



Recognition Guidance for Leaders, Managers and all Staff

Contents

1. About these guidelines	3
2. The importance of recognition	3
3. Principles	5
4. Underpinning pillars	5
5. What should I give recognition for?	6
6. How should I provide recognition?	7
7. Common mistakes to avoid	8
8. Entity-Led Recognition	8
9. Peer-to-Peer Recognition	11
10. Manager-to-Staff Recognition	12
11. Leveraging Recognition for Career Satisfaction	16
12. Annex 1	17



1. About these guidelines

This document was designed for all UN colleagues: leaders, managers and staff at large. It defines what recognition is in the workplace and describes its importance and relevance in motivating, engaging and retaining staff. It also provides examples, good practices, checklists, ideas on practicing recognition and more from three different perspectives: entity-led, peer-to-peer and manager-to-staff recognition. A separate document – the Recognition and Rewards Framework – lays out the overall approach in the UN Secretariat. In addition, readers are invited to also consult the Compendium of Good Recognition and Rewards Practices which contains examples of recognition tools, initiatives and practices deployed in the UN Secretariat.

2. The importance of recognition

Recognition is the act of acknowledging an individual or a team for a characteristic, behaviour or action that aligns with the organisational, entity or team goals and/or values.

Recognition is important because:

- It is the most cost-effective way to improve staff engagement.
- It matters more now than ever before: in the new world of remote/hybrid work, people can more easily feel disconnected and not as valued because they are not around each other as much.
- It helps staff feel treated with dignity, appreciated and valued and in return, they are willing to go the extra mile.
- When colleagues feel appreciated, they are more likely to take initiative, suggest improvements and take on more responsibility.
- It helps colleagues feel more positive about coming to work and creates general wellbeing. This in turn enables more collaboration, creativity, and productivity.
- It improves trust which is foundational to good relationships.
- It creates an inclusive and more human work environment.

In November 2022 the UN Secretariat conducted a pulse survey on recognition and rewards that yielded 2,572 responses. Please see Annex 1 for a few highlights.



Recognition is one thing that everyone in the Organization can do to make an impactful difference in their team



The world is changing...

There is a lot of change in the world of work with remote teams and hybrid working, new generations entering the workforce and new technology. Managers need to realize that this impacts our staff members – their needs and expectations, their ways of thinking, ways of getting work done, and communication styles. Not only are all people different but their needs also evolve over time.

We need to think about recognition more, and in new ways to ensure that we keep reaping the benefits it can bring to our teams.

Actively recognising individuals and teams should be woven into our organizational culture, encouraging recognition to flow in all directions:

Organisation-wide	Entity-led	Manager-to-staff	Peer-to-Peer
Where the organisation rewards contributions by teams or individuals. (e.g., Secretary-General Awards, Long-Service Awards)	When the entity/office institutes awards or other practices that recognise individuals or teams at a higher level. The focus is to recognise significant contributions to the mandate of the entity or facilitate a shift in specific behaviour	Where managers recognise the contribution and actions of the staff reporting to them (individually or as a team). When managers recognise, it lets everyone know they are on the right track and reinforces	Where staff give one another recognition for doing great work or living our values. Fostering and encouraging peers to express their appreciation and recognise their co-workers can offer a boost to the morale of the team



Our context matters

We work in different types of duty stations – each with its own realities and unique context that impact how and when we provide recognition. Recognition is important across all duty stations but possibly most important in hardship duty stations where staff work in challenging environments that add to their stress levels and affect their wellbeing (e.g., security alerts that change daily/weekly, unstable utility systems, political instability or nearby armed conflict, etc.)



3. Principles

Keep the following in mind when thinking about recognition:

- **Authenticity:** Clearly communicate what is recognised, how it will be recognised and why.
- **Fairness:** Provide consistent application and minimise large discrepancies.
- **Inclusion:** Ensure that recognition includes the broadest array of contributors while individualising recognition so that it is sensitive to individual cultural norms, preferences and experiences.

