



Recognition Practices Evaluation Guide

Building an Authentic, Consistent, and Engaging Recognition Culture

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Offering an effective recognition program isn't limited to a few symbolic gestures at year-end. It's a strategic lever that impacts engagement, retention, job satisfaction, and even your teams' performance all year long.

This guide has been designed to help you evaluate your existing initiatives through three essential pillars of recognition:

- Corporate recognition programs (formal and organized by the company)
- Manager recognition (in daily management)
- Peer-to-peer recognition (informal and spontaneous)

Each pillar is accompanied by a self-assessment sheet to help you to take clear stock of your current practices. You'll also find preparatory questions to gather the right data before getting started.

This guide is a framework: it offers you a solid foundation, but it isn't a rigid formula. Adapt it to your organization's reality, culture, and needs.

TIPS FOR USING THIS SELF-ASSESSMENT GUIDE

Before diving into evaluating your recognition practices, here are some tips to get the most out of this guide:

Be honest, not idealistic: this guide isn't meant to judge, but to help you identify where you stand today, so you can better progress tomorrow. Answer based on what's actually in place in your organization, not what you'd ideally like to offer.

Rely on concrete evidence: Before completing your self-assessment, take the time to gather tangible data and feedback on your recognition practices. Base your evaluation on facts to create an accurate portrait of the situation: internal surveys, participation rates, written policies, and feedback received. Check if your procedures are up to date, well-applied, and understood by all. The goal is to base your analysis on field reality, not impressions.

Involve all employees: recognition doesn't rest on one person alone. Discuss with managers, HR team members, or employees to gather different perspectives. This will enrich the quality of your evaluation.

Interpret scores as benchmarks, not pass/fail grades:

- 1 to 2: The practice is absent or underdeveloped
- 3: It's in place, but deserves to be strengthened
- 4 to 5: It's well integrated and perceived positively

Use results to build an action plan: low scores aren't a failure. They're improvement opportunities. Use your answers to identify your priorities, set realistic goals, and consider the resources needed to evolve your recognition culture.



PILLAR 1: CORPORATE RECOGNITION PROGRAMS

Why is this important?

Corporate programs constitute the visible and official foundation of workplace recognition. They send a strong message about the organization's values, its ability to celebrate successes, and highlight engagement. When well-designed, these programs create a sense of belonging, strengthen motivation, and build employee loyalty.

What it includes:

- Service awards
- Holiday gifts
- Rewards for achieving objectives or exceeding performance
- Celebration of life events (birth, retirement, etc.)
- Recognition based on company values
- All other recognition actions organized by the company





LAYING THE GROUNDWORK: PREPARE EFFECTIVELY FOR YOUR SELF-EVALUATION

Before answering the self-assessment, take a moment to gather the right information. This pillar often relies on well-established programs, but their effectiveness depends on employees' perception of them and how they're managed.

Here are some concrete ways to prepare well:



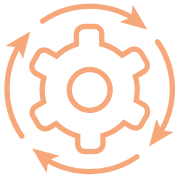
Evaluate satisfaction, participation, and accessibility: Send a short survey to measure employee satisfaction and their knowledge of programs available. Analyze participation rates by department or site, and verify if nomination or selection processes are simple, transparent, and accessible to all.



Verify cultural alignment and equity: Do rewards reflect your organization's values? Do they strengthen your employer brand? Are they equitable between different sites, departments, and hierarchical levels? Do you offer inclusive choices adapted to your employees' diversity (culture, gender, diet, personal preferences, etc.)?



Collect qualitative feedback and measure impact: Gather spontaneous feedback received on your recognition initiatives. Analyze if there's a link between program participation and certain HR indicators like retention, engagement, or recommendation rates.



Analyze operational effectiveness, tools, and return on investment (ROI): Estimate time spent by the HR team on management, logistics, and program communication. Do your current tools enable smooth and efficient management? Are they accessible and easy to use for employees? Evaluate costs invested versus results obtained. When was the last update? Is there a feedback loop in place to evolve programs over time?



SELF-ASSESSMENT SHEET—PILLAR 1: CORPORATE RECOGNITION PROGRAMS

Answer the following statements by assigning a score from 1 (not at all) to 5 (completely true). This self-assessment will help you identify strengths and improvement areas in your formal recognition programs.

PROGRAM STRUCTURE AND RELEVANCE

Our company has an official service awards program.

1 2 3 4 5

Gifts or tokens are offered during significant life events (marriage, birth, retirement, etc.).

