percent more likely to receive the right amount of praise from senior leadership and three percent more likely to receive the right amount of praise from direct managers, compared to women.

Preferred Praise by Gender



Right Amount of Praise by Gender



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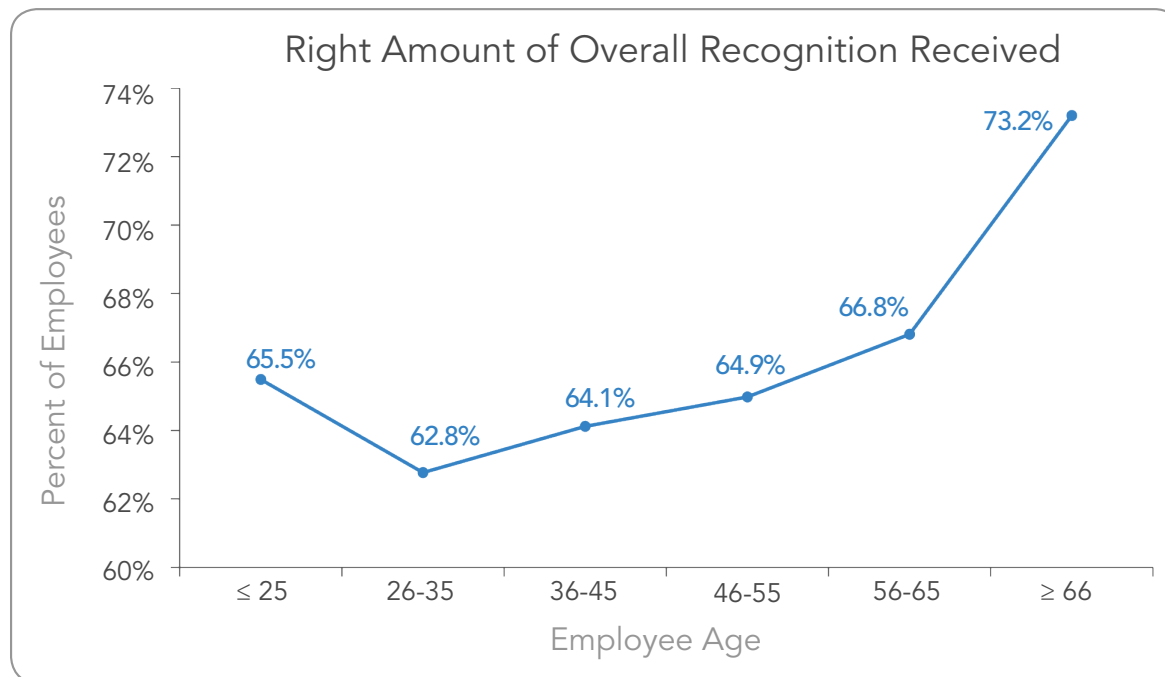
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AGE

Frequency of Recognition

An analysis of recognition frequency by age showed that the youngest and oldest employees were most satisfied with the amount of recognition they received. Employees 25 years old and younger and 56 years old and older were more likely to say they received the right amount of overall recognition, compared to every other age group.

However, the oldest employees said they received the right amount most often. More than 73 percent of employees 66 years old and older believe they received the right amount of overall recognition. Employees between 26 and 35 years old were the least likely to receive enough recognition, with 63 percent saying they received the right amount.



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What's the Most Important Form of Recognition by Age?

Let's look at how perceptions of recognition varied among different age groups. The diagram below shows each age group's preferred forms of recognition.

Millennial			Generation X			Baby Boomer		
≤ 25	26-35	36-45	46-55	56-65	≥ 66			
1. Pay increase	1. Pay increase	1. Pay increase	1. Pay increase	1. Pay increase	1. Pay increase			
2. Access to new learning/training opportunities	2. A promotion	2. Spontaneous cash bonus	2. Access to new learning/training opportunities	2. Access to new learning/training opportunities	2. Access to new learning/training opportunities			
3. A promotion	3. Access to new learning/training opportunities	3. Access to new learning/training opportunities	3. Spontaneous cash bonus	3. Spontaneous cash bonus	3. Praise from direct manager			
4. Additional job responsibility	4. A spontaneous cash bonus	4. Granted more flexibility/autonomy	4. Granted more flexibility/autonomy	4. Praise from direct manager	4. Praise from senior leadership			
5. Granted time off	5. Granted more flexibility/autonomy	5. A promotion	5. Praise from senior leadership	5. Granted more flexibility/autonomy	5. Granted more flexibility/autonomy			
6. Praise from direct manager	6. Granted time off	6. Praise from senior leadership	6. Praise from direct manager	6. Praise from senior leadership	6. Spontaneous cash bonus			
7. Team celebration	7. Praise from direct manager	7. Granted time off	7. Granted time off	7. Granted time off	7. Team celebration			
8. Granted more flexibility/autonomy	8. Praise from senior leadership	8. Praise from direct manager	8. Team celebration	8. Team celebration	8. Granted time off			
9. Praise from senior leadership	9. Additional job responsibility	9. Additional job responsibility	9. A promotion	9. Additional job responsibility	9. Additional job responsibility			
10. A spontaneous cash bonus	10. Team celebration	10. Team celebration	10. Additional job responsibility	10. A promotion	10. A promotion			
11. A personalized gift	11. A personalized gift	11. A personalized gift	11. A personalized gift	11. A personalized gift	11. A personalized gift			