4. Underpinning pillars

If you're unsure where to start, the **R.I.S.E.** acronym is a helpful and simple way you can use to remember the four recognition pillars:

R - Regular	Recognise individuals regularly (at least once a week) and build it into a schedule that allows for time to focus on recognizing colleagues. If you manage a team of hybrid/remote workers this is even more important as the informal connections that naturally happen in an office environment are absent.
I - Immediate	The sooner the better - The sooner you recognize someone for an achievement, action, or behaviour, the better and the more likely they will be to repeat it. It also shows your interest in their work and is more authentic.
S - Specific	<p>Be specific about what you recognise - It's important to notice when someone is doing something well, but also to ensure they know exactly why they are receiving recognition. While saying "well done" or "nice work on that presentation" has some value, to have a real impact, be more specific to tell the person what they did well and how it had a positive effect.</p> <p>Be specific about how you recognise - Take a personalized approach. It is better to give recognition that is both meaningful and holds personal importance to the recipient. The expression "different things for different people" is so important. If you feel unsure about what motivates your staff and co-workers, just ask them!</p>
E - Encourage	<p>Encourage others to recognise their colleagues. When everyone in the workplace is involved, a culture of recognition can be created.</p> <p>Recognize leaders who recognise - This practice helps encourage staff engagement and creates a positive workplace culture of recognition.</p>

IMPORTANT: Recognition is most impactful when individuals feel it is authentic. While colleagues who feel appreciated and valued will be more engaged, nothing will drain that motivation faster than insincere or false praise. People do not want to feel as though their efforts are ignored but they do not respond well to routine, "tick-the-box" recognition attempts either.



5. What should I give recognition for?

There are 3 categories to keep in mind when we consider what we should give recognition for:

Performance	Acknowledging significant achievements, results, contributions or efforts of individuals or teams made towards achieving the organisational mandate and objectives. This could include acknowledging the helpfulness, creativity, efficiency and/or quality of someone's (or some team's) contribution towards a goal or project. Please note that performance also includes progress and effort, in other words the process rather than what lies at the end of the road.
Behaviours in action	Recognising individuals and teams who demonstrate UN values and behaviours in their work.
Individual attributes	Acknowledging individual professional (e.g. long service) or personal (e.g. birthdays or life milestones) attributes.



6. How should I provide recognition?

There are a myriad of options that can be used to recognize colleagues. In choosing the most appropriate one, it is important to move away from one-size-fits-all methods. Here are a few examples:

	Verbal	Written
Public	<ul style="list-style-type: none"> Providing credit during a team meeting (online or in-person) 	<ul style="list-style-type: none"> Email to a colleague where the team or a senior leader are copied. Email to a manager in which you recognize a colleague and s/he is copied. Public mention on a notice board / using the "Praise" function of MS Teams Attribute authors/contributors to documents, reports and articles Organization or team announcements in a newsletter LinkedIn recommendation
Private	<ul style="list-style-type: none"> One-on-one feedback during performance discussion, developmental discussion or "in the flow of work" 	<ul style="list-style-type: none"> Direct email from a peer, manager or senior leader.

Note: When giving verbal feedback in an online meeting remember to switch on your camera – experts agree that more than 70% of feedback is non-verbal (body language, facial expressions, etc). Seeing each other helps to build trust and show authenticity.

How to structure your recognition feedback:

If you do not know where to start, use this sample format to recognize colleagues. This is a simple framework that can be adapted easily to a staff member, peer or team:

Structure	Details	Example
Who	<i>The staff member or team you are recognising.</i>	<i>I would like to recognise Shaheen...</i>
For What	<i>Mention their achievement, action, characteristic or behaviour linked to an organizational goal, priority or value.</i>	<i>...for collaborating so well with the OICT team...</i>
Details	<i>This ensures that the staff, or if being done publicly, the wider team, understands what the behaviour is that you want to see more of in the future.</i>	<i>...by proactively booking meetings for the next 3 months and promptly publishing the agenda before each meeting and minutes thereafter...</i>
Positive Impact	<i>Specify why it matters and the impact it had on you or the team and/or organisation.</i>	<i>...this makes us look professional and organised and help us stay on track...</i>
Thanking Them	<i>Offer a sincere thank you, showing that you value them.</i>	<i>..Thank you for building a positive relationship with the OICT team to help us work collaboratively to achieve our goal.</i>

7. Common mistakes to avoid

Understanding what doesn't work is equally as important as knowing what does when it comes to recognising colleagues. To ensure your efforts are not in vain, here are some key mistakes to avoid:

- **Not recognising effort** – When you solely focus on completed goals and do not also consider colleagues who put in extra effort or take on a heavier workload it may leave them frustrated. Ultimately, this may lead them not wanting to put in the extra effort next time.
- **Not being consistent and fair** – Be sure to give similar types of recognition for similar levels of performance/positive behaviour. It does not have to be exactly the same as different colleagues prefer different methods, but it has to be perceived as fair, proportionate to the achievement and consistent between recipients.
- **Recognising the wrong behaviour** – Recognising someone for consistently working long hours might sound like a good idea but remember - what you recognise gets repeated and ultimately creates a team culture. A team culture where people consistently work long hours is not conducive to their well-being. Acknowledge the extra effort but redirect the behaviour.
- **Not asking for feedback on methods of recognition** – The only way to know if how you recognise is working is to ask for feedback. Does your recognition help staff to feel appreciated and valued? What can you do to make it more effective?
- **Making it too complicated** – Simpler is often better when it comes to recognition. Do not make it overly complicated or use a method that results in competition. Keep it simple and informal.
- **Recognising the same people over and over again** – Be mindful not to recognise the same people repeatedly. This has a significant detrimental impact on the others and ultimately, on the team overall. By analogy, do not recognise everyone for everything. This not only removes the positive feeling recognition can bring but also reduces the meaning and authenticity of your recognition.

8. Entity-Led Recognition

What is entity-led recognition?

Entity-led recognition is when an entity or office institutes awards or practices that recognise individuals or teams at a higher level than their immediate team/department. The focus is to recognise significant contributions to the mandate of the organisation/entity or facilitate a shift in a specific behaviour across the entity by placing a focus on it.

Leaders set the tone

Senior leaders play an important role to foster a positive work environment within an entity and role-model the importance of recognizing the entity's workforce and ensuring people feel treated with dignity, valued and appreciated.



Ideas you could try on an Entity Level

1. Awards

Create an award committee that is led by the head of the office or another senior leader. Nominate staff and management representatives to be on the committee. Once a year, anyone in the office can nominate individuals or teams to the committee for recognition awards based on predetermined categories related to entity goals/results or priorities.

Awards could include plaques, badges, simple tokens or certificates (including electronic certificates that can be shared on social media).

2. Annual Exceptional Achievement Programme

Create an exceptional achievement recognition programme where anyone can submit a nomination of a fellow employee or staff member for special recognition. They submit the name of someone and a note, explaining why and what they should be recognised for. These can be reviewed by a committee of department heads or senior managers, and at the end of the year, three staff members would be selected and given a certificate for exceptional achievement.

3. Recognise staff who retire

It is important to recognise staff who retire for their contribution and service to the organisation. Here are some ideas that could be encouraged and implemented across the entity:

- Email from a senior leader to express appreciation for their work
- Retirement recognition posting on a bulletin board or virtually
- Farewell party or meeting on or close to their last day, giving them a gift or token of appreciation from the organization and gifts from the office co-workers
- Farewell photo collection and slideshow
- Collection of stories and images
- Create a bucket list of ideas or recommendations from co-workers for things to do in retirement
- A collection of contributions to the organization that are meaningful to the retiree

4. Certificates for young talent (including interns)

Although the duration of their assignment may be short, it is important to recognize their contribution to the Organization. Hand them a certificate of appreciation and a thank you card signed by the entire team.

5. Recognising managers

In order for any entity to succeed it needs effective managers. Providing recognition to leaders who embody the values and behaviours of the Organization and who invest in their people relationships helps to ensure that these desired behaviours are practised regularly.

Further tips about designing your entity's recognition programme are contained in the document Annual recognition initiatives: design checklist.



Examples of Entity Level Recognition

A number of recognition entity-level recognition initiatives are currently implemented across the United Nations Secretariat. Here are some examples to inspire you, with more featured in the compendium of good recognition practices:

OCHA Awards of Excellence were launched in 2018 to celebrate exceptional efforts, commitment and achievements of colleagues who have made major contributions to OCHA's mandate and strategic priorities. The initiative also aimed to raise awareness of positive role models and best practices within OCHA. Since its inception, the awards have honored OCHA personnel and teams for outstanding performance and results, with priority given to staff in junior positions in country and regional offices.

The categories are as follows:

- OCHA Employee of the Year Award, honoring an OCHA staff member for exceptional contribution to OCHA's results.
- OCHA Team of the Year Award, honoring a team for exceptional contributions to OCHA's results.
- OCHA Colleague of the Year Award, honoring an individual for contributing to an organizational culture that promotes diversity and inclusion.
- OCHA Manager of the Year Award will be given to a manager that excels in people management.