1 2 3 4 5

We recognize exceptional contributions or goal achievement through formal rewards.

1 2 3 4 5

Recognition gestures are aligned with our organization's values and culture.

1 2 3 4 5

Programs strengthen our employer brand positioning.

1 2 3 4 5

EMPLOYEE EXPERIENCE AND PERCEPTION

Employees are well aware of the recognition programs offered.

1 2 3 4 5

Gifts or rewards are perceived as sincere, personalized, and appreciated.

1 2 3 4 5

Options offered are inclusive and allow employees to choose what they like.

1 2 3 4 5

There's good balance and equity between sites, departments, and hierarchical levels.

1 2 3 4 5

PARTICIPATION AND SATISFACTION

Participation rates in programs are high and relatively consistent over time.



We've recently gathered satisfaction data or qualitative feedback on our programs.



OPERATIONAL EFFECTIVENESS AND TOOLS

The tools we use are simple and effective for both employees and the HR team.



Time spent managing these programs is reasonable compared to their impact.



The return on investment of our recognition programs justifies the allocated resources.



MONITORING AND CONTINUOUS IMPROVEMENT

We have a process to regularly evaluate our programs' effectiveness (surveys, HR analyses, etc.).



We've updated our programs in the past two years based on expressed needs.



There's a feedback loop to adjust actions based on employee and manager feedback



We observe a positive correlation between our recognition programs and employee retention/engagement.



PILLAR 2: MANAGER RECOGNITION

Why is this important?

Managers play a key role in daily recognition. They're closest to employees and have the power to observe, appreciate, and highlight efforts and achievements. Authentic and frequent recognition from managers improves motivation, sense of purpose, and promotes retention.

What it includes:

- Frequent and spontaneous thanks given at the right moment
- Celebrating achievements in team meetings
- Coaching sessions with positive feedback
- Personalized congratulations messages according to individual preferences, and specific, based on observed action, behaviour, or impact
- Authentic recognition linked to objectives, efforts, behaviours, and values
- Training and tools to support managers in their recognition practice





LAYING THE GROUNDWORK: PREPARE EFFECTIVELY FOR YOUR SELF-EVALUATION

To properly evaluate manager recognition, it's important to combine employee perception with managers' lived reality. Here are some concrete approaches:

Survey employees and managers

Examples of questions to ask employees:

- How often does your manager thank you or recognize you for your work?
- Does the recognition you receive from your manager seem sincere and authentic?
- Is your manager's recognition adapted to your personal preferences? (Examples: offered privately, publicly, in writing, verbally)
- Is the recognition you receive specific and clear, linked to concrete actions or results?
- Is the recognition you receive only associated with your performance?
- Do you think your manager's recognition is regular?
- Do you feel that recognition motivates you and helps you stay engaged in your work?
- Have you ever felt that some employees receive more recognition than others in your team?

Examples of questions to ask managers:

- How often do you offer recognition to your employees?
- Do you feel well-equipped and confident to effectively recognize your employees?
- Do you know each team member's individual recognition preferences?
- Do you vary forms of recognition according to situations (verbal, written, public, private, symbolic, tangible)?
- Do you offer recognition quickly after a valued action or achievement?
- When do you tend to offer recognition to your employees? Do you wait for exceptional performance to recognize, or do you also celebrate efforts and progress?
- Do you take time to personalize your recognition messages to make them meaningful and specific?
- Do you have access to budget, tools, or resources to support your recognition initiatives?
- What are, in your opinion, the main barriers that limit your ability to regularly recognize your team?



Analyze organizational barriers

- What systemic obstacles prevent managers from recognizing (workload, performance-only culture, lack of budget, lack of training)?
- Do managers have the means to personalize their recognition?
- Are there clear expectations regarding recognition in management roles?
- Is recognition valued and modelled by senior leadership?
- Do managers have concrete tools (budget, platform, message templates, etc.) to recognize effectively? Do they know how to use them properly?

Measure impact

- Is there a correlation between teams where recognition is strong and indicators like engagement or turnover rates?
- Do you have concrete examples of best practices to share or model in the organization



SELF-ASSESSMENT SHEET—PILLAR 2: MANAGER RECOGNITION

For each statement, evaluate to what extent this applies to your organization (1 = Not at all, 5 = Completely true). Base yourself on facts, data, practices, and perceptions gathered previously.

Managers offer recognition to their employees regularly and proactively.

1 2 3 4 5

Forms of recognition used are varied (verbal, written, public, private, symbolic, etc.).