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Baby Boomers Want the Opportunity to Learn

After a pay increase, access to new learning or training opportunities was the second or third most preferred form of recognition across all age groups. The oldest employees preferred professional development the most and were more likely to receive the right amount compared to all other age groups. Thirty-eight percent of employees 66 years old and older thought it was important, and 80 percent said they received it the right amount.

After the oldest group of employees, the younger half of the baby boomer generation (56- to 65-year-old employees) preferred learning and training opportunities most. They were also the next most likely group to receive the right amount, as 74 percent of employees in this age group were satisfied with its frequency.

Between 65 and 69 percent of all other age groups said they received the right amount of access to new learning or training opportunities, and between 32 and 38 percent said they preferred it as a form of recognition, except for 26- to 35-year-old employees, who preferred it slightly less.

Young Employees Want More Job Responsibility

While all age groups wanted the opportunity to learn, few wanted additional job responsibility. In fact, employees 25 years old and younger were the only employees to rank additional job responsibility in their top five preferred forms of recognition. Every other employee group ranked it ninth or tenth.

Furthermore, the youngest millennials said they received additional job responsibility too frequently, compared to the other generations. Twelve percent of employees 25 years old and younger said they received it too infrequently, two times more than employees 66 years old and older.

Older employees
**want to learn
and grow.**

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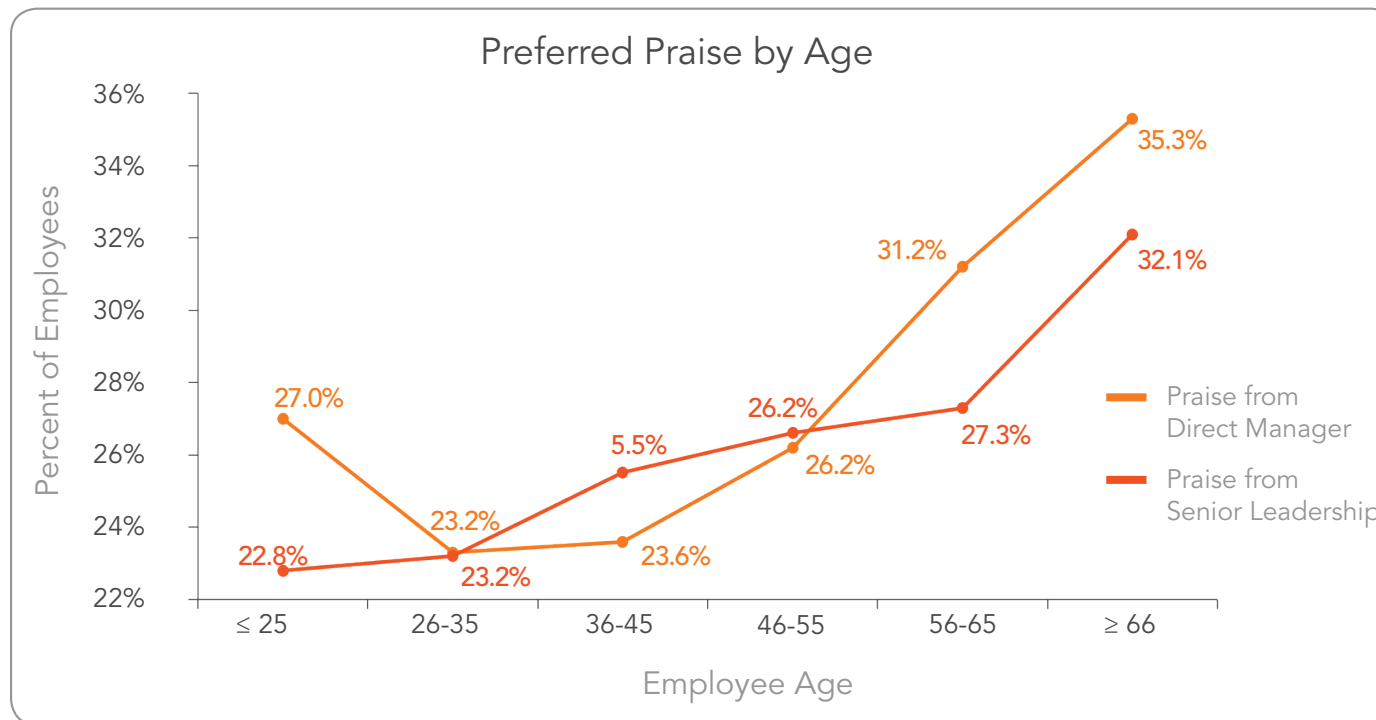
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Praise Preferences by Age