UNDSS has designed a recognition programme (with a respective [HR policy](#) in place) to address the uniqueness of this Department and its work. It is intended to identify and present due recognition and gratitude to UN staff members and field mission security personnel reporting to or working with UNDSS whose extraordinary and exemplary actions, demonstration of excellence, innovation, championing of gender issues and through professionalism bring credit to the Department and the Organization, and to also recognize milestones in a staff member's service.

It includes centrally administered awards for: a) Bravery, b) Meritorious Service, c) Excellence, d) Innovation, e) Gender Champion, and f) the Gender Equality and Inclusivity Challenge (special category administered by the Gender Coordination Team), as well as some locally administered awards for which the final signatory is the Under-Secretary-General: g) Length of Service and h) Retirement Certificates.

Getting feedback from staff

If you have implemented recognition initiatives at an entity level, it is critical to get staff feedback on what is working or not and then adjust your practices accordingly. You can gather feedback through a short survey that focuses on:

- Whether staff feel appreciated and valued
- Determining current recognition practises
- Establish staff preferences for types of recognition
- Solicit ideas on how staff can be better appreciated and recognized in the workplace



9. Peer-to-Peer Recognition

What is peer-to-peer recognition?

Peer-to-peer recognition can occur between co-workers of any kind, team members working within the same organizational unit or even those from different teams. It can happen at any time and is usually informal. Anyone in a workplace can be actively looking for things that people are doing well and everyone in the workplace enjoys getting sincere recognition for doing a good job. Peer recognition is often perceived as more authentic and provides an important way for connections and relationships to form at the workplace. Developing and creating a recognition culture within teams can work to lower competition and increase both productivity and trust within teams.

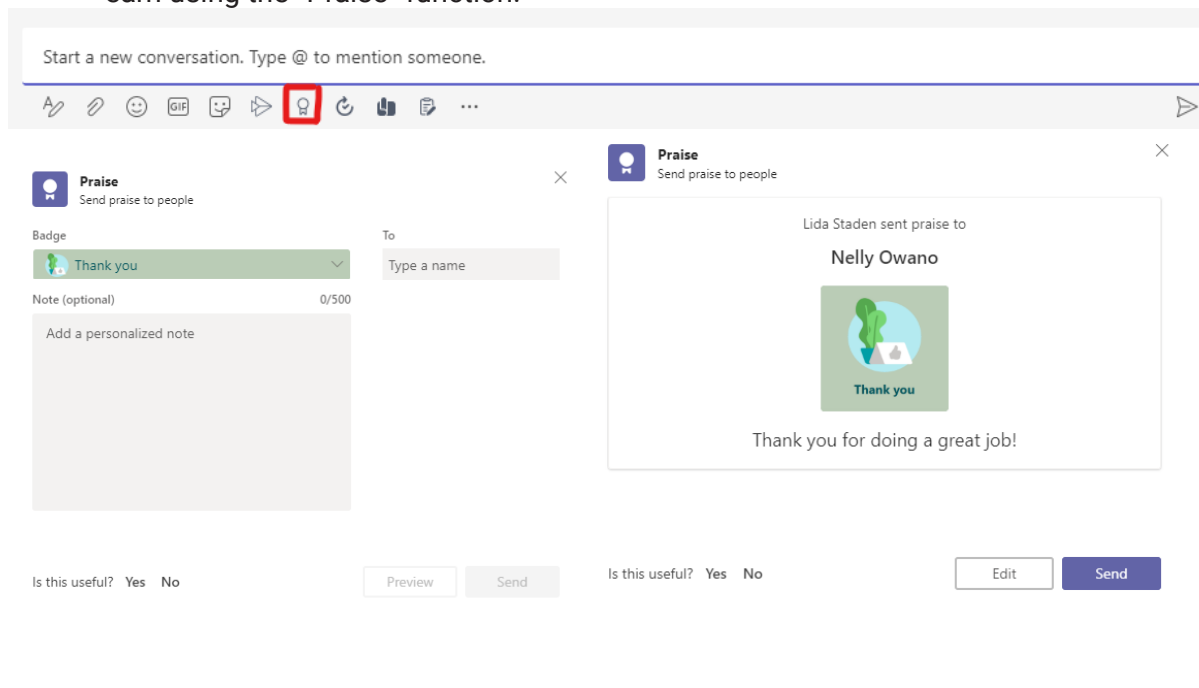
Benefits of Peer-to-Peer Recognition

- It can promote organizational values and help staff to align their work to them.
- It flattens the hierarchical oversight structure, where staff can recognize their co-workers and feel more involved in the decision-making process.
- It can improve staff retention; peer recognition is a vital part of this and makes people feel valued.
- Improve productivity and efficiency through increasing staff motivation.
- Builds better and stronger teams.

