

CHAPTER: 500

Personnel/Human Resources

DEPARTMENT ORDER:

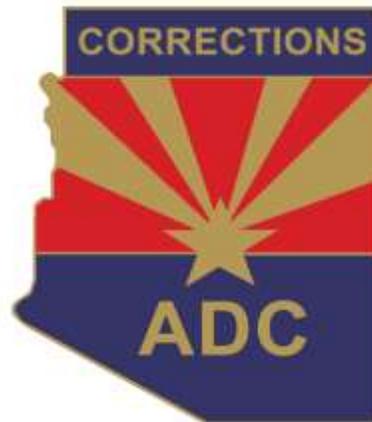
**506 – Employee and Volunteer Recognition
Program**

**OFFICE OF PRIMARY
RESPONSIBILITY:**

**DIR
DD**

Arizona Department of Corrections

Department Order Manual



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Charles L. Ryan, Director

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PURPOSE

This Department Order establishes the Department's commitment to ensuring a qualified and productive professional workforce through effective recruitment, retention, recognition, and resource management strategies. The Department believes in encouraging, recognizing, and rewarding outstanding individual or group achievements, performance, proficiency, heroism and service through Employee Awards/Recognition at all organizational levels. Employee recognition is an important strategy in reinforcing the Department's culture and work ethic.

APPLICABILITY

This Department Order does not create a contract for employment between any employee and the Department. Nothing in this Department Order changes the fact that all uncovered employees of the Department are at-will employees and serve at the pleasure of the Appointing Authority.

This Department Order does not apply to private prisons, but may apply to Contract Beds Bureau staff assigned to those facilities.

PROCEDURES

1.0 DEPARTMENT RECOGNITION

- 1.1 The Director shall present the following Recognition Awards during meetings or ceremonies as determined by the Director:
 - 1.1.1 Valor – An annual award presented to an employee for an on-duty or off-duty act of heroism that involved a conscious and conspicuous risk of life. The act shall be of such grave nature that performance of the act is clearly above and beyond the call of duty. Supporting documentation such as medical reports and information reports shall be attached to the Employee Award Nomination, Form 506-1.
 - 1.1.2 Life Saving – An annual award presented to an employee for an on-duty or off-duty act that results in the saving or preservation of a human life in which the rescued person would have died without the employee's direct action. The act for which the employee is being nominated shall be clearly above and beyond the normal requirements of the employee's position. The lifesaving efforts do not have to put the rescuing employee at personal risk. Supporting documentation such as medical reports, police reports and information reports shall be attached to the Employee Award Nomination form.
 - 1.1.3 Meritorious Service – An annual award presented to an employee for performance of duty greatly exceeding the normal demands of the Department. The employee's job performance demonstrates an exceptional degree of good judgment, initiative and competence, and the employee's performance is clearly above and beyond the normal requirements of the position.
 - 1.1.3.1 Employees who have been selected as award recipients may be eligible for Meritorious Service Leave not to exceed 24 hours.