When considering age, praise from direct managers follows a curve, such that it is a more important form of recognition for the youngest and oldest employees. Roughly 23 percent of employees between the ages of 26 and 45 years old preferred praise from direct managers, compared to almost 30 percent or more of all other ages groups.

Praise from senior leadership, however, follows a steady incline as it became more preferred with age. More than 32 percent of employees 66 years old and older preferred praise from senior leadership. That's ten-percentage points more than the youngest employees.



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Millennials Prefer Promotions; Baby Boomers Want Bonuses

Younger employees were more likely to prefer a promotion, compared to all other ages. Millennials ranked the item second and third, while baby boomers considered it tenth in importance. Furthermore, employees between 26 and 35 years old were 4.2 times more likely to prefer a promotion than employees 66 years old and older. The employees who preferred a promotion most also reported receiving it too infrequently. Forty-three percent of employees 26 to 35 years old said they received too few promotions, compared to less than 30 percent of the oldest baby boomers.

A spontaneous cash bonus, on the other hand, was more preferred by Generation X employees. Employees between 36 to 45 years old ranked a spontaneous cash bonus as the second most important form of recognition, compared to millennials who said bonuses were tenth in importance. With 36 percent of employees considering it important, employees between 36 and 45 years old were the only age group to prefer a spontaneous cash bonus over access to new learning and training opportunities.

Compensation-Based Recognition: Too Infrequent for Gen X Employees

In line with the overall recognition frequency graph on page 39, employees between 36 and 55 were more likely to say they received too little compensation-based recognition, compared to the other age groups. The same employee group was roughly 12 percent less likely to say they received the right amount of pay increases, cash bonuses, and promotions, compared to the oldest employees.

While all age groups ranked a pay increase as the most preferred form of recognition, employees between the ages of 36 and 55 years old preferred it almost 10 percent more than the youngest millennials and the oldest baby boomers.

