

2009 Innovations Awards Program APPLICATION

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ID # (assigned by CSG): 09-E-11PA

Please provide the following information, adding space as necessary:

State: Pennsylvania

Assign Program Category (applicant): Human Resources/Education – Management (Use list at end of application)

1. Program Name: Governor's Awards for Excellence
2. Administering Agency: Office of Administration
3. Contact Person (Name and Title): Kimberly A. Helton, Director, Bureau of Workforce Planning and Development
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5. Telephone Number 717-787-3813
6. FAX Number: 717-783-4429
7. E-mail Address khelton@state.pa.us
8. Web site Address: www.awards4excellence.state.pa.us
9. Please provide a two-sentence description of the program. The Governor's Awards for Excellence (GAE) are presented annually to recognize exemplary Commonwealth employees or groups of employees for accomplishments that reflect initiative, leadership, and a strong commitment to service. The program recognizes exceptional employee service or achievement that advances state government or promotes the good of the Commonwealth's citizenry.
10. How long has this program been operational (month and year)? Note: the program must be between 9 months and 5 years old on March 2, 2009 to be considered. The program is in its third year. The inaugural program was held in May of 2007.
11. Why was the program created? What problem[s] or issue[s] was it designed to address? Prior to the inception of the Governor's Awards for Excellence program, 33 Pennsylvania state government agencies hosted individual and varied employee recognition events. The Governor's Office sought to elevate and broaden recognition with a cross-agency program that begins with nominations from co-workers and culminates with recognition from the Governor.
12. Describe the specific activities and operations of the program in chronological order.
 - Update management directive and issue policy guidelines to agencies
 - Announce program to agencies and commonwealth employees soliciting nominations
 - Review nominations and select award recipients
 - Notify nominated employees of outcome
 - Invite selected guests to Awards Program
 - Finalize details and logistics associated with Awards ceremony including Governor's attendance, Governor's residence and procurement of awards
 - Conduct Awards Program

Notify media of outcome and publicize event

Survey Agencies to obtain feedback for continuous improvement

Conduct After Action Review

13. Why is the program a new and creative approach or method? Many recognition programs operate within specific agency environments with their distinct cultural and organizational characteristics; however, no enterprise-wide program existed. Likewise, nomination processes generally originate with an employee's supervisor and then includes successive levels of the organization. For the Governor's Awards for Excellence, nominations can, and are encouraged to, come from colleagues at any level – executive, senior, subordinate, or peer. Nominations are submitted directly to agency human resource offices, are screened for basic eligibility requirements, and then are forwarded to the agency head for endorsement. Some of the larger agencies use a pre-selection panel to decide upon their 'best of' nominations to forward on. Agencies are encouraged to, and generally do, use other internal means to recognize nominated employees who are not selected – so that peer recognition has a positive impact for recipients as well as finalists and non-selected nominees. Upon receipt of each nomination in the Office of Administration, the program's analysts review it for completeness and eligibility. After the due date has elapsed and all nominations have been reviewed and catalogued, the total package of nominations is forwarded to the nine-member nomination review committee, comprised of management and union representatives. That committee then selects three groups of nominees – finalists, undecided, and non-selected. The finalists and undecided are forwarded to the four-member selection committee for final determination. This committee is comprised of key members of the Governor's cabinet and the deputy secretary for human resources and management. This committee's decisions are final. Following the final selections of award recipients, the program's analysts complete the necessary agency and employee notifications, publicity planning, and administrative functions, up to and including selecting the arrangements for the ceremony at the Governor's residence. While there is no limit to the number of award recipients that can be selected, only those deserving of recognition at the Governor's level are selected. Award recipients are invited to a ceremony and reception at the Governor's Residence during the first week in May – national Public Employee Recognition Week - where they are presented with an engraved rosewood plaque and gubernatorial proclamation and letter. In addition to the award recipients, their guests and nominators are invited to attend. Further, all agency heads, the Governor's executive staff, union officials, and photographers/press are included on the invitation list. Those employees who are finalists, but not selected to receive an award, are acknowledged through a signed certificate from the Governor. Likewise, all other nominees receive a letter from the Governor's Office acknowledging their nomination and thanking them for their valuable contributions to state government and its citizenry. Copies of correspondence for each group of nominees are filed in official employee history files.
14. What were the program's start-up costs? (Provide details about specific purchases for this program, staffing needs and other financial expenditures, as well as existing materials, technology and staff already in place.) Start-up costs were negligible and included only first-year operational costs. Two human resource analysts administer the program, along with administrative support.
15. What are the program's annual operational costs? Operational costs average \$4,000 annually. This includes printing programs, photographic documentation, a ceremony and reception at the Governor's Residence, engraved rosewood plaques for recipients, invitations and certificates, honoraria for musical accompanists, and related administrative supplies, etc.
16. How is the program funded? The GAE program is funded through annual budgetary processes. Program costs are shared by the Office of Administration Human Resources and Management and the Governor's Office