- 1.1.3.2 Pursuant to Arizona Administrative Code (A.A.C.) R2-5A-B611(B), except for employees in covered positions classified as Correctional Officer I, II and III, or Community Corrections Officers, Meritorious Service Leave shall only be awarded to uncovered employees.
- 1.1.4 Community Courage Award – An annual award presented to an employee for an off-duty act that involves heroism in the face of danger, preservation of another's life, or other significant acts of selflessness in support of community peace and public welfare, which reflects positively upon the Department. Supporting documentation such as medical reports and police reports shall be attached to the Employee Award Nomination form.
- 1.1.5 Special Recognition – An annual award presented to Department employees or non-Department employees who have made an exceptional contribution exemplifying their service and commitment to the Department.
- 1.1.6 Team Citation – An annual award presented to a Departmental team/unit or group of employees in recognition of an outstanding accomplishment and/or for facilitating the achievement of organizational goals and objectives. Nominations shall be based upon, but not limited to, the following criteria:
 - 1.1.6.1 Measurable outstanding performance of the team/unit or group relevant to the achievement of stated organizational goals and objectives.
 - 1.1.6.2 Completed special assignments that required team work and an esprit de corps.
 - 1.1.6.3 Development of programs or written instructions that provide a noteworthy increase in efficiency, effectiveness and/or cost savings in operations.
 - 1.1.6.4 Exhibition of exemplary service or contribution to the operation of the Department.
 - 1.1.6.5 Involvement in special Community Service projects unrelated to job performance that was outstanding and brought credit to the Department.
- 1.1.7 Employee of the Year – An annual award presented in recognition of exceptional job performance during the year. Employees who continually perform their duties in a manner that surpasses the expected standards of professional conduct are eligible for recognition in the following categories:
 - 1.1.7.1 Correctional Officer II
 - 1.1.7.2 Non-Uniformed Employee, Program and Support Staff
 - 1.1.7.3 Supervisor (Sergeants, Lieutenants, Captains, Majors, Investigative Supervisors, Community Corrections Supervisors, Correctional Officer IVs, and any other individuals in supervisory positions)
 - 1.1.7.4 Administrator (Executive Staff, Regional Operation Directors, Wardens/Bureau Administrators, Deputy Wardens, Administrators)

- 1.1.8 Department Correctional Officer II of the Year – An annual award presented to one or more recipients of the Correctional Officer II of the Quarter award in recognition of exceptional job performance during the year.
 - 1.1.9 Certificate of Commendation
 - 1.1.10 Letter of Appreciation – Presented to an employee who has performed an exceptional act/service or who continually performs required duties in an exceptional manner.
 - 1.1.11 Length of State Service pins for 20 or more years of State service
 - 1.1.12 Retirement Certificates for Division Directors, Assistant Director, Regional Operations Directors, Wardens, Bureau Administrators, Deputy Wardens and Administrators
- 1.2 Nomination Process
- 1.2.1 General Guidelines:
 - 1.2.1.1 Any employee may nominate another employee or group of employees when award criteria has been met or exceeded.
 - 1.2.1.2 Nominations shall be submitted using the Employee Award Nomination form. Up to two pages of supplemental narrative may be added as needed. An employee should only be submitted for recognition consideration in one award category for the same set of circumstances.
 - 1.2.1.3 When an employee nominates his/her immediate supervisor, the nomination may be submitted directly to the next review level within the chain of command.
 - 1.2.1.4 When the nominator and the nominee are assigned to different Divisions, Employee Award Nomination forms shall be first submitted for review and recommendation through the nominator's Division chain of command, and then be submitted to the nominee's Division Director/Assistant Director.
 - 1.2.1.5 When the nominator and the nominee are assigned to the same Division, the appropriate Warden/Bureau Administrator shall approve/disapprove nominations.
 - 1.2.2 Nomination for Employee of the Year – The Division Director/Assistant Director shall submit the Employee Award Nomination form to the Director's Office for review by the Employee Recognition Committee and final approval/disapproval by the Director.
 - 1.2.3 Nomination for the Correctional Officer II of the Year Award:
 - 1.2.3.1 The Wardens shall complete and submit the Employee Award Nomination form for each recipient to the Division Director for Prison Operations for review and recommendation. **[Revision – October 25, 2018: Sections 1.2.3.1 and 1.2.3.2]**