1 2 3 4 5

Recognition is given quickly after valued actions.

1 2 3 4 5

Managers recognize efforts, progress, and learning—not only exceptional results.

1 2 3 4 5

Recognition messages are specific, clear, and linked to concrete gestures or behaviours.

1 2 3 4 5

Managers adapt their recognition to individual preferences of their team members.

1 2 3 4 5

Managers feel equipped, trained, and confident to recognize their team.

1 2 3 4 5

Managers have concrete resources (time, budget, tools, templates) to recognize effectively.

1 2 3 4 5

There's a recognition culture modelled by senior leadership.

1 2 3 4 5

The organization identifies and addresses systemic obstacles to managerial recognition.

1 2 3 4 5

PILLAR 3: PEER-TO-PEER RECOGNITION

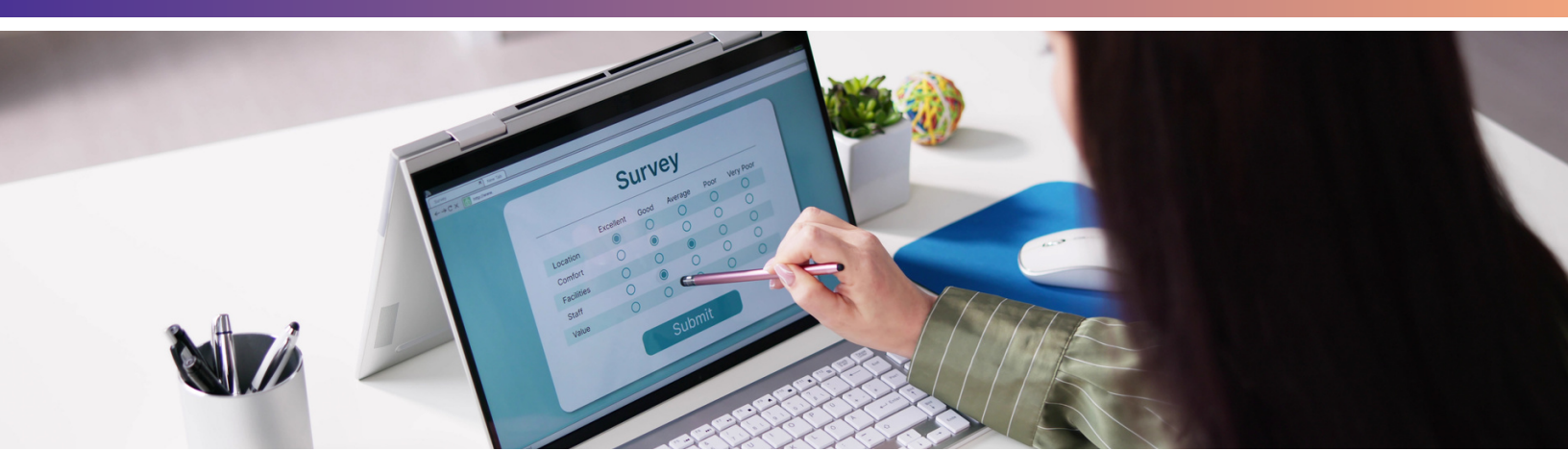
Why it's important?

Recognition shouldn't only come from the top. Appreciation between colleagues strengthens Peer recognition plays a key role in creating a positive, inclusive, and motivating work environment. When encouraged, it fosters team cohesion, strengthens relationships between colleagues, and contributes to a continuous culture of appreciation where everyone feels valued for their efforts and impact.

What it includes:

- Spontaneous thank-you or congratulatory messages between colleagues
- Highlighting individual contributions on a dedicated platform or channel
- Celebrating small wins and major accomplishments on a daily basis
- Team rituals that promote recognition (e.g., roundtable shout-outs, recognition wall)





LAYING THE GROUNDWORK: PREPARE EFFECTIVELY FOR YOUR SELF-EVALUATION

To evaluate peer recognition in your organization, it's essential to combine perception analysis (via survey) with observation of actual behaviours. Here are some concrete approaches

Survey employees

- Do you have opportunities to recognize your colleagues when you wish to?
- Do available tools or spaces (formal or informal) facilitate this recognition?
- Do you feel encouraged to express your recognition to your colleagues?
- Do you receive appreciation from your peers? How frequently?
- Do you think peer recognition is valued in your team culture?
- Do you think peer recognition is equitably distributed in your team?
- Do you observe that recognition is expressed spontaneously in informal exchanges (e.g., on Teams/Slack, at the office, in work discussions)?
- Is recognition present during team meetings (e.g., mentioning achievements, thanks between colleagues, cross-congratulation)?
- Would you say that appreciation behaviours (thanks, encouragement, informal recognition) are part of daily team culture?
- Have you personally ever expressed or received recognition in a meeting, conversation, or team discussion channel?
- Do you find there are enough opportunities or rituals to express your appreciation to colleagues in your daily work?