17. Did this program require the passage of legislation, executive order or regulations? If YES, please indicate the citation number. **No. Guidelines are established in a Management Directive issued by the Secretary of Administration.**
18. What equipment, technology and software are used to operate and administer this program? **SAP and Microsoft Office software.**
19. To the best of your knowledge, did this program originate in your state? If YES, please indicate the innovator's name, present address, telephone number and e-mail address. **The former Secretary of Budget for the state of Pennsylvania, Michael J. Masch.**
20. Are you aware of similar programs in other states? If YES, which ones and how does this program differ? **No**
21. Has the program been fully implemented? If NO, what actions remain to be taken? **Yes**
22. Briefly evaluate (pro and con) the program's effectiveness in addressing the defined problem[s] or issue[s]. Provide tangible examples. **In its third year, we measure the program's success by the number and nature of nominations and associated publicity. Program nominations have increased each year, both in the number of nominations received and the number of employees nominated as individuals and in groups. In its inaugural year, there were 67 nominations submitted. From 2008 to 2009, noting there was an increase in nominations from 69 to 83, which included 182 employees in 2008 and more than 200 in 2009. As the program continues to grow and improve, more employees are nominating colleagues is evidence the program is seen as important to employees at all levels. Recognition counts, and the ever-increasing number of state employees who 'catch their co-workers doing something right' shows this program counts to them.**
23. How has the program grown and/or changed since its inception? **The Pennsylvania Governor's Awards for Excellence is a dynamic, evolving program. Improvements to the program are made methodically and thoughtfully, borne out of an integrated after action review program and from anecdotal feedback and observations.**

Two primary changes have occurred with the program since its inception: Publicity and categories. Publicity during the first year was light, with general announcements made to employees. The second year saw a significant increase in publicity, with marketing efforts by the Office of Administration's Communication Office in conjunction the Governor's Office and agency press officers. A hometown news form was created that second year and enabled staff to collect biographical and residential information and quotes from recipients for use in press releases. Dozens of news and feature articles appeared statewide.

Publicity prior to the nomination process was enhanced, using In Common, the state employee electronic newsletter, and broadcast messages from the Secretary of Administration to employees and agency heads. Additional messages were directed to human resource directors. An after action review was accompanied by a web-based survey of agency heads, human resource directors, members of the nomination review and selection committees, and nominators in an effort to identify program areas to be improved or sustained.

Beginning the second year, a collaborative effort began with the Pennsylvania Council for the Arts. In addition to the engraved plaque and gubernatorial proclamation and letter, all presented during the ceremony and reception with the Governor, each award recipient and a guest is invited to attend a cultural event that is closest to the award recipient's home. As a surprise, each recipient then is publicly acknowledged before the opening of the show.

Publicity for the GAE program was enhanced during the third year with In Common articles and informational briefs, and even more robust e-mail solicitation for nominations. Added to

the hometown news form was information about the recipient's legislators, for added recognition for the award recipients.

As for award categories, during the first two years, the program included specific award categories. Between the first and second year, the Innovation and Initiative categories were combined. In the second year, the categories included: Community Service, Cost Savings (to include cost reductions, saving, and revenue enhancement), Customer Service, Heroism, Humanitarianism, Initiative/Innovation, Leadership, and Safety.

Following the second year, the after action review committee contemplated whether the categories were inclusive enough, or if they restricted recognition of other achievements that did not readily match with a specific category. The program then evolved to be open and based on guidelines. Nominations now are at-large with no pre-existing categories.

24. What limitations or obstacles might other states expect to encounter if they attempt to adopt this program? Maintain ongoing collaboration with and buy-in from the unions, ensure agency support, and establish and maintain funding

2009 Innovations Awards Program Program Categories and Subcategories

Use these as guidelines to determine the appropriate Program Category for your state's submission and list that program category on page one of this application. Choose only one.

Infrastructure and Economic Development

- Business/Commerce
- Economic Development
- Transportation

Government Operations

- Administration
- Elections
- Public Information
- Revenue

Health & Human Services

- Aging
- Children & Families
- Health Services
- Housing
- Human Services

Human Resources/Education

- Education
- Labor
- Management
- Personnel
- Training and Development
- Workforce Development

Natural Resources

- Agriculture
- Energy
- Environment
- Environmental Protection
- Natural Resources
- Parks & Recreation
- Water Resources

Public Safety/Corrections

- Corrections
- Courts
- Criminal Justice
- Drugs
- Emergency Management
- Public Safety

Save in .doc or rtf. Return completed application electronically to innovations@csg.org or mail to:

CSG Innovations Awards 2009
The Council of State Governments
2760 Research Park Drive, P.O. Box 11910
Lexington, KY 40578-1910

Contact:

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This application is also available at www.csg.org, in the Programs section.

Deadline: March 2, 2009