



Senior HR Directors are encouraged to drive engagement by being open and transparent about survey results as soon as possible. The three lowest scoring areas campuswide for the [2022 Working at Iowa Survey](#) were workload distribution, recognition, and promotion opportunities. The following questions will help you explore the root cause of a low score regarding recognition.

**Q18: UI recognizes accomplishments of faculty and staff**

1. How are we currently recognizing faculty and staff?
2. Who is being recognized and who isn't?
3. Do we know what faculty and staff consider meaningful recognition? If so, what is it? If not, how can we find out?
4. Are we clear about whose job it is to recognize faculty and staff? Are we tracking it?
5. Do we have a collegiate or organizational recognition policy? Does it need to be updated?
6. Are we equitable regarding who is nominated and recognized?
7. Do we celebrate and communicate the accomplishments, awards, and honors of our faculty and staff?

**Additional Resources**

Here are some additional resources as you continue your action planning process.

**Website:** [Reward and Recognition Programs](#)

**Video:** [How to Build a Culture of Appreciation as a Manager](#)