- 1.2.3.2 The Division Director for Prison Operations shall submit the appropriate Employee Award Nomination forms to the Director's Office for review by the Employee Recognition Committee and final approval/disapproval by the Director.
- 1.2.4 Nomination for the Non-Uniformed Employee of the Year Award:
 - 1.2.4.1 The Warden/Bureau Administrator shall complete and submit the Employee Award Nomination form for each recipient to the appropriate Division Director/Assistant Director for review and recommendation.
 - 1.2.4.2 The Division Director/Assistant Director of the nominee shall submit the appropriate nominations to the Director's Office for review by the Employee Recognition Committee and final approval/disapproval by the Director.
- 1.2.5 Unless there is a compelling reason (e.g., nominated employee is under investigation), no one in the supervisory chain of command shall stop, delay or deny a nomination. Each person in the chain of command may indicate their concurrence or disagreement with the nomination, with a written explanation as appropriate.
- 1.2.6 Any employee nominated for an employee award may receive an entry into their employee evaluation notating their nomination for a Department award.
- 1.3 Employee Recognition Committee
 - 1.3.1 The Director shall appoint six members from the following Divisions:
 - 1.3.1.1 Department Internal Communications Coordinator, who shall act as the Committee Chairperson
 - 1.3.1.2 Deputy Warden
 - 1.3.1.3 Correctional Officer or Sergeant
 - 1.3.1.4 Inmate Programs & Reentry employee
 - 1.3.1.5 Health Services Contract Monitoring Bureau employee
 - 1.3.1.6 Administrative Services employee
 - 1.3.2 The Employee Recognition Committee shall:
 - 1.3.2.1 Meet on an annual basis.
 - 1.3.2.2 Review all Yearly Employee Award Nomination forms submitted to the Director on an annual basis.
 - 1.3.2.3 This includes a review of any discipline received by the nominee during the time period of one year. This shall be determined by the Director. If a nominee has received discipline or is currently in the discipline process their name shall be forwarded to the Director for a final decision on approval/disapproval.

- 1.3.2.4 Recommend approval/disapproval of each nomination to the Director, who shall make the final decision.
 - 1.3.2.5 Consider changes to the style and design of awards and recommend approval/disapproval of changes to the Director, who shall make the final decision.
 - 1.3.2.6 Assist as deemed necessary by the Committee Chairperson in the processing all nomination forms after voting has been completed to ensure accuracy on all letters, certificates and plaques.
- 1.4 Records of awards (excluding Length of State Service pins) shall be forwarded to the Human Resource and Development Group (HRDG), Human Resources Operations Unit for placement in the employee's Personnel File.
- 1.5 Award Procurement – The Director's Office or designated unit shall order and procure all Department awards, with the exception of Length of State Service pins, which will be coordinated jointly through the HRDG.

2.0 APPRECIATION MEDALLIONS

- 2.1 The Director and Deputy Director shall award Appreciation Medallions to selected employees, who in the carrying out of their normal duties; do so in a manner which shall:
- 2.1.1 Further the Department's attainment of its mission.
 - 2.1.2 Inspire others to excel.
 - 2.1.3 Exhibit the finest in professional character.
 - 2.1.4 Ensures completion of a job task under adverse conditions, or otherwise demonstrates performance of duty with the highest regard for the needs of the state of Arizona and the Department.
- 2.2 The Director shall present to employees gold colored Appreciation Medallions and the Deputy Director shall present silver colored Appreciation Medallions.
- 2.3 Appreciation Medallions shall be metallic.
- 2.3.1 The front of the medallion shall:
 - 2.3.1.1 Depict the ADC full color logo in the center.
 - 2.3.1.2 Have 24, five-pointed stars outside of the ADC logo around the perimeter.
 - 2.3.2 The back of the medallion shall:
 - 2.3.2.1 In addition to the color, indicate if it is either a Directors' or a Deputy Directors' Medallion by the title at the top.
 - 2.3.2.2 Depict the outline of the state of Arizona with the credo; Professionalism, Responsibility, Integrity, Courage, Efficiency displayed inside the outline.

2.3.2.3 Have seven, five-pointed stars on the left and right sides, along the perimeter.

2.3.2.4 Depict the word "MEDALLION" centered, along the bottom.

2.4 Appreciation Medallions shall be authorized as allowed personal property in accordance with Department Order #513, Employee Property.