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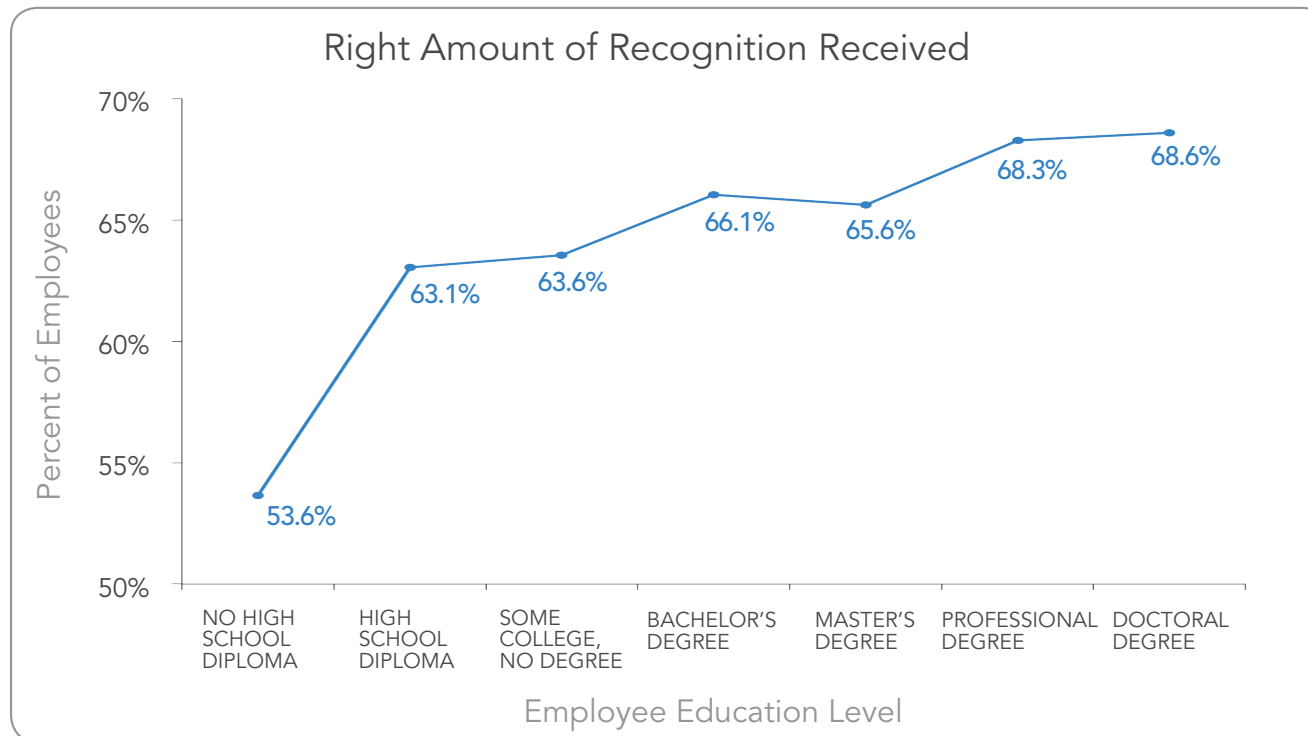


EDUCATION LEVEL

Frequency of Recognition

As education level increased, employees were more likely to say they received the right amount of overall recognition. Fifty-three percent of employees without a high school diploma believed they received the right amount of overall recognition, compared to 63 to 68 percent of all other employees.

Interestingly, employees without a high school diploma were also more likely to say they received too much overall recognition. They were four times more likely to say they received recognition too frequently, when compared to employees with at least a high school diploma.



53%
of employees without
a high school diploma
said they received the
**RIGHT AMOUNT
OF RECOGNITION.**

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What's the Most Important Form of Recognition by Education Level?

Educational background also impacted employees' recognition preferences. The diagram below shows the top five preferred forms of recognition by education level.

NO HIGH SCHOOL DIPLOMA	HIGH SCHOOL DIPLOMA	SOME COLLEGE, NO DEGREE	BACHELOR'S DEGREE
<ol style="list-style-type: none"> 1. Pay increase 2. Access to new learning/training opportunities 3. Additional job responsibility 4. Team celebration 5. Spontaneous cash bonus 	<ol style="list-style-type: none"> 1. Pay increase 2. Spontaneous cash bonus 3. Access to new learning/training opportunities 4. Granted time off 5. Praise from direct manager 	<ol style="list-style-type: none"> 1. Pay increase 2. Access to new learning/training opportunities 3. Spontaneous cash bonus 4. Granted time off 5. Praise from direct manager 	<ol style="list-style-type: none"> 1. Pay increase 2. Granted more flexibility/autonomy 3. Access to new learning/training opportunities 4. Spontaneous cash bonus 5. A promotion
MASTER'S DEGREE	PROFESSIONAL DEGREE	DOCTORAL DEGREE	
<ol style="list-style-type: none"> 1. Pay increase 2. Granted more flexibility/autonomy 3. Access to new learning/training opportunities 4. A promotion 5. Praise from senior leadership 	<ol style="list-style-type: none"> 1. Pay increase 2. Granted more flexibility/autonomy 3. Access to new learning/training opportunities 4. Praise from senior leadership 5. Spontaneous cash bonus 	<ol style="list-style-type: none"> 1. Pay increase 2. Granted more flexibility/autonomy 3. Access to new learning/training opportunities 4. Praise from senior leadership 5. Additional job responsibility 	

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Education Level and the Desire for Compensation-Based Recognition

A pay increase was one of two recognition items that made the top five preferred list across all education levels. Employees with a professional degree, bachelor's degree, or some college preferred a pay increase the most, with 57 percent of employees considering it an important form of recognition. Half of employees without a high school diploma said a pay increase was important.

