Trends in Employee Recognition

research

A Report by WorldatWork,
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About ITA Group

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Introduction & Methodology

This report summarizes the results of a February 2017 survey of WorldatWork members to gather information about trends in recognition programs. This survey is designed to measure specific types of recognition programs and the impact on the workforce. For the purposes of this survey, "recognition" is defined as: "a spontaneous gesture of thanks or a structured or planned program of recognition implemented to acknowledge employees and achieve desired performance."

On Feb. 15, 2017, survey invitations were sent electronically to 5,083 WorldatWork members. Members selected for participation were participants from the WorldatWork 2015 "Trends in Employee Recognition" survey and randomly selected members. The survey was open to members in the United States, Canada and foreign countries meeting specific criteria. The survey closed on March 10, 2017, with 363 responses, a 7% response rate. The dataset was cleaned, resulting in a final dataset of 341 responses.

In order to provide the most accurate data possible, data was cleaned and analyzed using statistical software. Any duplicate records were removed. Data comparisons with any relevant, statistically significant differences are noted within this report.

The demographics of the survey sample and the respondents are similar to the WorldatWork membership as a whole. The typical WorldatWork member works at the managerial level or higher in the headquarters of a large company in North America.

The frequencies or response distributions listed in the report show the number of times or percentage of times a value appears in a dataset. Due to rounding, frequencies of data responses provided in this survey may not total exactly 100%.

WorldatWork conducted similar employee recognition program surveys in 2015, 2013, 2011, 2008, 2005, 2003, 2002 and 2001. These reports can be viewed on the WorldatWork website. Where possible, historical comparisons from data gathered in the previous survey are shown.

Table of Figures

Program Effectiveness

Demographics

Figure 1: **"Your organization is:"** (n=295)
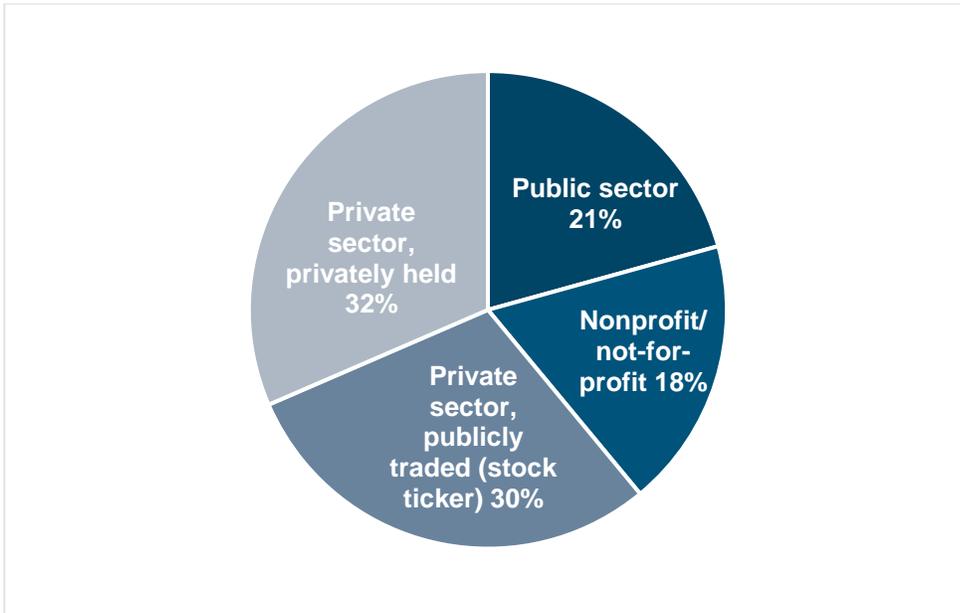
Figure 2: **"Please choose the total number of full-time employees (FTEs) your organization employs worldwide:"** (n=295)

Option	Percentage
Fewer than 100 employees	5%
100 to 499	13%
500 to 999	10%
1,000 to 2,499	15%
2,500 to 4,999	14%
5,000 to 9,999	17%
10,000 to 19,999	12%
20,000 to 39,999	6%
40,000 to 99,999	6%
100,000 or more employees	2%

Figure 3: **"Please choose one category that best describes the industry in which your organization operates:"** (n=295)
Industries with less than 2% are not listed in this table.

Option	Percentage
Finance and Insurance	16%
Health Care and Social Assistance	13%
All Other Manufacturing	11%
Consulting, Professional, Scientific and Technical Services	9%
Information (includes Publishing, IT, etc.)	9%
Educational Services	4%
Chemical Manufacturing (includes Pharmaceuticals)	3%
Computer and Electronic Manufacturing	3%
Public Administration	3%
Transportation and Warehousing	3%
Utilities	3%
Construction	2%
Mining, Quarrying and Oil and Gas	2%
Retail Trade	2%
Other	11%

Figure 4: **"What is your organization's annual voluntary turnover for employees?"** (n=228)
Definition: Voluntary turnover consists of voluntary separations by employees (often referred to as quits) and does not include mandated retirements, layoffs, discharges, termination (permanent or short-term employees or seasonal employees), transfers to other location, deaths or separations because of disability.
Formula: Divide the total number of voluntary separations during the year by the total number of employees at the beginning of the year.

	Percentage
Mean	11.4
25th Percentile	6.0
50th Percentile/Median	10.0
75th Percentile	15.0
Minimum	0.0
Maximum	50.0

Figure 4a: **"Regrettable turnover, also known as undesirable turnover, includes voluntary separations by top performers, high-performers and separations from key positions for which a successor has not been previously identified. Does your organization track regrettable/undesirable turnover?"** (n=250)
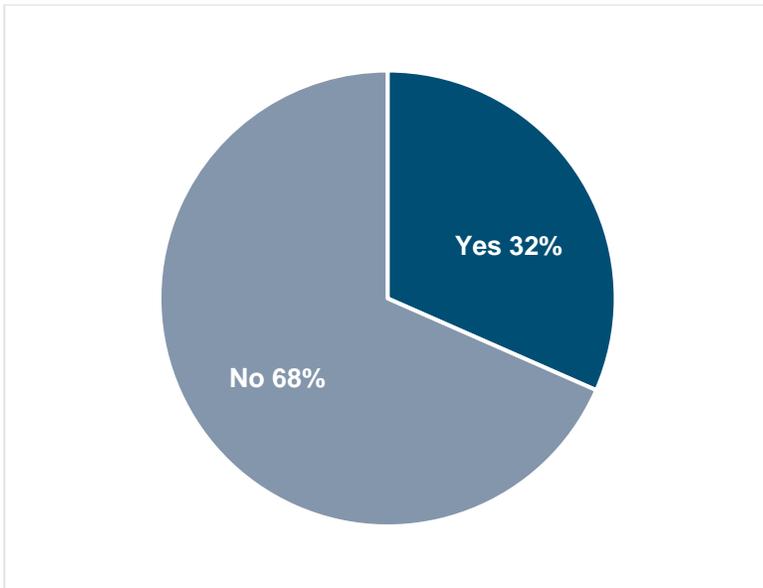
Figure 4b: **"What is your organization's annual regrettable/undesirable turnover for employees?"** (n=73)
Formula: Divide the total number of regrettable/undesirable separations during the year by the total number of employees at the beginning of the year.

	Percentage
Mean	4.7
25th Percentile	1.0
50th Percentile/Median	3.0
75th Percentile	7.0
Minimum	0.0
Maximum	20.0

Figure 5: **"Please provide your annual labor cost as a percentage of total revenue."** (n=82)
Definition: Labor costs include salaries and wages (for employees and contractors), employee benefits, employment-related insurances and taxes.
Formula: Divide the total annual labor cost by the total annual revenue.