3.0 LOCAL EMPLOYEE RECOGNITION PROGRAMS – Awards presented at the Division, Bureau, Institution and or unit level and Central Office in recognition of exceptional job performance by line staff, supervisors, managers and administrators in support of their particular organizational unit. Recognition should be based upon job reliability, demonstrated task proficiency, results, teamwork, professionalism, and customer service. This recognition should signify the recipient is the "best of the best" within their assignment locale. All employees are eligible for recognition.

3.1 The Division Director, Assistant Director, Warden, Bureau Administrator or their designees shall maintain the Local Employee Award/Recognition Program procedures for the following:

3.1.1 Soliciting, receiving and reviewing nominations.

3.1.2 Selecting and presenting such awards to selected recipients.

3.1.2.1 All award/recognition items shall be of the conventional type, design/construction and procured in accordance with the state contract on award items. Allowable awards include plaques and pen/pencil sets bearing the Department's logo or other mementoes of nominal value.

3.1.2.2 Additional types of recognition such as designated parking spaces and/or gift certificates donated by a local merchant or purchased using pre-approved employee recognition funds may be provided.

3.1.2.3 Requests for deviations shall be forwarded to the Director's Office for consideration.

3.1.2.4 Procurement of Division and Local Award/Recognition Program awards shall be the responsibility of the concerned Division, institution or Bureau.

3.1.3 Appoint a Local Employee Recognition Liaison to coordinate, organize and address Local Employee Award/Recognition Program issues in collaboration with the Warden/Bureau Administrator.

3.1.4 Ensure organizational units establish a schedule to locally recognize employees on a monthly, quarterly and/or annual basis in accordance with the Local Employee Award/Recognition Programs approved by the Division Director, Assistant Director, Warden, Bureau Administrator or their designees.

3.1.5 Records of awards shall be forwarded (excluding Length of State Service pins) to the HRDG, Human Resources Operations Unit for placement in the employee's Personnel File.

- 3.2 Local Employee Award/Recognition Programs shall include the following, as applicable and be presented at a staff meeting or other gathering where the employee's peers will be present to recognize the employee:
- 3.2.1 The Correctional Officer II/and Employee Non-Uniformed Award - A monthly award presented at each Arizona State Prison Complex unit or Department Bureau to one or more Correctional Officer(s) II and Non-Uniformed employee(s) in recognition of exceptional job performance during the month:
- 3.2.1.1 Nominations using an Employee Award Nomination form shall be submitted for review and recommendation through the chain of command with final approval/disapproval by the Deputy Warden.
- 3.2.1.2 Each unit shall recognize one or more nominated Correctional Officer(s) II and Non-Uniformed employee(s) each month.
- 3.2.1.3 Awards shall be presented by the Deputy Warden.
- 3.2.2 Institution/Bureau Correctional Officer II and Non-Uniformed Employee of the Quarter:
- 3.2.2.1 All recipients of the Department's institution's Unit/Bureau Correctional Officer II and Non-Uniformed Employee of the Month award shall be considered as nominees in recognition of continued exceptional job performance.
- 3.2.2.2 Nominees shall be considered according to the local institution review procedures with final approval/disapproval by the Warden/Bureau Administrator, or designee.
- 3.2.2.3 Each institution/bureau shall recognize one or more nominated Correctional Officer(s) II and/or Non-Uniformed employee(s) each quarter.
- 3.2.2.4 The Director, Deputy Director, Division Director, Assistant Director, Warden/Bureau Administrator or their designees, as circumstances allow, shall present the Institution Correctional Officer(s) II and the Non-Uniformed Employee(s) of the Quarter awards.
- 3.2.2.5 Department locations that do not have monthly awards shall present the Corrections Officer(s) II and/or the Non-Uniformed Employee of the Quarter Award. This shall be presented to nominees in recognition of continued exceptional job performance throughout the quarter.
- 3.2.3 Institution/Bureau Correctional Officer II and Non-Uniformed Employee of the Year:
- 3.2.3.1 Each institution shall recognize one or more nominated Correctional Officer(s) II and Non-Uniformed employee(s) each year.
- 3.2.3.2 All recipients of that institution's Correctional Officer(s) II and Non-Uniformed employee(s) of the Quarter award shall be considered as nominees.