While employees with a professional degree or some college said they preferred a pay increase the most, they disagreed in regard to perception of frequency received. More than 55 percent of employees with professional degrees said they received pay increases the right amount, while more than 50 percent of employees with some college said they received it too infrequently. In fact, employees with some college said they received pay increases the most infrequently compared to every other education level, including those with a high school diploma or less. Listed below are a few more compensation-based recognition findings by education level.

- More than 60 percent of employees with a professional or doctoral degree said they received the right amount of promotions, compared to 47 percent of employees without a high school diploma.
- Employees with professional or doctoral degrees were 15 percent more likely to say they received the right amount of pay increases, compared to employees without a high school diploma.
- Employees without a high school diploma were 10 percent less likely to say they received enough spontaneous cash bonuses, compared to employees with a professional degree or more education.
- Employees with just a high school diploma were only group to rank a spontaneous cash bonus as more important than access to new learning and training opportunities.

1/2
of employees
without a high
school diploma
thought a pay
increase was an
important form
of recognition.

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Employees With Less Education Prefer More Gifts and Celebration

Employees without a high school diploma were the only employees to rank a team celebration in their top five preferred forms of recognition. They were nearly two times more likely to prefer team celebrations than the most educated employees.

Employees without a high school diploma also preferred a personalized gift more than employees with a high school diploma or higher education. More than 11 percent of employees without a high school diploma considered a personalized gift as an important form of recognition, and they were almost four times more likely to prefer it than employees with a master's or doctoral degree.

Employees Without a High School Diploma Want More Opportunities to Learn

After a pay increase, the other type of recognition that made every group's top five was access to new learning or training opportunities. While all education levels included access to new learning and training opportunities in their top three preferred forms of recognition, employees without a high school diploma preferred it the most. Nearly 40 percent of employees without a high school diploma said it was an important form of recognition, compared to less than 35 percent of all other employees.

Interestingly, employees without a high school diploma were four times more likely to say they received professional development too much, compared to other education levels. Almost 23 percent of employees without a high school diploma said they received access to new learning or training opportunities too frequently, compared to six percent or less of employees with a bachelor's, master's, professional, or doctoral degree.

Employees without a high school diploma were **4X more likely** to say they received too much professional development.

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Additional Job Responsibility: Preferred by Least and Most Educated

The least and most educated employees preferred additional job responsibility more than other employee groups. Thirty percent of employees without a high school diploma and 27 percent of employees with a professional or doctoral degree thought additional job responsibility was an important form of recognition. Employees without a high school diploma were 10 percent more likely to consider it important than employees with only a high school diploma.

Employees without a high school diploma reported receiving additional job responsibility too infrequently. Twenty-nine percent of the least educated employees said they didn't receive it enough, compared to 18 to 21 percent of all other education levels.

More Educated Employees Want Praise From Senior Leaders

As education level increased, employees were more likely to prefer praise from senior leadership over praise from direct managers. Employees with a bachelor's degree or higher were more likely to prefer praise from senior leadership, while employees without a college degree preferred praise from their direct manager more. Furthermore, employees with a professional or doctoral degree were the only two groups to rank praise from senior leadership as a preferred form of recognition.

No employee group ranked praise from both parties on the top five preferred list. The only employee group that didn't rank praise from direct manager or praise from senior leadership in their top five preferred forms of recognition was employees without a high school diploma.