Ideas you could try

1. **Create a recognition awareness campaign.** Run a campaign in which you communicate the importance of recognition, share best practises and success stories from within the team to promote a culture of recognition among peers

2. **Create a Teams Channel for recognition.**
Create a Teams Channel where anyone can send public recognition to any individual in the team using the "Praise" function.



3. **Send a personal note.** Sending emails/personal notes of appreciation for a job well done to a colleague, copying the supervisor/team.

4. **Team Celebrations.** Call on all staff to nominate peers for a team celebration during which you hand out fun, informal awards aligned to team priorities. (E.g., Innovative idea generator, Continuous learning champion, most supportive team member, etc).

10. Manager-to-Staff Recognition

What is manager-to-staff recognition?

Manager-to-staff recognition is considered top-down recognition and is both the most common and the preferred form of recognition. Managers connect and interact with their supervisees daily and are in the best position to determine the work their staff put in each day. Managers can offer powerful feedback as well as recognition to their staff, which works to improve productivity. Having regular and ongoing conversations about performance is one of the fundamental principles of our [agile performance management](#) system launched in April 2021. Giving recognition forms an integral part of these discussions.

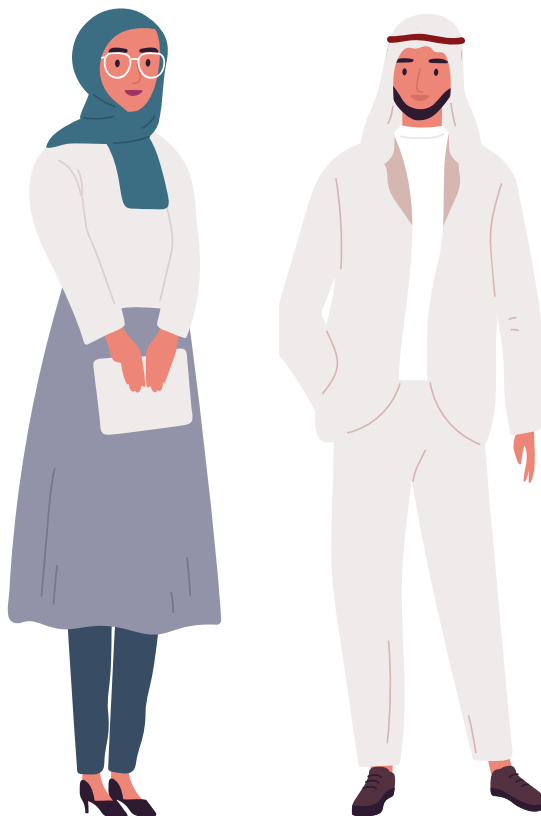
Foster a culture of recognition:

There are three ways leaders within a workplace can foster a culture of recognition:

- **Leaders should act as role models** - It may seem odd at first to create a culture of recognition, however, leaders can show their commitment to this by making time to express personalized recognition.
- **Make time for others to express their appreciation** - Not everyone recognises others in the same way, so it is important not to force individuals to express it in the way you think is best. Rather, offer a range of ways staff can recognise others. For example, weekly recognition meetings or check-ins or having a Teams Channel or Notice Board where everyone can post.
- **Enable multiple types of recognition** - Managers are not the only ones within a workplace that can provide recognition. Managers should emphasize the importance of recognition within the organization, this will work to normalize the practice in their teams.

The importance of knowing how staff prefer to be recognized

No one type of recognition will fit everyone in your office, it is important to know what people appreciate the most and what type is meaningful to them. Learn what type of recognition fits an individual's personality (for instance an introvert may prefer private recognition). To figure this out, survey your team formally or informally. This helps you better understand what type of recognition is valued, this can and should be an ongoing process, discussing with your team. In hardship duty stations, take special care to understand how to support colleagues with recognition that make them feel seen and appreciated.



