

On the **Agenda**



Facilitator's Guide

Recognition & Reward

Recognition & Reward



Slide # 1

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For this slide, you want to ensure that you have already introduced:

- yourself
- your role within the organization, if unknown to the group
- why you are engaging the group in this discussion
- the importance of addressing psychological health and safety in your organization

The importance of addressing psychological health and safety in your organization can be highlighted by stating the following:

1. Depression will rank second only to heart disease as the leading cause of disability worldwide by the year 2020, which can impact the workplace in areas such as bottom-line production and team work.
2. There are current and emerging legal requirements in Canada for the protection of employee psychological health and safety and the promotion of civility and respect at work.
3. Organizations that value and improve the health of the workplace can improve their organization profile. An improved profile can result in better recruitment and retention rates, enhancing the potential for growth. We want you and potential employees to know that we value your contribution to the organization, that you do good work and that we want to help you to continue to be successful at work.

After these statements, you might say: “The focus of this session is to discuss recognition and reward in the workplace”.

On the Agenda



Slide # 2

This slide provides a definition of recognition and reward in the workplace. We recommend starting with the proposed definition provided by *Guarding Minds @ Work*TM: “Recognition and reward occurs in a work environment where there is appropriate acknowledgment and appreciation of employees’ efforts in a fair and timely manner.” Then open the floor for questions about the definition. An idea to get employees to start participating in your presentation is to ask a volunteer in the audience to read the slide. You may wish to share additional information such as:

1. What do recognition and reward mean?

Possible Answer: It means engaging in regular and appropriate financial compensation as well as team celebrations, recognition of years served at work, and/or milestones reached in the personal and professional lives of employees.

2. Why are recognition and reward important?

Possible Answer: They motivate employees to work, as well as to try to exceed work expectations. When employees are recognized and rewarded for their work, it improves their self-esteem and enhances team success.

About PF7: Recognition & Reward

What are Psychosocial Factors?

Psychosocial factors are elements that impact employees' psychological responses to work and work conditions, potentially causing psychological health problems. Psychosocial factors include the way work is carried out (deadlines, workload, work methods) and the context in which work occurs (including relationships and interactions with managers and supervisors, colleagues and coworkers, and clients or customers).

What is PF7: Recognition & Reward?

GM@W defines PF7: Recognition & Reward as present in a work environment where there is appropriate acknowledgement and appreciation of employees' efforts in a fair and timely manner. This includes appropriate and regular financial compensation, as well as employee or team celebrations, recognition of years served, and/or milestones reached.

Why is Recognition & Reward important?

Recognizing and rewarding employees motivates them, fuels their desire to excel, builds their self-esteem, encourages employees to exceed expectations, and enhances team success. This, in turn, provides staff with more energy and enthusiasm and a greater sense of pride and participation in their work. In addition, employees who receive recognition are more likely to treat colleagues and customers with courtesy, respect and understanding.

What happens when employees don't receive appropriate recognition and reward?

When employees believe that their efforts are not appreciated it can undermine their confidence in their work and trust in the organization. At the least, employees are likely to feel demoralized; alternatively, they may quit. An imbalance between effort and reward is a significant contributor to burnout and emotional distress leading to a range of psychological and physical disorders.

How can Recognition & Reward be improved?

Start by conducting the GM@W Organizational Review and/or the GM@W Survey and reviewing the results. If **Recognition & Reward** is identified as an area of concern or relative strength, refer to the GM@W Action Resources for a practical strategy and evidence-based and effective suggested actions that can improve **Recognition & Reward**. It is also important to discuss the findings with employees to gain a further understanding of the results and to obtain input into possible interventions. Furthermore, it is important to evaluate the undertaken interventions over time to ensure they are effective and to take corrective action where needed. Consider reviewing the resources below. Finally, refer back to the GM@W website on occasion for new ideas about how **Recognition & Reward** can be enhanced.

Further information about Recognition & Reward:

- Canadian Mental Health Association, Ontario. (2012). *Mental health works*. Retrieved from <http://www.mentalhealthworks.ca>
- de Jonge, J. & Bosma, H. (2000). Job strain, effort-reward imbalance and employee well-being: A large-scale cross-sectional study. *Social Science & Medicine*, 50(9), 1317-1327. Retrieved from <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.196.1790&rep=rep1&type=pdf>
- Gilbert, M. & Bilsker, D. (2012). *Psychological Health and Safety: An Action Guide for Employers*. Retrieved from http://www.mentalhealthcommission.ca/SiteCollectionDocuments/Workforce/Workforce_Employers_Guide_ENG.pdf
- Harrell, R. (2001). Employee recognition brings excellence to the forefront. *Health Care Registration: The Newsletter for Health Care Registration Professionals*, 11(1), 10-11.
- Harrell, R. & Bruno, A. (2001). Genuine recognition is never trite. *Health Care Registration: The Newsletter for Health Care Registration Professionals*, 11(2), 7-9.
- Nelson, B. (2002). The rewards of recognition. *Leader to Leader*, 23, 16-19.
- Nelson, B. (2002). Tips to make employee recognition a habit. *Health Care Registration: The Newsletter for Health Care Registration Professionals*, 11(12), 11-13.
- The Great-West Life Assurance Company. (2012). PF7: Recognition and Reward. In *Centre Resources by GM@W Factor and On the Agenda*. Retrieved from <http://www.workplacestrategiesformentalhealth.com>

www.guardingmindsatwork.ca



The slide features a header with the logo 'Guarding Minds @ WORK' and a background image of a city skyline. The main text asks 'What constitutes effective and reasonable recognition and reward?' and lists four bullet points. At the bottom, it states 'Funded by The Great-West Life Assurance Company'.

Guarding Minds
@ WORK

What constitutes effective and reasonable recognition and reward?

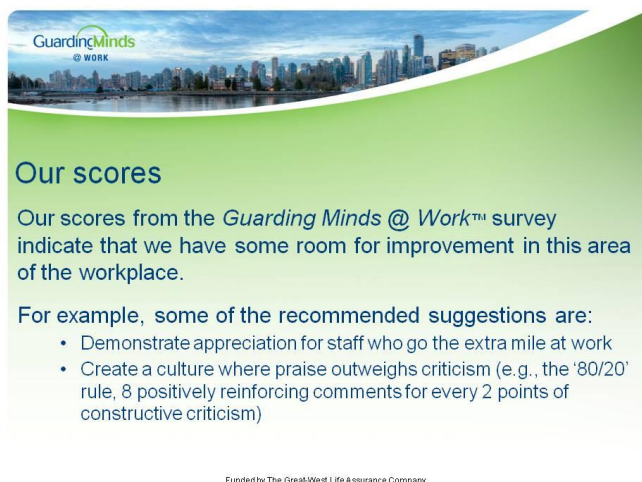
- Enhanced employee satisfaction, motivation and loyalty
- Improved teamwork and positive morale
- Increased retention and recruitment of skilled staff
- Enhanced employee and/or labour relations

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Slide # 3

This slide details what recognition and reward in the workplace may look like. Simply read the points on the slide. If you would like to expand on the information, we suggest elaborating on what a non-rewarding workplace may look like. You can suggest the following and why you don't want this for your group:

- Employees begin to feel demoralized
- Lack of recognition can lead to emotional distress and burnout
- Employees begin to lose faith in their organization and may choose to quit



Our scores

Our scores from the *Guarding Minds @ Work™* survey indicate that we have some room for improvement in this area of the workplace.

For example, some of the recommended suggestions are:

- Demonstrate appreciation for staff who go the extra mile at work
- Create a culture where praise outweighs criticism (e.g., the '80/20' rule, 8 positively reinforcing comments for every 2 points of constructive criticism)

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Slide # 4

If your workplace or a sector in the workplace completed the *Guarding Minds @ Work* (GM@W) Survey, you may wish to review the scores now. Let your employees know that there is always room for improvement, and it is also important to recognize and retain what is already working.

- Review the suggestions on the slide and let them know that putting psychological health and safety on the agenda is an active step to increase recognition and reward in the workplace.
- If your workplace has not undertaken the GM@W Review or Survey, ask the employees if they feel the suggestions on the slide would be helpful, and why or why not.

GM@W Suggested Responses

Please consult the *Selection of GM@W Suggested Actions* and *Selection of Effective Actions: Applying a Quality Framework* documents to help you select GM@W suggested actions to undertake for Recognition & Reward.

PF7: RECOGNITION & REWARD

OBJECTIVE: A work environment where there is appropriate acknowledgement and appreciation of employees' efforts in a fair and timely manner.