	Percentage
Mean	32.0
25th Percentile	15.0
50th Percentile/Median	28.0
75th Percentile	47.9
Minimum	0.0
Maximum	84.0

Figure 6: **"Based on your internal employee-engagement survey, select the answer that best aligns with your overall survey results."**

Organizations That Do or Do Not Conduct an Employee Engagement Survey (n=284)

Our employees are very engaged.	17%
Our employees are moderately engaged.	49%
Our employees are neutral on engagement.	11%
Our employees are moderately disengaged.	6%
Our employees are very disengaged.	0%
We do not conduct any formal assessment of employee engagement.	16%

Organizations That Do Conduct an Employee Engagement Survey (n=239)

Our employees are very engaged.	21%
Our employees are moderately engaged.	59%
Our employees are neutral on engagement.	13%
Our employees are moderately disengaged.	8%
Our employees are very disengaged.	0%

Executive Summary

Recognition Program Prevalence

Year	Value
2002	84%
	87%
2005	89%
2008	89%
2011	86%
	88%
2014	89%
2017	89%

89% of organizations remain bonded to their recognition programs, with 65% of organizations offering between three and six different programs. (See Figures 7 and 7b.) 4.5 is the average number of recognition programs in place. Companywide recognition programs are widespread, offered by 81% of organizations. (See Figure 11.) In addition, individual and department/team-specific programs are also commonplace, at 69% and 67% respectively. The top five recognition programs have ranked the same since 2013: length of service (85%), above-and-beyond performance (77%), programs to motivate behaviors associated with the business initiatives (e.g., customer service, collaboration) (51%), peer-to-peer recognition (49%) and retirement (34%). (See Figures 13 and 13a.)

55% of organizations have a written strategy in place to guide their recognition programs (Figure 17), and 95% say that strategy aligns with their larger organizational strategy (Figure 18). The main objectives of recognition programs continue to be: recognizing years of service (79%), creating/maintaining a positive work environment (77%) and creating/maintaining a culture of recognition (76%) (see Figure 19), and 78% of organizations feel their recognition programs are meeting these objectives. (See Figure 20.) To measure recognition programs, 57% of organizations use employee satisfaction surveys and 52% rely on usage rates and/or participation rates. (See Figure 21.)

Top Five Recognition Programs

Program	Value
Length of service	85%
Above-and-beyond performance	77%
Programs to motivate specific behaviors	51%
Peer to peer	49%
Retirement	34%
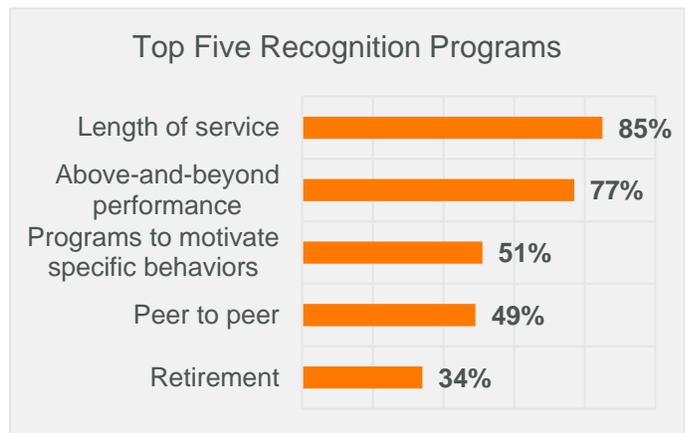
72% of organizations have a budget for their recognition programs (see Figure 24), and these budgets are typically a mixture of centralized for the entire organization and held in each department. (See Figure 26). Of the payroll budget used for recognition programs, 51% allocate between 0.1% to 0.3% for activities, followed by 18% allotting 0.4% to 0.6%. (See Figure 25.)

Most often recognition awards are presented one on one with a manager. (See Figure 27.) However, the use of email and organization intranet sites are widely used to communicate program activities. (See Figure 28.) Certificates and/or plaques remain the most awarded recognition item, and has increased three percentage points to 80% since 2011. (See Figure 29.) Cash awards and gift certificates for product purchases are also widely presented.

There remains a large percentage of organizations without formal training for managers on recognition programs. (See Figure 31.) However, for the 87% of organizations with formal trainings, 69% are offered in-person and 51% are provided online. (See Figure 32.)

31% of organizations believe their company culture is strategic and 11% indicate recognition is deeply embedded in their culture. (See Figure 31a.) Strategic culture is viewed as an essential element in achieving organizational success, while deeply embedded recognition is universal and promotes a regular usage of programs and practices.

More than half of organizational senior management members view employee recognition programs as an investment, and only 11% view these programs as an expense. (See Figure 34.) A slight shift is occurring in the organizations that feature their recognition programs as a key employee benefit to attract new employees with a four percentage point increase to 16%, and 42% of organizations sometimes, but not always, marketing this benefit. (See Figure 35.)

Results and Analysis

Recognition Programs

Figure 7: **"Does your organization have recognition programs in place?"**

	2015	2017
	n=	**49**	**39**
Too challenging to administer	25%	15%
Too costly	22%	26%
Company is not large enough	20%	21%
Do not know where to start	18%	15%
No support from senior management	18%	28%
Not interested or find no value	4%	0%
Not applicable to my business	2%	0%
Other, including, but not limited to: Programs in the process of being developed and/or implemented	27%	36%
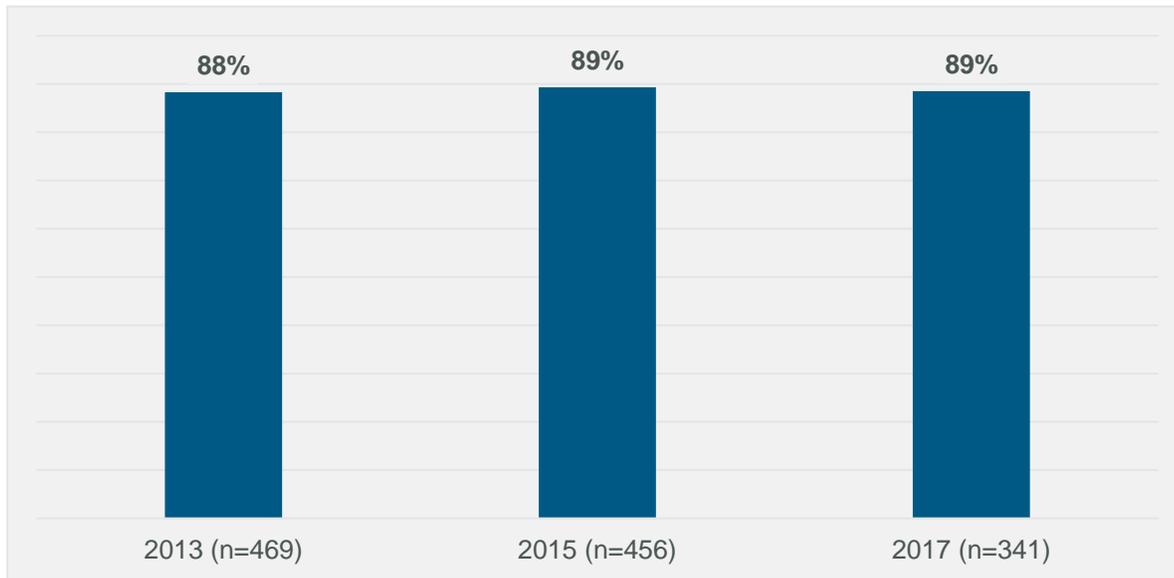
Figure 7a: **"If your organization does not offer recognition programs, please share the reasons why you do not. (Select all that apply.)"**
Only participants answering "No" in Figure 7 received this question.