Ideas you could try

1.	<p>Remind Yourself to Recognise. Find a way that works for you to remind yourself to provide regular recognition:</p> <ul style="list-style-type: none"> • Use Tokens - Put five tokens or coins in your pockets and each time during the day you recognize a staff member, take one out. This can help create a new habit and build frequency until recognizing becomes second nature. • Write notes at the end of the day – Keep a stack of notes on your desk, this can act as a reminder to yourself. Take a few minutes at the end of each day and write a personal note to individuals that made a difference that day. You can use technology to do this too, instead of a note use a voice message or message. • Make people part of your “to-do” list – make a list of the team and each week cross off their names when you recognize them. This will keep you on track from falling into the trap of recognising the same people over and over again.
2.	<p>Personalized ‘Thank You’ Message</p> <ul style="list-style-type: none"> • Recognising a Specific Project/ Assignment - “I want to thank you for your hard work and outstanding contribution as a member of our project [insert assignment or project title]. I know how much time and effort you put and contributed to its success [add specific details]. I am happy to know that we can count on you to succeed, and everyone appreciates all that you do for our team/office/unit.” • Recognising Leadership Ability - “Thank you for your amazing leadership on [project name]. The high standard of work is exceptional [add specific details]. You really inspired your team and ensured a successful outcome, thank you for your outstanding work.” • Recognising for Innovation/Good Ideas/Contributions - “I wanted to express how much I appreciated the helpful insight you provided at [meeting or event] [add the specific details]. Your ideas got everyone involved and focused on the work we are going to do. Your innovative thinking is exactly what we need for our projects and initiatives to be successful.”
3.	<p>Public Praise</p> <ul style="list-style-type: none"> • Announce a staff members achievement in a team or staff meeting, group email, Teams Channel, office bulletin board or coffee break. • Copy senior managers on thank you emails to staff to advise them of a colleague’s accomplishments or efforts. • Give them a standing ovation.
4.	<p>Meetings to Celebrate Successes</p> <ul style="list-style-type: none"> • Practice group recognition during meetings through reading a beneficiary’s letter of thanks or opening it up for peers to recognize each other. • Have a monthly breakfast or lunch meeting outside the office with your team or co-workers to share and recognize at least one individual. • Organize an outdoor lunch picnic in honor of someone. • Have an office work break in honor of the individual.



Recognition options to consider:

Recognition doesn't have to stop with verbal or written feedback. You can ask a team member to mentor a new staff member to show them that you value their work ethic or ask someone to lead a team that you are putting together, showing them you respect their leadership ability and knowledge. It is optimal to mix verbal recognition with actions that show you both respect and appreciate them. You may want to consider some of the options below:

Recognition Option	Examples
Certificate or Awards	<ul style="list-style-type: none"> • Certificate of Recognition • Co-worker Awards • Star award screen background
Increased Autonomy	<ul style="list-style-type: none"> • Managing own work schedule • Working more independently • Involve in decision-making
More challenging work	<ul style="list-style-type: none"> • Challenge to find solutions to problems (and if they do take action to implement innovative ideas and proposals from staff) • Give a chance to work on and develop a project
Increased visibility/ authority	<ul style="list-style-type: none"> • Opportunities to present projects or lead meetings • Chair meetings • Present to senior leaders
Career enhancing assignment	<ul style="list-style-type: none"> • Job shadowing • Sabbatical programme nomination • Work-related travel
More development opportunities	<ul style="list-style-type: none"> • Provide and nominate staff to lead a project • More opportunities for formal learning • Chance to work on projects they are passionate about • Encourage them to find a mentor or join as one in ‘Together Mentoring’ • Exposure to skills/competencies that they will need for next level position they are aiming for • Attend - or present in - conferences • Nomination for a managerial course (list available here)



Other Recognition Ideas – Get Creative!