- 3.2.3.3 Nominees shall be considered according to the local institution review procedures with final approval/disapproval by the Warden/Bureau Administrator or their designees.
- 3.2.3.4 The Director or a Warden/Bureau Administrator, as circumstances allow, shall present the Institution Correctional Officer II and Non-Uniformed Employee of the Year awards.
- 3.2.4 The following may be presented by Division Directors/Assistant Director, Wardens/Bureau Administrators, or their designees and may be awarded anytime outside the monthly, quarterly or annual awards:
 - 3.2.4.1 Core Value Award – This is presented to an employee who displays exceptional understanding and performance of one or more of the Department’s Core Values. Any employee may nominate another employee or group of employees when award criteria have been met or exceeded.
 - 3.2.4.1.1 Nominations using an Employee Award Nomination form shall be submitted for review and recommendation through the chain of command with approval/disapproval by the Deputy Warden/Administrator. Final approval will be the Warden/Bureau Administrator.
 - 3.2.4.2 Letters of Appreciation
 - 3.2.4.3 Length of State Service pins for 5, 10 and 15 years of state service
 - 3.2.4.4 Retirement Certificates for non-executive and non-extended executive staff employees – This recognition shall consist of, at minimum, a certificate given to Deputy Wardens, Associate Deputy Wardens, line staff, etc. in commemoration of their retirement from state service.
- 3.3 Local Employee Award/Recognition Programs may also include, but are not limited to the following:
 - 3.3.1 Local Employee of the Month/Quarter/Year
 - 3.3.2 Community/Charitable Service
 - 3.3.3 Proficiency - Certification awards
 - 3.3.4 Special Achievement, such as Arizona State Employees Charitable Campaign (SECC), military personnel, etc.
 - 3.3.5 Academic Excellence Award
 - 3.3.6 COTA Distinguished Graduate – Each cadet’s performance in test scores, inspections, physical training tests, range qualification, and self-defense performance will be scored and at the end of the pre service academy. The cadet with the highest score shall be designated the Distinguished Graduate and shall be announced during the graduation ceremony and have their name placed on the Distinguished Graduate perpetual plaque.

4.0 DONATION SOLICITATION FOR EMPLOYEE RECOGNITION

- 4.1 All solicitations regarding Employee recognition shall be in accordance with Department Order 111, Solicitation.
- 4.2 Staff soliciting donations shall ensure the donor understands the donation is for employee recognition by completing a Request for Donation, Form 301-1, signed by the approving staff member, the donor, and a witness. All completed forms shall be filed and retained by the Business Administrator in accordance with Department Order #103, Correspondence/Records Control.

5.0 VOLUNTEER APPRECIATION

- 5.1 The Warden, Deputy Warden/Bureau Administrator or designee shall coordinate with the senior chaplain and the HRDG, Human Resources Liaison to schedule annual volunteer events.
 - 5.1.1 All active volunteers shall be invited to attend.
 - 5.1.2 Selected volunteers shall be recognized with appropriate recognition.
 - 5.1.3 Volunteer Length of State Service pins shall be awarded based upon five-year increments of service.
- 5.2 Senior chaplains and the HRDG, Human Resources Liaisons shall solicit nominations for candidates to be considered for selection as Volunteer of the Year.
 - 5.2.1 Each area may submit one name for consideration.
 - 5.2.2 Final selection shall be made by a committee assembled by the senior chaplain and the HRDG, Human Resources Liaison.
 - 5.2.3 The person chosen as Volunteer of the Year for each location shall be appropriately recognized at an annual volunteer appreciation event.