Figure 7b: Number of recognition programs offered (n=294)

	Mean:	4.5
Median:	4.0
Mode:	4.0
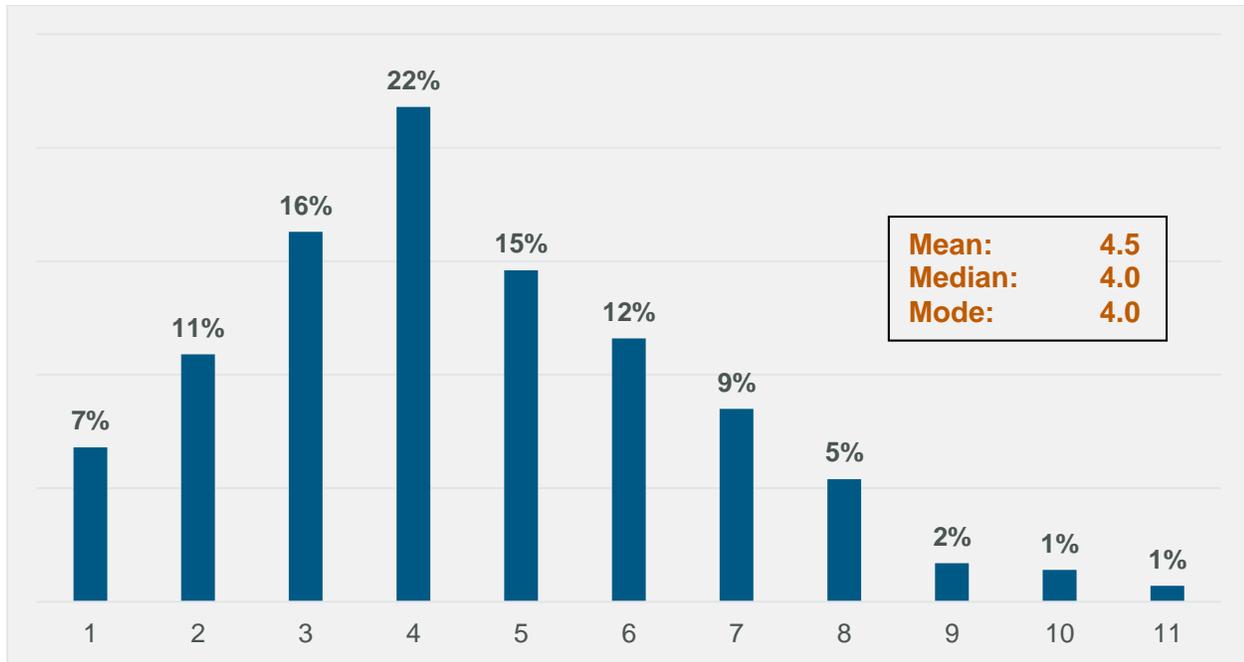
Figure 8: **"Is there more or less recognition occurring (either formally or informally) in your organization today versus 12 months ago?"**
Only participants answering "Yes" in Figure 7 received this question.

	2005	2008	2011	2013	2015	2017
n=	599	561	535	400	406	299
About the same as 12 months ago	52%	58%	62%	66%	58%	62%
Less than 12 months ago	8%	7%	7%	6%	6%	4%
More than 12 months ago	40%	35%	31%	28%	37%	34%

Figure 9:   **"Have you eliminated any recognition programs in the past 12 months?"**
Only participants answering "Yes" in Figure 7 received this question.

No 93%   No 95%   No 95%

Yes 7%   Yes 5%   Yes 5%

2013 (n=403)   2015 (n=406)   2017 (n=299)
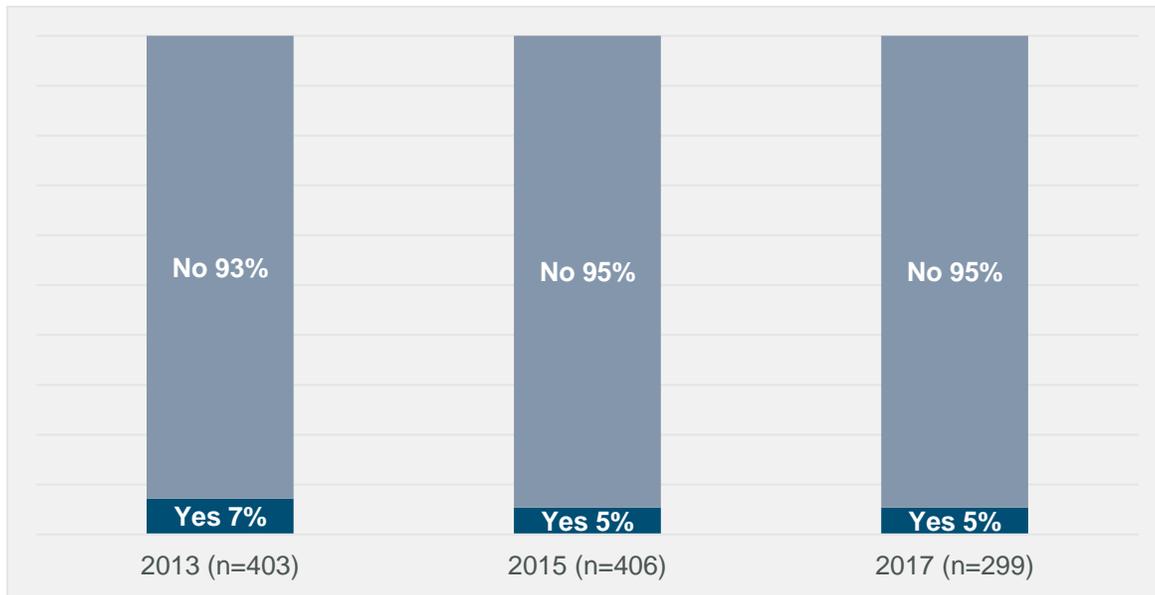
Figure 10:   **"Are you considering implementing any new or additional recognition programs in the next 12 months?"**
Only participants answering "Yes" in Figure 7 received this question.

No 56%   No 53%   No 57%

Yes 44%   Yes 47%   Yes 44%

2013 (n=402)   2015 (n=405)   2017 (n=299)
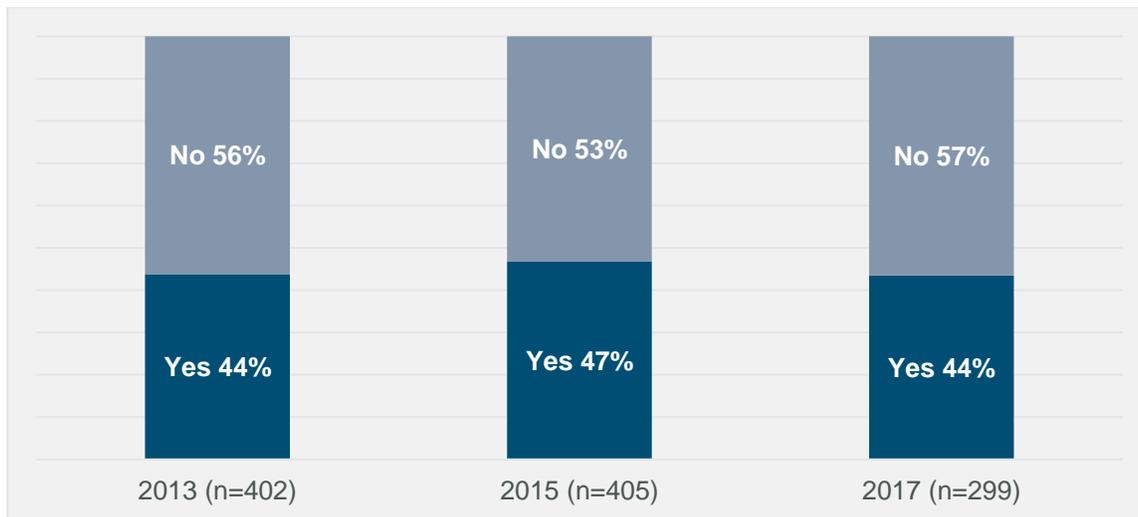
Types of Programs Offered

Figure 11: **"What types of recognition programs are in place in your company? (Select all that apply.)"**
Only participants answering "Yes" in Figure 7 received this question.