- Create a yearbook for your team with pictures and stories of accomplishments. Give each team member a blank page to fill with stories or pictures of their experiences with their co-workers.
- Buy them lunch or a coffee and let them invite a few co-workers of their choice.
- Celebrate a promotion with a practical and useful item such as a new planner.
- Greet co-workers each morning, this reinforces the message that you treat them with dignity and appreciate them.
- Hand out snacks to co-workers on a chosen day each week, use this as an opportunity to learn what people are working on and recognize the positive work they are doing.
- Offer “lunch on me” coupons.
- Create a recognition box in the office. When an individual does something outstanding, let them pick something out of the box, this can be anything from a free or longer lunch or early departure from work.
- Give them a book by their favourite author or one relevant to their interests.
- Create a calendar in the office on a shared platform, call it a celebration calendar where everyone can add post-its and notes of recognition onto specific dates.
- Remember their special days such as birthdays and write them a personal message.
- Shout out or send a professional recommendation on LinkedIn/social media profile.
- Create a recognition certificate/lapel pin that recognizes staff who help others or collaborate with others.
- Take the whole team to work off-site for the day – work at cafes, libraries, or anywhere with Wi-Fi. You’d be surprised at how a change of scenery can really boost productivity.
- Leave a handwritten note saying “thank you” and why you’re thanking them on a Post-It. Stick it on your employee’s desk so that when they come into work the next day, they’ll be received with a pleasant surprise.
- Find a fun trophy, stuffed animal/office mascot, that you can pass around the office. Give it to a co-worker who has exemplified one of your team’s/organizational values and let them keep it on their desk for a week. After a week, let that co-worker hand it off to one of their peers, and so on successively.
- After a staff member has left for the day, stick a candy bar, their favorite snack, or treat in their desk drawer. They’ll be able to start their day off on the right foot after they’ve found their tasty surprise the day after.
- Take photos of your team’s accomplishments or take candid shots of them hard at work. Celebrate their contributions by creating a collage showcasing their efforts.
- Send a card to their home. Snail mail has largely become a lost art. Who wouldn’t be excited by receiving an encouraging personal note unexpectedly?!
- Get a UN souvenir e.g. T-Shirt and get the teammates to sign it with a thank-you message.
- Set up a recognition kitty, where staff/teams who have given the most recognition can be rewarded either through team breakfast/lunch/gatherings etc.
- Set up Employee Appreciation Days e.g. Recognition Fridays/Tuesdays, etc. where team members are encouraged to recognize their colleagues. This should be initiated by you as the manager by recognizing your team’s efforts.

Recognition is not a scarce resource. You can’t use it up or run out of it.

11. Leveraging Recognition for Career Satisfaction

Whether your individual career objectives are to challenge yourself professionally via a geographical or functional mobility, learn new skills on-the-job or secure a fixed-term appointment or upward progression, there are various ways to feature recognition and leverage it to increase your visibility, a major prerequisite in the quest to achieving career satisfaction.

Ideas you could try

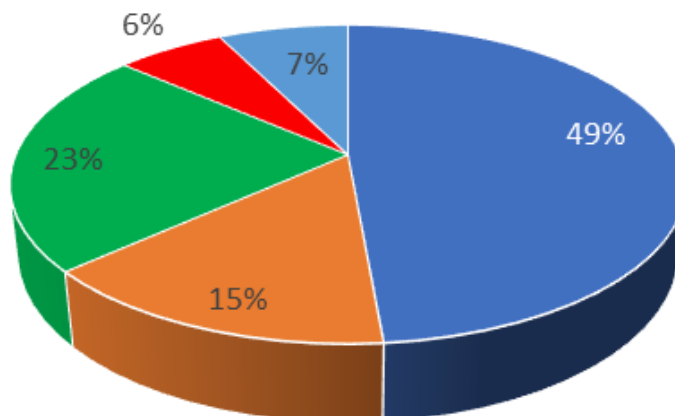
- 1. Highlights in your P11.** Do not shy away from featuring performing OIC functions, receiving Special Post Allowance or similar in your P11 and motivation letter which you use to apply for posts. Ditto if you have received an annual award, "Employee of the month" or any type of similar recognition.
- 2. Keep an active social media presence.** Whether you received an annual award from your entity, have completed a major project with a corresponding report which lists you as an author, or have learnt a new skill, use your active social media presence (LinkedIn, Twitter and more), to share this information with your contacts. Do not forget that your contacts' network also gets notified for activities within the network and reputation is built largely with a word of mouth.
- 3. Volunteering.** There are often calls for colleagues to participate in internal and external events, within the duty station or outside, that showcase relevant work of the organization, your entity or your team. Similarly, there are calls to participate in working groups, committees, mentoring and more. Be the first to volunteer! Not only will you increase your visibility within the team but you will also get a chance to improve on public speaking skills.
- 4. Give (and receive) feedback.** Be proactive in giving and receiving feedback. Remember to always keep a balance: what went well (praise) and what can be improved. Focus on one thing at a time: most people cannot absorb more. Do not forget to thank the person providing you with the feedback.
- 5. Recognise others frequently.** Sharing authentic compliments for genuine achievements with others uplifts their work but also encourages them to reciprocate. Use this opportunity to give yourself mental affirmations of your contributions to provide internal motivation if you feel deflated.