6.0 LENGTH OF STATE SERVICE PINS AND RETIREMENT CERTIFICATES

- 6.1 Length of State Service Pins
 - 6.1.1 Employees completing five or more years of state service shall be recognized with the authorized Length of State Service pin. Length of State Service pins shall be presented at each five-year employment increment.
 - 6.1.2 By the first day of March, June, September and December for the upcoming quarter, the HRDG, Human Resources Operations Administrator shall provide a list to each Division Director/Assistant Director that identifies, by Division, Bureau or institution, every employee who completed a five-year length of state service increment during the preceding calendar quarter.
 - 6.1.2.1 The list shall include each employee's name, date of entry into state service, length of service (i.e., 5, 10, 15 years), and current assignment location.

- 6.1.2.2 Each Division Director/Assistant Director shall ensure the Length of State Service pin recipients list is reviewed. Corrections shall be reported to the HRDG, Human Resources Operations Administrator for resolution.
- 6.1.3 The HRDG, Human Resources Bureau shall:
 - 6.1.3.1 Order a Length of State Service pin for each approved recipient.
 - 6.1.3.2 Distribute Length of State Service pins for 5, 10 and 15 years of state service to the appropriate Division Director/Assistant Director.
 - 6.1.3.3 Forward Length of State Service pins for 20 or more years of state service to the Director's Office for presentation by the Director.
- 6.1.4 Replacement Length of State Service pins may be requested in writing by contacting the HRDG, Human Resources Bureau. The memorandum shall include verification by the employee's HRDG, Human Resources Liaison that the employee had served the length of service stated in the memorandum.
- 6.1.5 The HRDG, Human Resources Operations Administrator or designees shall collect the appropriate market rate cost from the employee to replace the Length of Service pin, and forward the payment to the Business Manager.
- 6.2 Retirement Awards
 - 6.2.1 Employees eligible to retire from state service who have selected a specific retirement date shall submit a notification memorandum through their chain of command to their Division Director/Assistant Director. The notification memorandum shall include their name, title and anticipated date of retirement.
 - 6.2.2 The retiring employee's Division Director/Assistant Director shall forward a copy of the notification memorandum to the HRDG, Human Resources Operations Administrator, who shall request the appropriate Retirement Certificate from the Governor's Office.
 - 6.2.3 This recognition shall consist, at a minimum, of a certificate presented in commemoration of their retirement from state service.
 - 6.2.4 The HRDG, Human Resources Administrator shall forward the Retirement Certificate to the Director or appropriate Division Director/Assistant Director for presentation to the employee.

7.0 FIREARMS PROFICIENCY AWARD PINS

- 7.1 Employees attempting to qualify for a Firearms Proficiency Award pin shall qualify with the same type weapon (i.e., caliber, barrel length) they carry on duty, as outlined in Department Order #510, Firearms Qualification/Firearms Instructor Certification.
- 7.2 Employees may earn one of the following Firearms Proficiency Award pins:
 - 7.2.1 Expert – Employees must score 240-249 points with a service handgun or 144-149 points with a service rifle.

- 7.2.2 Distinguished Expert – Employees must score 250 points with a service handgun or 150 points with a service rifle.
- 7.3 Once employees have qualified for and been issued a particular level Firearms Proficiency Award pin, no further pins for that level shall be issued.
- 7.4 Scoring verification and confirmation shall be as follows:
 - 7.4.1 The Firearms Instructor shall verify scores using the Firearms Proficiency Award Pins Scoring Sheet, Form 506-2 and forward the form to the institution’s Deputy Warden of Operations or appropriate Administrator for confirmation.
 - 7.4.2 The Deputy Warden of Operations or appropriate Administrator shall verify the scores and submit the Firearms Proficiency Award Pins Scoring Sheet form through the chain of command to the Warden for approval/disapproval.
- 7.5 Wardens, Deputy Wardens, and Bureau Administrators shall ensure supervisors present Firearms Proficiency Award pins to their employees.
- 7.6 Employees shall not wear Firearms Proficiency Award pins when they have not qualified within the required time or have attempted to qualify and scored less than the score required to maintain Firearms Proficiency Award pins previously issued.
- 7.7 Uniformed Correctional Officer Series employees shall wear Firearms Proficiency Award pins as outlined in Department Order #503, Employee Grooming and Dress. Only one Firearms Proficiency Award pin may be worn at a time.