	2005	2008	2011	2013	2015	2017
n=	537	501	529	398	405	296
Companywide	90%	91%	88%	90%	80%	81%
Individual	n/a	n/a	n/a	n/a	67%	69%
Department/division/unit/region/team-specific	59%	54%	66%	61%	65%	67%
Other[1]	3%	4%	8%	10%	3%	2%

Figure 12: **"What style(s) of recognition programs are in place at your company?"**
Only participants answering "Yes" in Figure 7 received this question.

	2005	2008	2011	2013	2015	2017
n=	535	505	530	399	404	297
Formal — a structured or planned recognition program (e.g., attendance, performance, safety, years of service, etc.)	19%	21%	23%	24%	19%	18%
Informal — a spontaneous gesture of appreciation	9%	9%	6%	7%	7%	5%
Both	71%	69%	72%	69%	75%	76%
Other	1%	0%	n/a	n/a	n/a	n/a

Figure 13: **"Which of the following recognition programs does your organization offer? (Select all that apply.)"**
*Only participants answering "Yes" in Figure 7 received this question.*

	2008	2011	2013	2015	2017
n=	552	549	414	407	302
Length of service	86%	90%	84%	87%	85%
Above-and-beyond performance	79%	79%	75%	76%	77%
Programs to motivate specific behaviors	25%	34%	41%	51%	51%
Peer to peer	42%	43%	42%	48%	49%
Retirement	41%	42%	34%	34%	34%
Programs that improve biometric indices through wellness initiatives	n/a	n/a	n/a	32%	33%
Sales performance	38%	40%	25%	31%	25%
Suggestions/ideas	24%	27%	20%	27%	22%
Safety performance	25%	22%	19%	20%	20%

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[1] The change in question format in 2008 to allow respondents to select all options that apply could account, at least in part, for the increase in "other" responses in 2008 and 2011.

Employee of the year, month, etc.	32%	29%	24%	22%	19%
Major family event (e.g., birth, wedding, etc.)	19%	25%	18%	20%	18%
Attendance	16%	12%	9%	11%	7%
Other	n/a	27%	14%	8%	5%

Figure 13a: Top five recognition programs

Rank	2005	2008	2011	2013	2015	2017
1.	Length of service	Length of service	Length of service	Length of service	Length of service	Length of service
2.	Above-and-beyond performance	Above-and-beyond performance	Above-and-beyond performance	Above-and-beyond performance	Above-and-beyond performance	Above-and-beyond performance
3.	Retirement	Peer to peer	Peer to peer	Peer to peer	Programs to motivate specific behaviors	Programs to motivate specific behaviors
4.	Sales performance	Retirement	Retirement	Programs to motivate specific behaviors	Peer to peer	Peer to peer
5.	Suggestions/ideas	Sales performance	Sales performance	Retirement	Retirement	Retirement

Figure 14:   "Please indicate how long each program has been in place in your organization and the percentage of employees recognized in the past 12 months."
Only participants answering "Yes" in Figure 7 received this question.

Program	Prevalence	Length of Time in Place			Average Percentage of Employees Recognized (Past 12 Months)
		Less Than 12 Months	1 to 5 Years	More Than 5 Years	
Length of service	85%	2%	10%	89%	17%
Above-and-beyond performance	77%	5%	32%	64%	21%
Programs to motivate specific behaviors	51%	12%	40%	48%	25%
Peer to peer	49%	17%	45%	38%	28%
Retirement	34%	2%	7%	91%	11%
Programs that improve biometric indices through wellness initiatives	33%	8%	67%	26%	41%
Sales performance	25%	6%	22%	73%	23%
Suggestions/ideas	22%	15%	41%	44%	10%
Safety performance	20%	7%	27%	66%	18%
Employee of the year, month, etc.	19%	11%	29%	60%	3%
Major family event (e.g., birth, wedding, etc.)	18%	2%	30%	68%	14%
Attendance	7%	6%	11%	83%	32%
Other	5%	9%	36%	55%	21%

Figure 15: **"Does your organization have employees outside of North America?"**
Only participants answering "Yes" in Figure 7 received this question.

| | No 57% | | No 50% | | No 54% |
| 2013 (n=380) | | 2015 (n=386) | | 2017 (n=287) | |
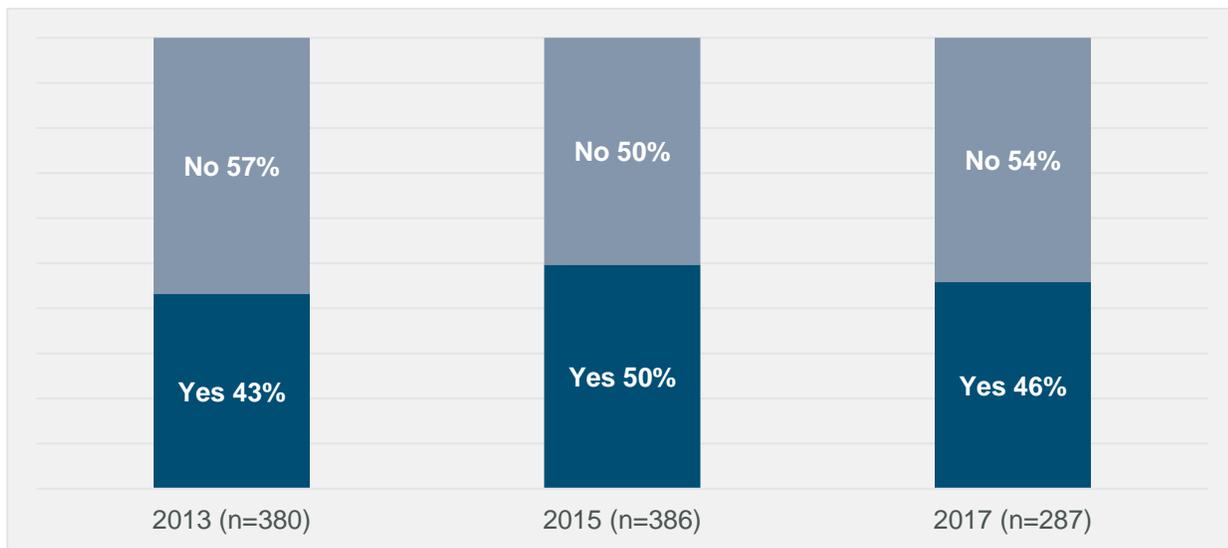
Figure 16: **"Which of the following best describes the recognition programs for these employees?"**
Only participants answering "Yes" in Figure 15 received this question.

	2013	2015	2017
n=	159	188	131
Global employees participate in all or most of the same recognition programs as North American employees	46%	39%	47%
Global employees participate in some of their own programs and some of the same programs as North American employees	21%	24%	26%
Global employees have their own recognition programs	19%	25%	18%
Global employees participate in a few of the same recognition programs as North American employees	8%	7%	6%
Global employees do not participate in any recognition programs	6%	5%	3%

Program Strategy and Measures

Figure 17: **"Is there a written strategy behind your organization's recognition programs (e.g., why they were created, goals)?"**
Only participants answering "Yes" in Figure 7 received this question.