Analyze existing recognition behaviours

If your organization uses a social recognition platform (for example, an HR application with a recognition wall or a dedicated Slack/Teams channel), examine:

- **Volume of recognition exchanged:** is it consistent or concentrated in certain teams?
- **Diversity of participants:** do several employees participate or is it always the same ones?
- **Frequency and spontaneity of recognition gestures.**
- **Tone of messages:** are they authentic, personalized, varied?

Analyze organizational barriers

- Is there a structure in place to help employees provide impactful recognition?
- Do they feel legitimate to do so (shared or hierarchical recognition culture)?
- Do biases prevent equitable recognition (e.g., certain roles less visible or less valued)?
- Are there tools or moments planned to encourage this practice? Do employees know how to use them?



SELF-ASSESSMENT SHEET—PILLAR 3 : PEER RECOGNITION

Evaluate each statement from 1 to 5 (1 = Not at all true | 5 = Completely true)

COMPANY CULTURE

Peer recognition is valued and encouraged in our team culture.

1 2 3 4 5

Employees feel encouraged and legitimate to express recognition to their colleagues.

1 2 3 4 5

Appreciation behaviours (thanks, encouragement, congratulations) are part of daily team life.

1 2 3 4 5

Managers model peer recognition and integrate it into team exchanges (e.g., in meetings).

1 2 3 4 5

Moments or rituals are planned in our team functioning to express recognition (e.g., meeting beginnings or endings, achievements).

1 2 3 4 5

Employees have enough opportunities, formal or informal, to express recognition in their daily work.

1 2 3 4 5

TOOLS

Tools or channels are available to facilitate peer recognition (e.g., platform, Slack channel, compliment box).

1 2 3 4 5

Employees know how to access and use tools or spaces provided to recognize their peers.

1 2 3 4 5

Incentive campaigns are organized in the organization to encourage peer recognition.

1 2 3 4 5

QUALITY AND EQUITY

Peer recognition is perceived as sincere, personalized, and relevant (linked to specific behaviours or values)

1 2 3 4 5

It's distributed equitably among team members, regardless of their role or visibility.

1 2 3 4 5

Recognition exchanges are frequent, spontaneous, and don't always come from the same people.

1 2 3 4 5

Employees receive appreciation from colleagues at a satisfactory frequency.

1 2 3 4 5



FROM EVALUATION TO ACTION

You've just completed your self-assessment: you now have a clear and concrete picture of peer recognition in your organization. So, what's next?



INTERPRET YOUR RESULTS

High Score (average 4 to 5): Your recognition culture is well-established. You can now focus on innovation and optimization to continue standing out and strengthening your competitive advantage.

Moderate Score (average 3): The foundations are there, but some pillars deserve strengthening. Prioritize levers that will have the most impact on team engagement and motivation.

Low Score (average 1 to 2) It's time to rethink your approach. Build solid foundations before moving to more advanced actions, involving your teams from the start.

YOUR NEXT STEPS

This evaluation is just a starting point. To transform your findings into concrete results, consider the following actions:

Target your improvement areas: where are you today ... and where do you want to be in 3, 6, or 12 months? Set clear objectives with performance indicators.

Develop a recognition strategy: align your actions with your company culture and business objectives. Focus on pillars that generate the most value.

- **Implement the right tools:** facilitate daily recognition through adapted tools that also allow tracking your initiatives' impact.
- **Train your managers:** they're key vectors of a sustainable recognition culture. Give them the means (and confidence) to be inspiring models.
- **Measure, adjust, repeat:** regular evaluation maintains positive momentum and allows course correction over time.

AN INVESTMENT THAT PAYS OFF

A solid recognition culture isn't a luxury—it's a strategic lever. Organizations that excel in this area see decreased turnover, increased engagement, stronger employer brand ... and better overall performance.

This evaluation has given you a map. All that remains is to chart your route toward an [authentic and sustainable recognition culture](#)—for your employees, and for your organizational success.

Has this evaluation guide been useful to you? Do you want to go further in transforming your recognition culture? [Let's explore together how to turn these improvement opportunities into reality.](#)

