

# SERVICE AWARD PROGRAM

gram.

3 Determine your budget, which encompasses all administrative costs for the program as well as the awards. The following guidelines, which are variable, have proven reliable through the years:

- Administration: Between 5 and 15 percent of the budget is usually allocated to administration, which includes any type of database maintenance, points and award tracking, special mailings and preparing management reports.

## Budget Summary

Administration—5 to 15%

Promotion—20%

Awards—70 to 75%

Training—Remainder of the budget

- Promotion: About 20 percent is spent on promoting a service award program, whether on paper or electronically. Don't skimp here—make a splash with effective communications. You

want employees to know they will be recognized and rewarded for their service and efforts.

- Awards: The majority of your budget fund—between 70 and 75 percent—should be spent on the awards as well as celebratory awards banquets or other special events.

- Training: The remainder of the budget should be used for special training employees may need to improve job performance.

## H. Evaluating the Results

Congratulations to you and your service award recipients. If you've planned your program well, selected great merchandise awards and recognized your employees publicly for achieving their goals, your program is certain to have been a raving success for everyone. Now take the final step—evaluating the program. This important analysis will tell you exactly how successful your service award program was and justify to management the importance of recognizing those who count most—the employees who help your company rise to the top year after year.

Speak with the recipients personally to find out how they felt about the program: Was it clearly communicated? Were the goals achievable? If not, how should goals be adjusted next time around? Most importantly, ask them how they felt about the amount of recognition they received and if the rewards justified their efforts.

Ask the program administrators if they

encountered any problems running the program and what elements they thought were successful.

Then consider all the tangible and intangible aspects of the program. Ask yourself such questions as:

- Was the right target audience(s) selected for this service award program? If not, who should you target next year?

- Did the program and its awards meet or exceed the participants' expectations?

- Which awards were popular with recipients?

- Were there any unexpected fringe benefits, such as renewed enthusiasm or an increase in goodwill gestures?

- Is there anything you'd do differently next time around? Are there different objectives you'd include?

Review separately the program's components: the budget, the measurement system, the awards, promotion and the administration. See what worked and what didn't. Fine-tuning each step will only make next year's service award program better and even more meaningful.

## Last Words

When it comes to selecting the perfect award for your service award program, consider a Bulova timepiece. Watches and clocks have been tradi-

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