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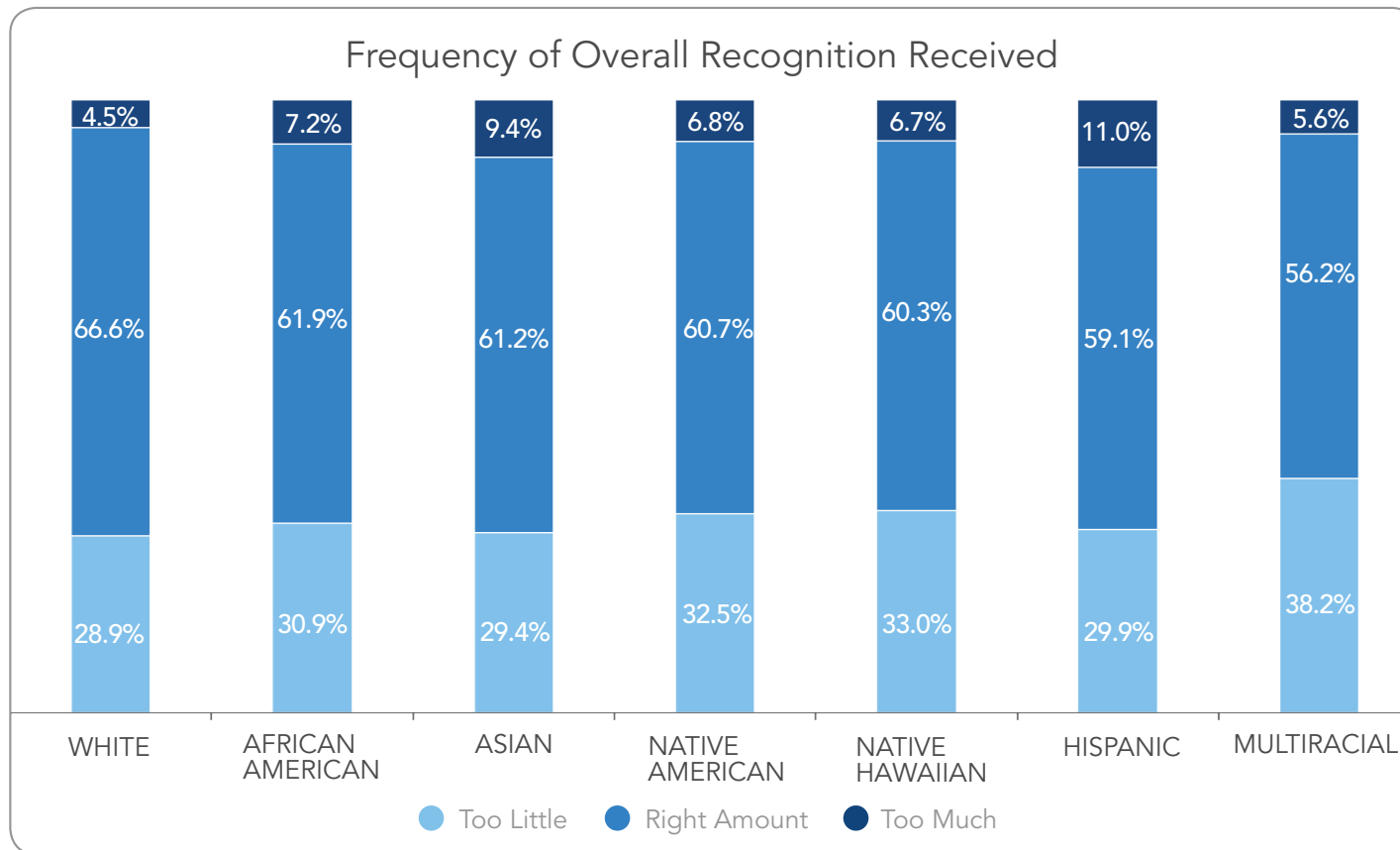
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RACE/ETHNICITY

Frequency of Recognition

An obvious discrepancy between white employees and other ethnic groups appears when analyzing frequency of recognition by race. White employees were considerably more likely to report receiving the right amount of overall recognition, compared to all other ethnicities. Multiracial employees were the most likely to say they received recognition too infrequently, followed by Native Hawaiians and Native Americans. Hispanic employees were most likely to say they received too much overall recognition. Eleven percent of Hispanic employees reported receiving recognition too frequently, compared to less than five percent of white employees.



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What's the Most Important Form of Recognition by Race/Ethnicity?

Let's look at how recognition preferences varied by race and ethnicity. The diagram below shows different race and ethnic groups' top five preferred forms of recognition.

AFRICAN AMERICAN	ASIAN	HISPANIC	NATIVE AMERICAN
<ol style="list-style-type: none"> 1. Pay increase 2. Access to new learning/training opportunities 3. Spontaneous cash bonus 4. Team celebration 5. Granted time off 	<ol style="list-style-type: none"> 1. Pay increase 2. Access to new learning/training opportunities 3. Granted more flexibility/autonomy 4. A promotion 5. Additional job responsibility 	<ol style="list-style-type: none"> 1. Pay increase 2. Access to new learning/training opportunities 3. Spontaneous cash bonus 4. Granted time off 5. Team celebration 	<ol style="list-style-type: none"> 1. Pay increase 2. Access to new learning/training opportunities 3. Granted time off 4. Spontaneous cash bonus 5. Team celebration
NATIVE HAWAIIAN	MULTIRACIAL	WHITE	
<ol style="list-style-type: none"> 1. Pay increase 2. Access to new learning/training opportunities 3. Spontaneous cash bonus 4. Granted time off 5. Praise from direct manager 	<ol style="list-style-type: none"> 1. Pay increase 2. Access to new learning/training opportunities 3. Spontaneous cash bonus 4. A promotion 5. Granted time off 	<ol style="list-style-type: none"> 1. Pay increase 2. Spontaneous cash bonus 3. Granted more flexibility/autonomy 4. Access to new learning/training opportunities 5. Praise from senior leadership 	

Disclaimer: The data collected represents diverse people groups, varying in sample size. While the n counts span from 335 (Native Hawaiian) to 217,140 (White), the group sizes closely resemble the national ratio collected on the 2012 U.S. Census.