8.0 SPOT INCENTIVE AWARD – The Spot Incentive program provides the Department an opportunity to recognize and reward employees, teams, or work units for outstanding contributions that create an environment of innovation, continuous improvement and positively impacts the overall quality of the work environment. Any exceptions to this process must be approved by the Director. *[Revision – October 25, 2018: Section 8.0 thru 8.4.2.3]*

- 8.1 In accordance with the Arizona State Personnel System Rules, and the Arizona Department of Administration’s (ADOA) Guidelines for Compensation Strategies, are as follows:
 - 8.1.1 Awards will not create any future budget obligations.
 - 8.1.2 The Spot Incentive is a one-time payment and does not affect base salary.
 - 8.1.3 Any and all combinations of one-time cumulative incentive award payments (i.e., Spot Incentive plus Merit-Based Incentive) not affecting base salary shall not exceed 10% of an employee’s annual base salary, per fiscal year. Any and all combinations of Spot Incentives shall not exceed 5% of an employee’s annual base salary, per fiscal year.
 - 8.1.4 The Department shall administer the Spot Incentive program without regard to political affiliation, race, color, national origin, sex, age, disability, religion, or any other characteristic protected by law.
 - 8.1.5 Eligibility – Eligible employees must receive an overall rating of “Meets Expectations” or better (MAP rating 2.0 or greater) on their most recent evaluation.

- 8.1.5.1 Eligible employees are:
 - 8.1.5.1.1 Uncovered employees
 - 8.1.5.1.2 Correctional Officers, I, II, or III
 - 8.1.5.1.3 Community Corrections Officers
- 8.1.5.2 The following employee groups are not eligible for the Spot Incentive awards:
 - 8.1.5.2.1 Employees who have received formal disciplinary action (to include Letter of Reprimand, suspension, or involuntary demotion) during the previous six months.
 - 8.1.5.2.2 Individuals who are not active employees with the Department as of the respective award date (regardless of the date nominated).

8.2 Criteria and Limits

- 8.2.1 The Department may offer Spot Incentive Awards (one-time payments) for extraordinary achievements of a singular nature that result in efficiency, cost savings, or significantly enhanced productivity and will be awarded based on the following, including but not limited to:
 - 8.2.1.1 Process Improvement/Kaizen – removing or reducing waste that effect quality, cost, safety, delivery, etc.
 - 8.2.1.2 Hard Savings – cost reduction as deemed appropriate
 - 8.2.1.3 Soft Savings – cost avoidance (dollars saved through cost avoidance or savings calculated by non-standard means, such as lost opportunity or improved opportunity)
 - 8.2.1.4 Soft Improvement – incremental change(s) that have a positive impact that may not immediately result in Hard or Soft Savings but improves the delivery of services
 - 8.2.1.5 Customer Service – interactions between a customer and a provider as deemed appropriate
 - 8.2.1.6 Outstanding Contributions – creates an environment of innovation, continuous improvement and positively impacts the overall quality of the work environment
 - 8.2.1.7 Other Factors - as deemed appropriate
- 8.2.2 The intent is for the Spot Incentives to be allocated and distributed to all Department employees to include line staff and supervisors. As approved by the ADC Director or designee, an accumulation of all Spot Incentives are not to exceed 5% of an employee’s base salary per employee, per fiscal year.

