

# Implementing non-monetary incentives by awards

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## AUSTRIA

Motivated employees with the ambition to attain the best possible performance are a core asset of any PES. Elaborate human resource and strategic performance management systems comprise different approaches to foster the motivation and ambition of employees by recognising and rewarding performance. Against this background, Austrian PES (AMS) has introduced the Best of AMS-Award which acts as non-monetary incentive in addition to its financial bonus system.

Based on the results of the performance management system (the Balanced Scorecard – BSC), the most successful local offices along with other award categories are honoured once a year at the 'Best of AMS' event.

Name of the PES

AMS Österreich Bundesgeschäftsstelle

When was the practice  
implemented?

2002-ongoing.

Which organisation was involved  
in its implementation?

To recognising and reward performance as well as to foster ambition and motivation of individual employees.

What activities were carried out?

The "Best of AMS" award was launched in 2002 and is reviewed and adjusted annually to take into account the strategic objectives and specific plans of the Austrian Public Employment Service. In 2018 the following categories were awarded:

- ▶ the 3 local offices with the best overall performance in Austria (according to the BSC);
- ▶ the 3 local offices with the best overall performance in Austria on the basis of women's evaluations / gender equality indicators (according to BSC)
- ▶ the best local office in the "Service for Companies" process from the 9 federal state organisations (according to BSC);
- ▶ the best AMS service line;
- ▶ the best career information centre for young people;
- ▶ the 3 best local offices based on the Equal Opportunities and Women Promotion Plan throughout Austria.
- ▶ the best federal organisation of the annual acquisition offensive for employers;
- ▶ the 3 local offices with the relatively highest number of lecture hours in the education and training of employees;
- ▶ the three best ideas in the idea management system;
- ▶ the Best Good Practice project.

All core processes (job seekers, employers and young people) along with the service line process are integrated into the "Best of AMS" award system, which has been continuously enhanced since 2002. The awards will be handed over by the board to the employees during a large internal event.

What outcomes have been  
identified?

Strong performance-orientation at all levels of the organisation together with the sharing of information on good practices and new ideas.

- ▶ Systematic involvement of local offices in change management processes.

What are the lessons learnt and success factors?

In general, incentive systems need to be designed properly to avoid negative side effects like frustration. This also holds for non-monetary incentive awards. It is essential that the selection criteria are transparent and comprehensible for all employees. They should be fair, i.e. based on real achievements, and not influenced by external factors.

For the Austrian award system, the following success factors can be highlighted:

- ▶ continuity and successive development of the awards system;
- ▶ the starting point was the rewarding of the most customer-oriented local office;
- ▶ further development by introduction of qualitative components;
- ▶ transparency and comprehensibility of the awarding criteria are supported by the involvement of quality managers of the regional units;
- ▶ top management commitment is of utmost importance, therefore the management board is involved in the assessment process and hands over the awards personally;
- ▶ the award system has to be communicated and promoted intensively within the organisation to ensure acceptance and trigger positive effects;
- ▶ the framework of the awarding matters, i.e. awards are granted during a large event and winners are asked to 'step in front of the curtain';
- ▶ this framework can also be used to share experiences and to motivate.



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