	No 49%	No 47%	No 45%
	Yes 51%	Yes 53%	Yes 55%
	2013 (n=374)	2015 (n=382)	2017 (n=283)
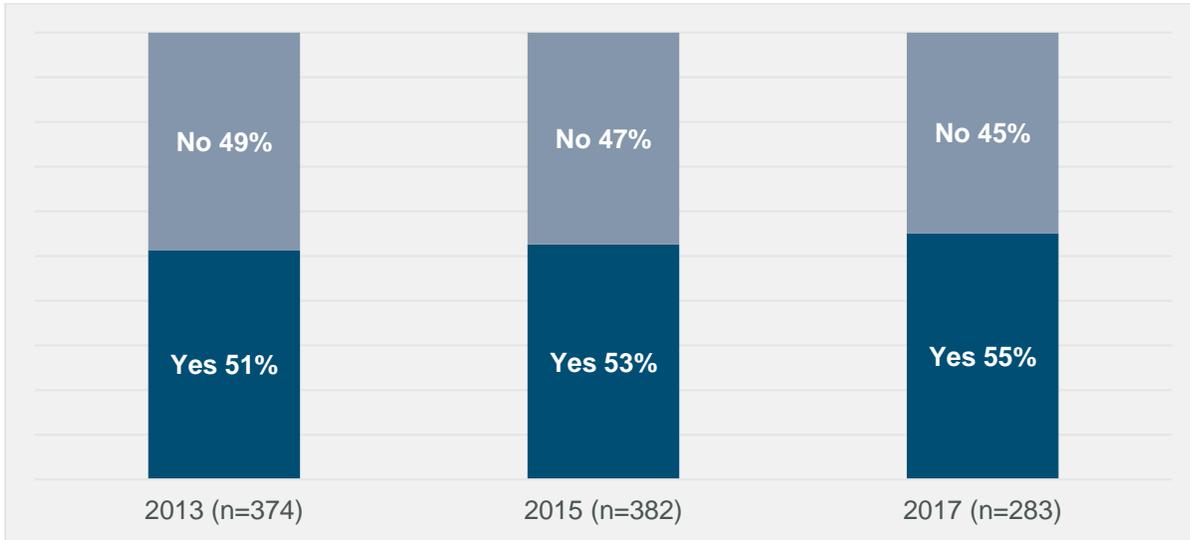
Figure 18: **"Does your recognition strategy align with your organization's strategy?"**
Only participants answering "Yes" in Figure 17 received this question.

	No 3%	No 3%	No 5%
	Yes 97%	Yes 97%	Yes 95%
	2013 (n=187)	2015 (n=195)	2017 (n=151)
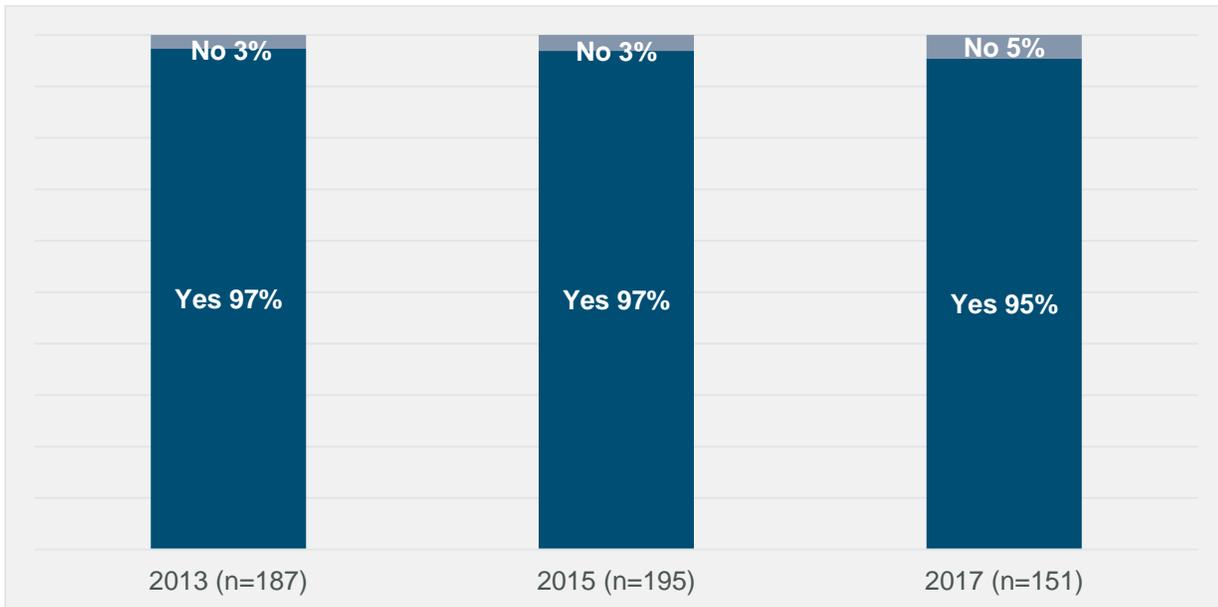
Figure 19: "What are the objectives/goals of your organization's recognition programs? (Select all that apply.)"
Only participants answering "Yes" in Figure 7 received this question.

	2013	2015	2017
n=	374	376	282
Recognize years of service	77%	79%	79%
Create/maintain a positive work environment	74%	77%	77%
Create/maintain a culture of recognition	73%	75%	76%
Motivate high performance	72%	72%	71%
Reinforce desired behaviors	66%	65%	69%
Support organizational mission/values	56%	60%	64%
Increase morale	60%	62%	59%
Support becoming/remaining an employer of choice	37%	40%	44%
Increase retention or decrease turnover	41%	51%	42%
Encourage loyalty	43%	41%	38%
Support a culture of change	18%	24%	25%
Provide line of sight to company goals	24%	27%	24%
Encourage safe practices	n/a	22%	23%
Other	5%	2%	1%

Figure 20: "Do you feel your programs are meeting the objectives/goals?"
Only participants answering "Yes" in Figure 7 received this question.

	2013 (n=366)	2015 (n=368)	2017 (n=274)
No	26%	23%	22%
Yes	74%	77%	78%
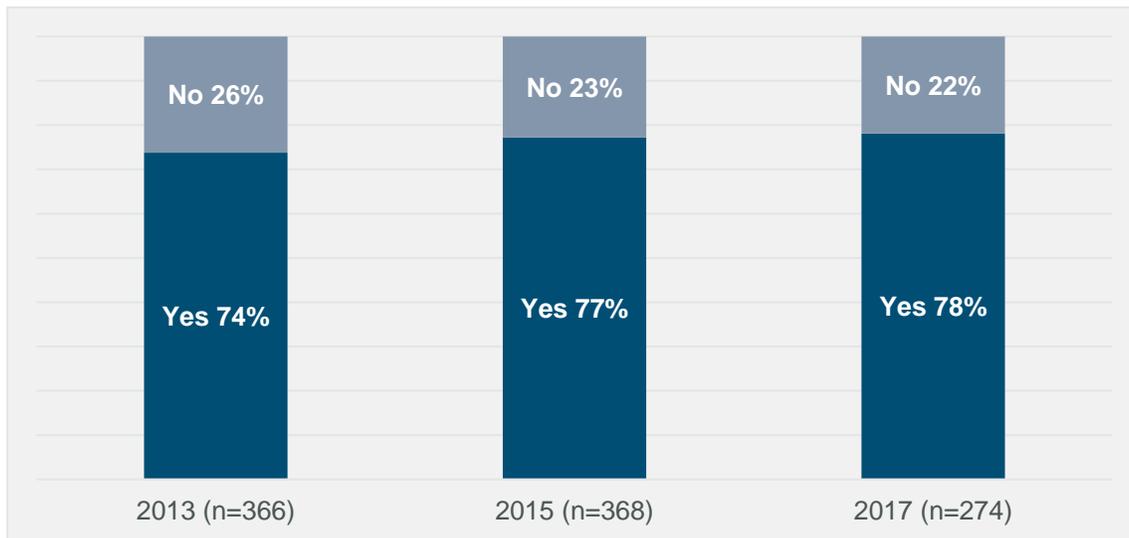
Figure 21: **"What types of measurements for success do you use in your recognition programs? (Select all that apply.)"**
*Only participants answering "Yes" in Figure 7 received this question.*

	2013	2015	2017
n=	303	335	246
Employee satisfaction surveys	57%	62%	57%
Usage rates and/or participation rates	53%	51%	52%
Number of nominations	42%	45%	43%
Turnover	30%	25%	25%
Productivity	21%	19%	16%
Customer surveys	18%	17%	15%
Return on investment (ROI)	10%	14%	5%

Program Administration and Communication

Figure 22: **"Which department is responsible for administering the majority of your organization's recognition programs?"**
Only participants answering "Yes" in Figure 7 received this question.