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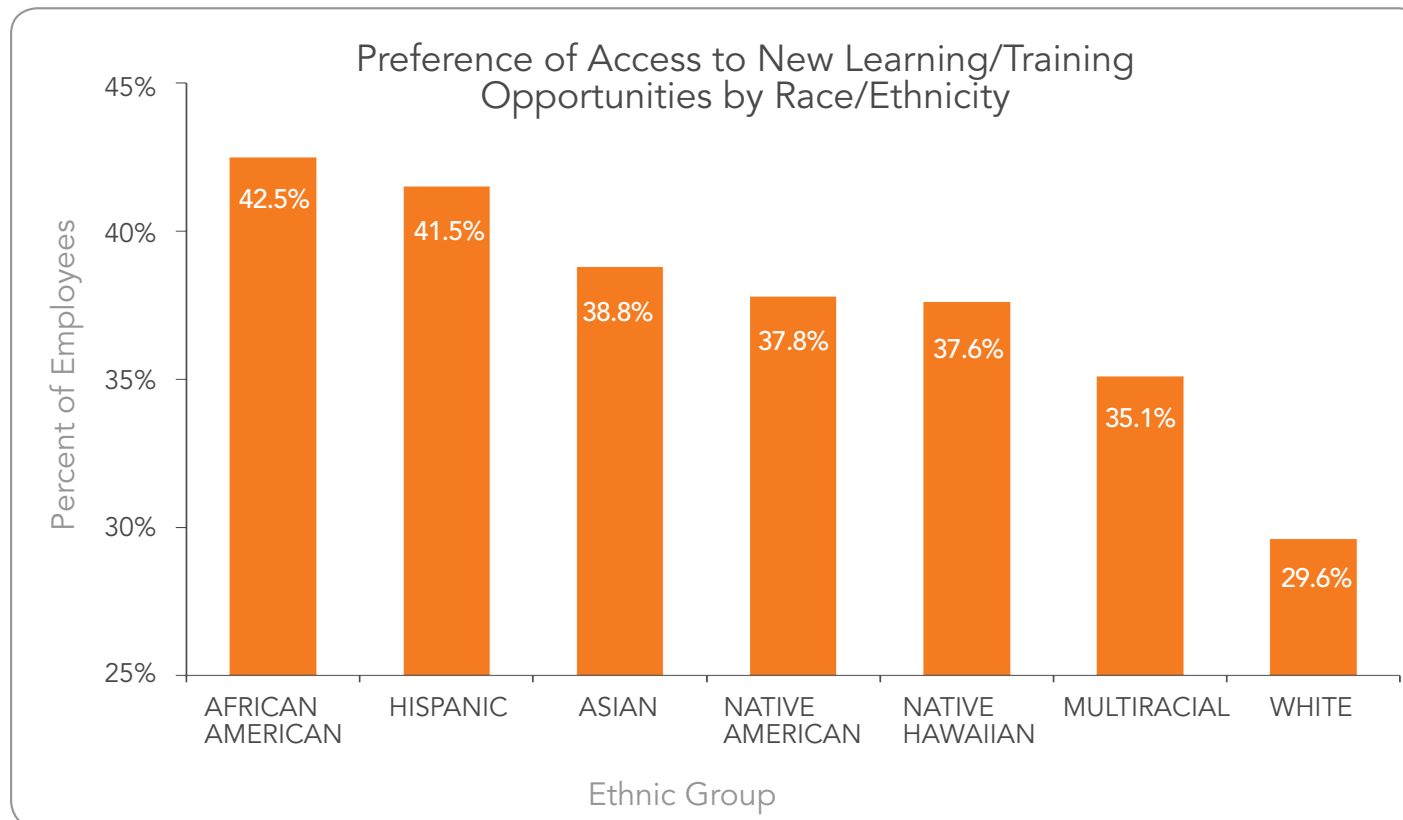
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Professional Development by Race/Ethnicity

After a pay increase, all ethnic groups ranked access to new learning or training opportunities as the second most important form of recognition, except white employees. White employees ranked the item fourth, after a spontaneous cash bonus and granted flexibility and autonomy.