- 8.3 Nomination Process – Each fiscal year the ADC Director will determine the total dollar allocation available to the agency for the Spot Incentive program. The total combined cost of all ADC compensation strategies shall not exceed 2% of the Department’s personal services base for the fiscal year. The allocation will be based on the authorized employee count.
- 8.3.1 The award shall be a minimum of \$100.00, up to a maximum of \$2,000.00 per recipient per fiscal year. Spot Incentives may not exceed more than 5% of the employee’s annual base salary per fiscal year, per individual employee.
- 8.3.2 Nominations shall be submitted by completing the Spot Incentive Award, Form 506-3 (individual employee) or the Spot Incentive Group Award, Form 506-4, for a work group or unit.
- 8.3.2.1 Nominations shall be routed through the nominated employee’s chain of command to their respective Division Director/Assistant Director for initial recommendation. If not recommended, the Spot Incentive Award form will be returned to the supervisor with no further action taken. Group nominations shall be routed to each respective Division Director/Assistant Director with employees listed on the Spot Incentive Group Award form.
- 8.3.2.2 Nominations approved by the Division Director/Assistant Director shall be given to the appropriate Division Human Resources Liaison for forwarding to Planning, Budget and Research (PBR). PBR shall verify funds are available to support the nomination and return the form to the Human Resources Liaison. If funding is not available, PBR will return the form to the Division Director/Assistant Director.
- 8.3.2.3 The Division Human Resources Liaison shall forward the nomination forms that have been verified by PBR as having available funding to the Human Resources and Development Group (HRDG) Classification and Compensation Unit.
- 8.3.2.4 For fiscal reasons, all nominations that are approved at the initial Division Director/Assistant Director step can be submitted to HRDG from August 1 through May 31 each fiscal year.
- 8.3.3 HRDG Classification and Compensation Unit shall verify employee eligibility for the Spot Incentive Award, which will include active communication with HRDG’s Employee Relations Unit to verify absence of discipline, and ensure that employees receiving multiple Spot Incentive Award payments do not exceed the cumulative 5% limit or cumulative 10% for all award categories per fiscal year.
- 8.3.3.1 If approved, the HRDG Classification and Compensation Unit shall return the nomination form to the respective Division HR Liaison, who shall submit the nomination to the Director for final approval.

- 8.3.3.2 If approved by the Director, the Division Director/Assistant Director or designee shall route the approved nomination, and award letter through their respective Division HR Liaison to HRDG Classification and Compensation, HR Operations, Administrative Services Payroll and PBR. The approved form for the Spot Incentive must be submitted to payroll.
- 8.3.3.3 An employee may not appeal the denial of their nomination for a Spot Incentive Award, regardless of the level at which the denial occurred, i.e., Division Director/Assistant Director, Director.
- 8.3.4 Payroll shall make the necessary updates to the employee’s pay record. The HRDG Classification and Compensation Unit Analyst shall update the master Spot Incentive spreadsheet or other tracking mechanism.
- 8.3.5 The Division Director/Assistant Director or designee shall notify the award recipient of the final approval of the Spot Incentive.

8.4 Reporting

- 8.4.1 HRDG shall compile a monthly report for distribution to the Department’s Executive Team, which shall contain details regarding the number and monetary amount of Spot Incentives that have been approved and processed during the current fiscal year.
- 8.4.2 The HRDG shall keep a cumulative report for each fiscal year that the incentive is utilized. The report shall contain the following information:
 - 8.4.2.1 A list of the employees that received a Spot Incentive and the specific amount they received.
 - 8.4.2.2 Key information for each recipient to include: EIN, employee name, job classification, MAP rating, and award payment amount.
 - 8.4.2.3 The total dollar value of Spot Incentive paid to each employee and the percentage in relation to the employee’s base salary per fiscal year.

DEFINITIONS/GLOSSARY

Refer to the Glossary of Terms

ATTACHMENTS *[Revision – October 25, 2018]*

Attachment A –Spot Incentive Process

FORMS LIST *[Revision – October 25, 2018]*

- 506-1, Employee Award Nomination
- 506-2, Firearms Proficiency Award Pins Scoring Sheet
- 506-3, Spot Incentive Award Nomination Form
- 506-4, Spot Incentive Group Award Nomination Form

AUTHORITY

A.A.C. R2-5A-B611, Meritorious Service Leave

A.A.C. R2-5A-501, Standards of Conduct

ATTACHMENT A
[Revision – October 25, 2018]

SPOT INCENTIVE PROCESS