	2013	2015	2017
n=	370	375	281
Human resources	55%	54%	59%
Compensation	22%	22%	22%
Each department is responsible for its own program administration	6%	7%	8%
Benefits	5%	7%	4%
Organizational development	2%	1%	2%
Corporate communications	2%	1%	1%
Work-life	n/a	1%	1%
Training	0%	0%	0%
Finance	n/a	0%	0%
Other, including, but not limited to: Combination of HR and individual departments	8%	7%	4%

Figure 23: **"Which position is responsible for administering the recognition program(s)?"**
Only participants answering "Yes" in Figure 7 received this question.

	2013	2015	2017
n=	365	372	278
No one position is responsible for the program; it is a shared responsibility among the department personnel	57%	53%	59%
Full-time dedicated position(s) • Most participants designated two full-time positions	20%	18%	21%
Part-time dedicated position • The majority indicated an average of 15% this position's week is spent working on recognition programs	16%	22%	17%
Other	7%	7%	4%

Figure 24: **"Is there a budget for your recognition programs?"**
Only participants answering "Yes" in Figure 7 received this question.

| 2013 (n=369) | 2015 (n=375) | 2017 (n=282) |
| No 21% / Yes 79% | No 21% / Yes 80% | No 28% / Yes 72% |
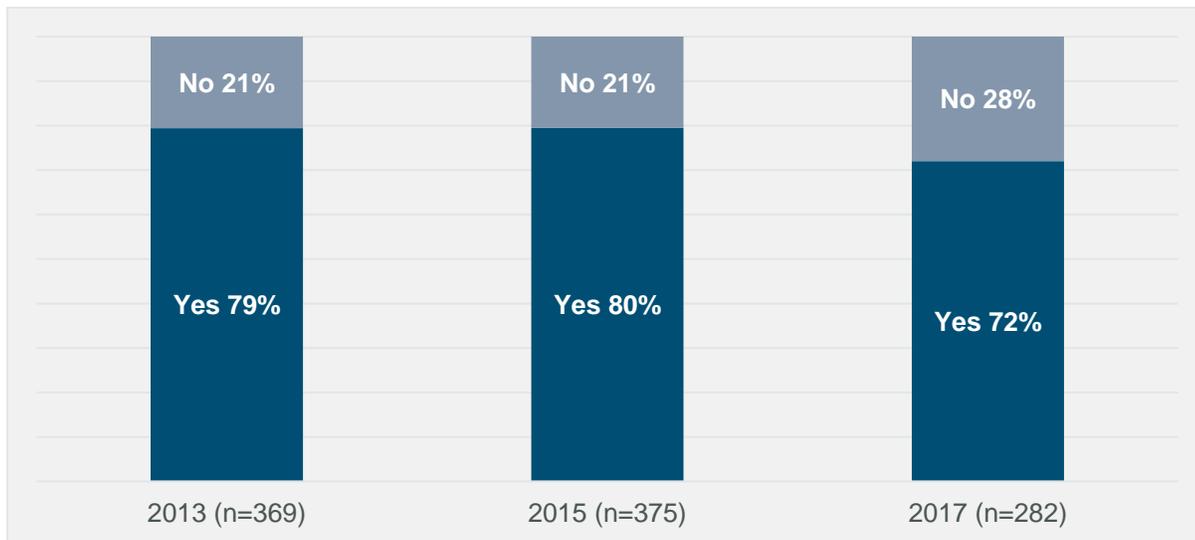
Figure 25: **"What percentage of your payroll budget is used for recognition programs?"** (n=150)
Only participants answering "Yes" in Figure 24 received this question.

Distribution of Responses								
0%	0.1% to 0.3%	0.4% to 0.6%	0.7% to 0.9%	1.0% to 1.9%	2.0% to 2.9%	3.0% to 4.9%	5.0% to 10.0%	Greater than 10.0%
5%	51%	18%	7%	11%	3%	2%	2%	0%

Figure 26: **"The recognition budget is:"**
Only participants answering "Yes" in Figure 24 received this question.

Some centralized and some department-specific
- 2013: 44%
- 2015: 44%
- 2017: 49%

Centralized for the entire organization
- 2013: 39%
- 2015: 40%
- 2017: 35%

Held in each department-specific budget
- 2013: 17%
- 2015: 16%
- 2017: 16%

■ 2013 (n=280) ■ 2015 (n=288) ■ 2017 (n=189)
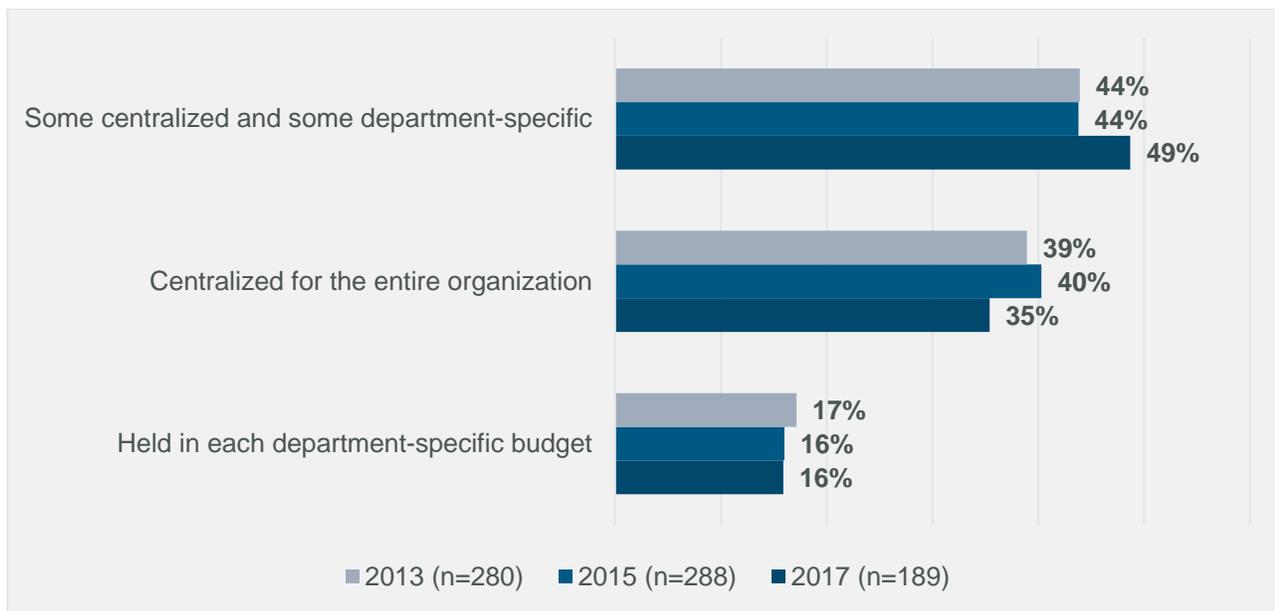
Figure 27: **"How are recognition awards presented? (Select all that apply.)"**
Only participants answering "Yes" in Figure 7 received this question.

	2005	2008	2011	2013	2015	2017
n=	528	494	488	348	370	270
One on one with manager	67%	63%	68%	71%	68%	68%
Special event (e.g., banquet, luncheon, etc.)	70%	57%	57%	61%	62%	58%
Staff meeting	60%	53%	53%	55%	53%	58%
Email announcements/notifications	n/a	n/a	39%	36%	38%	45%
Companywide meeting	36%	38%	40%	41%	37%	43%
Intranet announcement	n/a	28%	33%	29%	32%	34%
Company newsletter	n/a	n/a	29%	28%	25%	25%
Social media	n/a	n/a	n/a	5%	6%	9%
Not presented (e.g., mailed to recipient at work or home)	10%	8%	10%	10%	14%	6%
Other	3%	11%	6%	5%	4%	4%

Figure 28: "What types of electronic media or technology are used for the following program activities? (Select all that apply.)"
Only participants answering "Yes" in Figure 7 received this question.