Of all ethnicities that ranked professional development second, African American and Hispanic employees preferred it the most. About 42 percent of African American and Hispanic employees said access to new learning or training opportunities was important, compared to less than 40 percent of all other ethnic groups and less than 30 percent of white employees.



The only two recognition items that ranked on every group's top five list were, **a pay increase and access to new learning or training opportunities.**

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Praise Preferences by Ethnic Group

White employees were the only group to rank praise from senior leadership in their top five preferred forms of recognition, while all other demographics ranked it ninth or tenth. In addition, they were the only group to prefer praise from senior leadership more than praise from direct managers. More than a quarter of white employees said praise from senior leadership was an important form of recognition, compared to less than 22 percent of all other ethnic groups.

Although praise from direct manager saw little variance between ethnic groups, Native Hawaiians preferred it the most, followed by white employees. More than 20 percent of employees in every ethnic group considered it an important form of recognition.

Gifts and Celebrations

While all ethnic groups considered a personalized gift the least important form of recognition, Native Hawaiian, African American, and Hispanic employees preferred it the most. Native Hawaiians were nearly three times more likely to rank a personalized gift as an important form of recognition, compared to white employees. African American and Hispanic employees were twice as likely as white employees to say a personalized gift was important.

African American, Hispanic, and Native American employees were the only groups to include a team celebration in their top five preferred forms of recognition, ranking it above a promotion, flexibility and autonomy, and praise from direct manager. More than 25 percent of employees in the three ethnic groups said a team celebration was an important form of recognition.

Native Americans Want More Time Off

Native Americans were considerably more likely to prefer granted time off as a form of recognition. Nearly 30 percent of Native Americans said it was important, compared to only 22 percent of Asian employees. They ranked time off third, preferring it more than a spontaneous cash bonus.

White employees want praise from senior leadership
more than any other ethnic group.

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IMPLICATIONS

Gender

Keep both male and females engaged with fair and consistent recognition.

- Analyze your compensation-based recognition strategy to ensure both men and women receive equal opportunities.
- Encourage senior leaders and managers to give both men and women more praise.
- Look for opportunities to give your male and female employees more flexibility and autonomy.

Age

Use recognition to make all employees feel valued, from the youngest to the oldest.

- Give younger employees a chance to prove themselves with additional job responsibility.
- As employees age, continue to give them access to new learning or training opportunities.
- If your employees represent a wide variety of different age groups, make sure employees in their 30s and 40s receive adequate recognition.

Education Level

Target your recognition to engage employees with unique educational backgrounds.

- Instead of awarding cash bonuses, ask employees with advanced degrees if they'd prefer more flexibility as a reward.
- Give employees the opportunity to further their learning with access to employee development.
- If a lot of your employees have a high school diploma or less education, incorporate team celebrations as a form of recognition.

Race/Ethnicity

Engage a culturally diverse workforce with a data-driven recognition strategy.

- Ensure all recognition given respects employees' cultures and makes them feel valued.
- If you have a predominately white workforce, consider rewarding high-performing employees with spontaneous cash bonuses.
- Make sure multiracial employees receive the same opportunities for recognition as their peers.

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WHAT DO **YOUR** EMPLOYEES WANT?

With feedback from almost 400,000 employees at nearly 5,000 organizations, this whitepaper analyzed what types of recognition employees value the most and their perception of its frequency. But this analysis only represents one population.

Your organization is unique.

In order to drive engagement at your organization, you need find out what types of recognition your employees value and how much they want. And it starts with a survey. Use employee feedback to gain insight, so you can give your people the recognition they want and deserve.

Survey your employees, recognize your employees, and make work awesome.

**RECOGNITION
ONLY WORKS
WHEN IT'S WHAT
EMPLOYEES WANT.**

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FIND OUT HOW YOUR EMPLOYEES WANT TO BE RECOGNIZED.

In order for recognition to increase engagement and productivity, it needs to come in a form employees value and at a frequency they want. Quantum Workplace can help you:

- Capture employees' perceptions on recognition
- Understand how your employees want to be recognized
- Find out what types of recognition come too often and not enough
- Recognize employees in real-time via an interactive, online platform
- Tie recognition to individual, team, and organizational goals
- Empower employees to publicly recognize coworkers' excellence

Talk to one of our engagement specialists today to receive a free consultation on your recognition strategy.

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