12. Annex 1

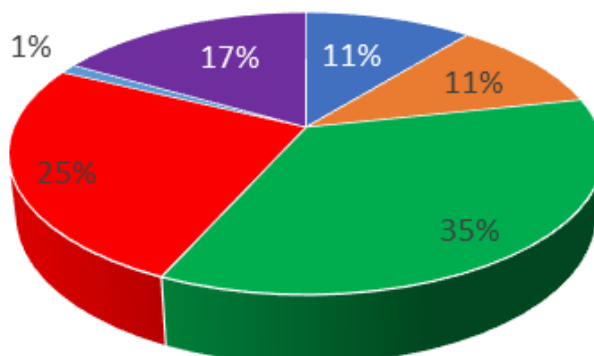
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Whose recognition do you find most meaningful?



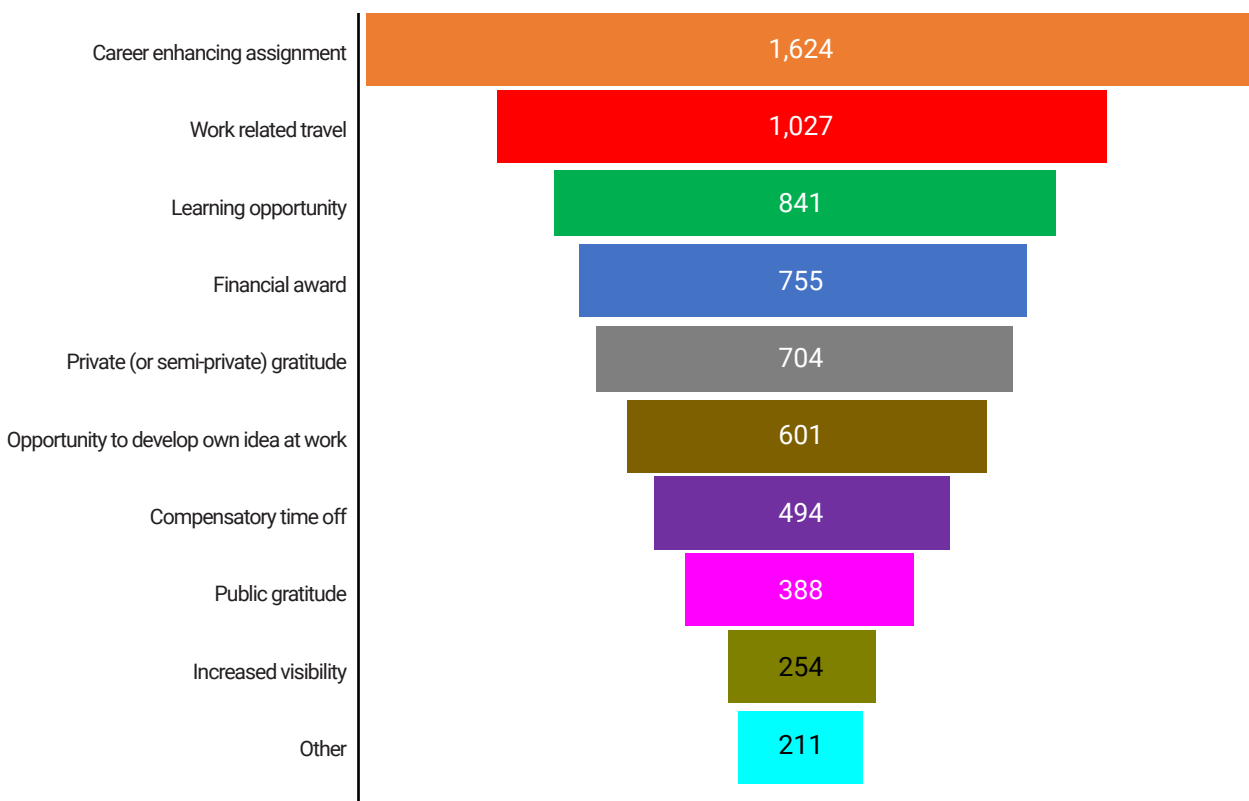
- Direct manager / FRO
- Peers
- Senior leadership / SRO
- Direct reports
- Other

How often do you prefer to be recognized?



- As often as possible (daily)
- Often (as least weekly)
- Regularly (monthly)
- At least once a year
- I don't want to be recognized
- Other

How do you prefer to be recognized and rewarded?



What do you prefer to be recognized for?