	Intranet	Email	Internal Social Network	Recognition Program Software	Internet	External Social Network
Recognition nomination (n=204)	39%	56%	5%	32%	7%	2%
Program communication (n=201)	60%	68%	13%	24%	9%	2%
Award/item ordering (n=188)	15%	31%	1%	42%	36%	1%
Program administration (n=182)	33%	44%	4%	41%	13%	0%
Recognition presentation (n=165)	46%	55%	15%	27%	7%	4%
Peer acknowledgement/celebration (n=154)	42%	59%	14%	33%	5%	3%
Program financials, reporting and/or tracking (n=137)	26%	37%	3%	49%	7%	1%
Program training (n=119)	58%	44%	11%	34%	13%	1%

Figure 29: "What types of items are presented as recognition awards? (Select all that apply.)"
*Only participants answering "Yes" in Figure 7 received this question.*

	2005	2008	2011	2013	2015	2017
n=	535	494	488	348	362	265
Certificates and/or plaques	81%	78%	77%	77%	77%	80%
Cash (not pay for performance or compensation)	58%	60%	62%	61%	56%	55%
Gift certificates for product purchases	57%	51%	47%	50%	53%	45%
Company logo merchandise	57%	46%	43%	47%	48%	40%
Food (e.g., breakfast, lunch, pizza party, etc.)	n/a	42%	36%	36%	36%	39%
Jewelry (e.g., necklaces, label pins, bracelets, etc.)	44%	28%	31%	31%	30%	31%
Timepieces (e.g., watches, clocks, etc.)	21%	30%	32%	32%	31%	30%
Household items (e.g., crystal, vases, china, etc.)	38%	26%	27%	28%	28%	26%
Redeemable points	n/a	n/a	14%	14%	22%	25%
Electronics (e.g., cameras, TVs, stereos, etc.)	28%	21%	25%	28%	28%	24%
Office accessories (e.g., desk sets, portfolios, pen/pencil sets, etc.)	38%	25%	26%	26%	25%	24%
Recreational items/sporting goods	29%	19%	20%	23%	27%	24%
Gift certificates for personal services (e.g., spa treatments, maid service, etc.)	25%	17%	18%	24%	24%	22%
Travel	21%	15%	15%	14%	17%	13%
Other	8%	11%	n/a	n/a	n/a	n/a

Figure 30: **"Which media channels do you use to communicate/explain your recognition programs to managers and employees? (Select all that apply.)"**
*Only participants answering "Yes" in Figure 7 received this question.*

	2013	2015	2017
n=	345	354	266
Internet/intranet	61%	66%	66%
Email	65%	69%	64%
Staff meetings	n/a	n/a	42%
Company newsletter	30%	34%	31%
Employee orientation	29%	35%	31%
Posters, flyer and/or table tents	19%	22%	23%
Employee handbook	18%	18%	22%
We do not have a communications plan for our recognition programs	11%	9%	11%
Social media	5%	5%	6%
Other	6%	4%	2%

Figure 31: **"Do you have a formal training program for managers about your recognition programs?"**
Only participants answering "Yes" in Figure 7 received this question.

No 88%	No 88%	No 87%
Yes 12%	Yes 12%	Yes 13%
2013 (n=355)	2015 (n=359)	2017 (n=268)
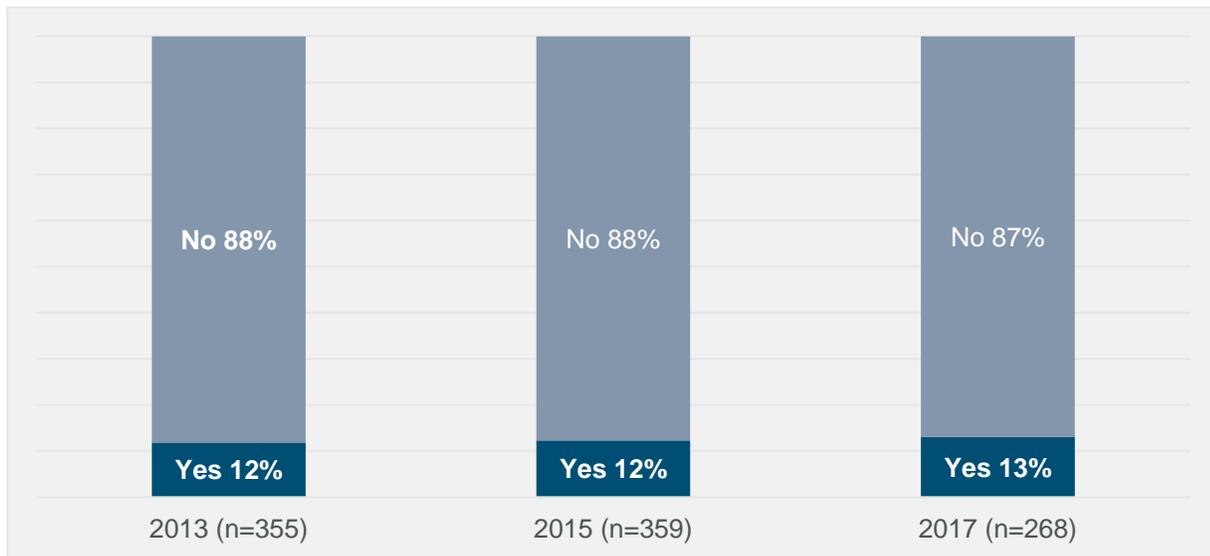
Figure 31a: **"To what degree is a culture of recognition embedded in your organization's culture?"** [2]
Only participants answering "Yes" in Figure 31 received this question.
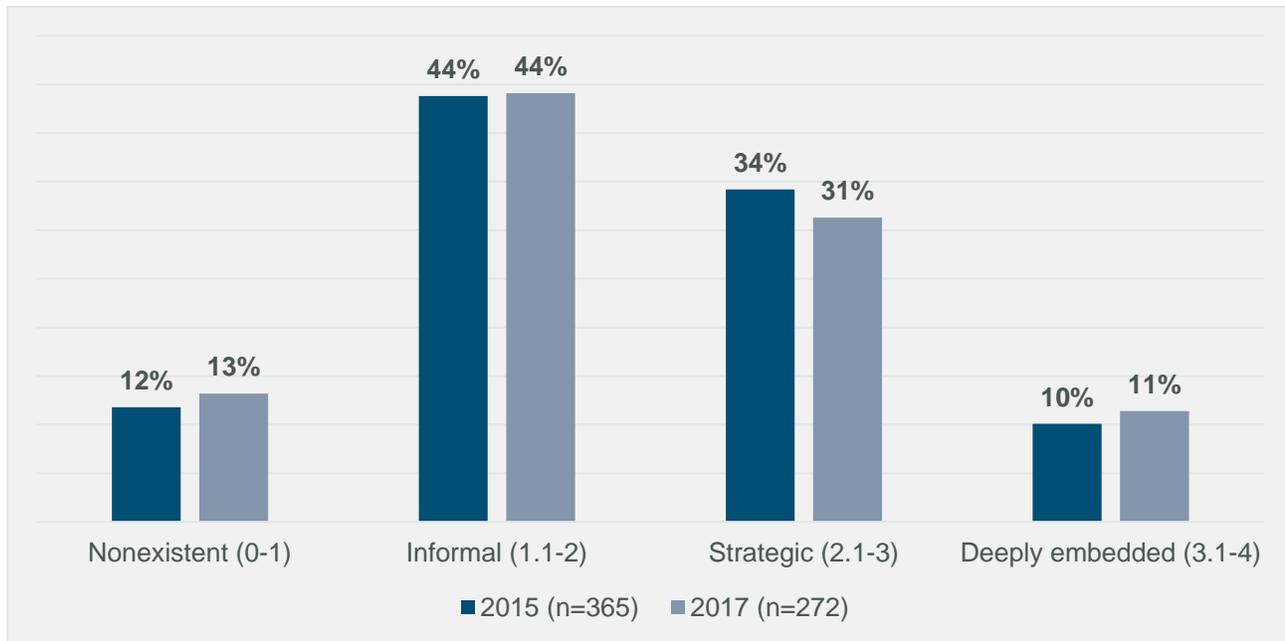
Nonexistent (0-1)	Informal (1.1-2)	Strategic (2.1-3)	Deeply embedded (3.1-4)
We have no employee recognition policy, strategy or philosophy. Employee recognition may take place on a case-by-case basis, but the structure is informal.	We have some written programs and policies, but they are not widely applied. Some managers use employee recognition to reward, engage and retain employees, but training and usage are inconsistent.	Employee recognition is strategic and viewed as an essential element in achieving organizational success. Training for managers may occur, and most managers use employee recognition to reward, engage and retain employees.	The importance of employee recognition is part of our organization's culture. Managers are trained on employee recognition, and there is universal and regular usage of programs and practices.

Figure 32: **"Which formal training methods do you use to train your managers? (Select all that apply.)"**
Only participants answering "Yes" in Figure 31 received this question.

	2005	2008	2011	2013	2015	2017
n=	124	94	71	42	43	35
In-person training session	69%	80%	70%	57%	81%	69%
Online education	36%	32%	51%	62%	44%	51%
Handbook	36%	34%	23%	24%	35%	31%
Video	8%	7%	10%	14%	14%	20%
Other	17%	7%	n/a	n/a	n/a	n/a

[2] The category scale has been revised from what appeared in the instrument to reflect the numeric breaks as analyzed, so that the lowest value in each category is x1. This is consistent with how the data was categorized and analyzed in the 2015 report.

Figure 33: **"What level of support do you feel your organization's senior management team shows for your recognition programs?"**
Only participants answering "Yes" in Figure 7 received this question.

	2005	2008	2011	2013	2015	2017
n=	534	487	486	355	364	265
High level of support	49%	36%	37%	41%	34%	37%
Neutral support	46%	57%	57%	54%	59%	57%
Low/no support	6%	7%	7%	6%	7%	6%

Figure 34: **"Which of the following best describes how senior management in your organization views employee recognition programs?"**
Only participants answering "Yes" in Figure 7 received this question.

	2005	2008	2011	2013	2015	2017
n=	534	492	489	354	362	269
As an investment	55%	46%	52%	46%	46%	56%
As an expense	13%	13%	14%	12%	14%	11%
Unsure	32%	41%	34%	42%	40%	33%

Program Effectiveness

Figure 35: **"Does your organization feature or market some or all types of recognition programs as a key employee benefit when attempting to attract new employees?"**
Only participants answering "Yes" in Figure 7 received this question.

	2013	2015	2017
n=	351	358	267
Yes	11%	12%	16%
No	62%	53%	42%
Sometimes, but not always	27%	36%	42%

Participating Organizations

AAM
Abt Associates
Accuray
AceInfoSolutions
AgFirst Farm Credit Bank
AgriBank
Alliance HealthCare Services
Allscripts
Allstate
American Cancer Society
American Eagle Outfitters
American Nurses Association
AmeriHealth Caritas
Analog Devices
Aspen Technology
Astron Solutions
Atlantic Central
Avnet
BAE Systems Inc.
Bank of the West
BankNewport
Black Hills Corp.
CAE
CAI
California Casualty Management Co.
Cardinal Health
Central Pacific Bank
Chapters Health System
Ciena Corp.
Cincinnati Children's Hospital and Medical Center
City & County of Denver
City of Georgetown, Texas
City of Palo Alto
CNO Financial Group
CommunityAmerica
ConnectiCare Inc.
Connexus Energy
Corporate Office Properties Trust
Corus Entertainment Inc.
Cox Media Group
CSG International
Curtiss-Wright Corp.
Daiichi Sankyo Inc.
Delta Dental of Washington
Eli Lilly and Co.
Ensco Plc
ESL Federal Credit Union
FAA
Fairleigh Dickinson University
Federal Housing Finance Agency
Federal Reserve Bank of Cleveland
Feeding America
FirstGroup America Inc.
FIS
Fiserv
Frankenmuth Insurance
Freedom Mortgage

Freeport LNG Development L.P.
Geonerco Management LLC
Gibson Energy
Goodman Networks
Grande Cheese
Grande Cheese Co.
Great Canadian Gaming Corp.
Gulf Coast Regional Blood Center
HDR Inc.
Hilltop National Bank
ICW Group
Illinois Credit Union System
IM Flash Technologies
Infor
Insitu
Inter-American Development Bank
Inter-Coastal Electronics Inc.
International Paper
Iowa State University
Jet Propulsion Laboratory
Kelsey-Seybold Clinic
KPMG LLP
Kyocera International Inc.
L3 Technologies Aerospace Systems
L3 Technologies, Link Simulation & Training
L3 WESCAM
Laureate Education Inc.
Learning Care Group Inc.
Lehigh Valley Health Network
Leupold & Stevens Inc.
LifeLabs
Lixil Water Technology Americas
Logitech
Lonza
Louisiana Department of State Civil Service
Lower Colorado River Authority
Mallinckrodt Pharmaceuticals
Manitoba Liquor & Lotteries
Manulife
MARTA
Masonite International
Mastercard
Mattamy Homes
McCain Foods Limited
Medavie Health Services
Metropolitan Transit Authority
MidMichigan Health
Mission Produce Inc.
MITRE
Moog Inc.
Murata Electronics
Nature's Bounty
Navicent Health
NEC Corporation of America
NewPort Tank Containers
NORC
NRECA

NRUCFC
NVIDIA Corp.
NW Permanente
OB Hospitalist Group
Omaha Public Power District
OnCourse Learning Corp.
Oxford University Press
Panasonic Automotive Systems Co.
Paycor
PeopleMatters
Performance Food Group
PIC, A Trigo Co.
Pöyry
Princess Auto
PRM Consulting Group
Project Management Institute
Protective Life
Qualcomm Inc.
Quanta Services Inc.
Quantum Corp.
RaffaP.C.
Regency Centers
Regeneron Pharmaceuticals Inc.
Roche Diagnostics
Rockwell Collins
Rubino Consulting Services
SAGE Publishing
Salt River Project
SAP
SchoolsFirst Federal Credit Union
Siemens USA
Signium
Snap-on Inc.
Solar Turbines
Sonora Quest Laboratories
Southern States Cooperative Inc.
Spirit Realty Capital Inc.
Sprouts Farmers Market
St. Josephs Healthcare Hamilton
Stoneridge Inc.
Subsea 7
Sunovion Pharmaceuticals Inc.
Synaptics

TD Ameritrade
Teacher Retirement System of Texas
Tech International
Tesoro
Texas Mutual Insurance Co.
The Auto Club Group
The Children's Hospital of Philadelphia
The Church of Jesus Christ of Latter Day Saints
The Coca-Cola Co.
The Johns Hopkins University, Applied Physics
Laboratory
The Manitowoc Co.
The Warranty Group
The YMCA of Greater Rochester
Thomson Reuters
Travelopia
Tronc
TTUHSC
Tyson Foods
UCSF
UIL Holdings Corp.
Ullico
UMOM New Day Centers
Unilever
Unisys
United Power Inc.
University Hospital
University of Minnesota Physicians
University of Pennsylvania
University of Toronto
Verisign Inc.
Virginia Mason Medical Center
West Marine
Wind River
Wintrust Financial Corp.
WRI
WSIB
Xactly Corp.
Xerox
Yellow Pages