PF7: GM@W Survey Results (check rating, if applicable)	<input type="checkbox"/> SERIOUS CONCERNS	<input type="checkbox"/> SIGNIFICANT CONCERNS	<input type="checkbox"/> MINIMAL CONCERNS	<input type="checkbox"/> RELATIVE STRENGTHS
PF7: GM@W Organizational Review Results (check rating, if applicable)	<input type="checkbox"/> SERIOUS CONCERNS	<input type="checkbox"/> SIGNIFICANT CONCERNS	<input type="checkbox"/> MINIMAL CONCERNS	<input type="checkbox"/> RELATIVE STRENGTHS

Serious Concerns = 5 to 9 Significant Concerns = 10 to 13 Minimal Concerns* = 14 to 16 Relative Strengths = 17 to 20**

* Although this is a Minimal Concern, it is important to attend to it and review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

** Although this is a Relative Strength, it is important to review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

The list below contains actions that you can take to respond to actual or potential concerns related to **Recognition & Reward**. Many of these actions have been found to be effective in research studies, have been recommended as best practices, or have been found valuable in applied settings. Some have been informed by emerging case law and regulatory requirements. The actions are drawn from diverse industries and sectors, and not all may be applicable or feasible in your particular workplace. This list is not exhaustive, nor is it intended to be prescriptive. Rather, these are suggestions for possible courses of action.

If **Recognition & Reward** has been flagged as a **Relative Strength** in your workplace, it is important not to overlook this finding. You can do this by developing policies that protect this relative strength and engaging staff in discussions of how this strength can be enhanced by implementing the suggested actions below.

If **Recognition & Reward** has been flagged as an area of concern in your workplace, consider which of these actions might be appropriate. In making your decision, it can be helpful to keep the following six key quality dimensions in mind: Appropriateness, Acceptability, Accessibility, Effectiveness, Efficiency and Safety (see *Selection of Effective Actions: Applying a Quality Framework* for more information).

The actions below fall into four main categories: (1) norms, values and practices of the work environment; (2) training and development initiatives; (3) communication strategies and approaches; and (4) formal policies and programs. You may have already initiated some of the actions – but consider the others. You may also have other ideas for actions you could implement – there is a space for writing these down at the end of this document. **Remember, not every action that might enhance Recognition & Reward in your workplace is listed here. Implementing the following actions, however, will provide a strong foundation for building a psychologically healthy and safe workplace.**

Work Environment (Norms, Values & Practices)

- Demonstrate appreciation for staff who “go the extra mile” at work
- Recognize and celebrate employees’ personal and professional milestones
- Recognize effort as well as outcomes

Training & Development

- Train managers/supervisors on the importance of providing regular and appropriate recognition to their employees
- Train managers/supervisors in the art of providing constructive feedback
- Recognize employees for their participation in ongoing training and development activities

Communication

- Openly acknowledge individual or team successes and accomplishments (e.g., at staff meetings, on posters or plaques, in newsletters)
- Create a transparent system for informing higher management levels about positive feedback employees receive (e.g., from customers/clients)
- Provide regular recognition events (e.g., staff meetings, breakfasts, employee-of-the-month programs)

Formal Policies & Programs

- Create individual and group-level recognition and incentives for accomplishment of particular tasks/milestones
- Conduct regular review of employee salaries and provide appropriate adjustments
- Provide performance-based incentives and bonuses, which may include non-monetary awards (e.g., time off, better shifts, preferred task selection)
- Provide recognition in a timely manner

Additional resources have been created to help you take action, including: presentation slides and supporting materials (freely available at www.workplacestrategiesformentalhealth.com/ota) and a new resource - *Psychological Health and Safety: An Action Guide for Employers*, developed on behalf of the Mental Health Commission of Canada Workforce Advisory Committee, that is a practical tool designed to help employers develop implementation plans on the basis of GM@W findings (freely available at www.mentalhealthcommission.ca/SiteCollectionDocuments/Workforce/Workforce_Employers_Guide_ENG.pdf).

We encourage you to review these resources for additional suggested actions.

Other Actions:

- _____

- _____

- _____

There won't be a perfect set of actions – often it's a matter of choosing the actions most likely to accomplish positive outcomes while generating the fewest potential problems.

Once you have selected one or more actions to undertake, enter them into the corresponding *GM@W Action Planning Worksheet*, pick your start date, identify who will be involved – your Action Team, and get started!



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@ WORK

Activity

Review actions recommended by research or best practices

Choose the recommended actions that:

- Are most likely to be effective in creating and maintaining effective recognition and reward
- Are low cost or no cost in terms of both time and expense
- Will have a measurable benefit to the workplace as a whole

Slide # 5

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- Review the recommended actions in the GM@W Suggested Responses document, or choose those that you wish to share with the group as possibilities.
- Ask the employees to work in groups of three or more to review the suggested responses, and discuss what each of these may mean for your workplace in regards to practicality, profit, cost and challenges.
- Ask that someone keep notes, and let them know that their group is to report back to the larger group in 15 minutes.
- Ask for a group to volunteer to start the report back and begin the discussion to choose which initiative(s) to begin with.
- Check out the Centre website at www.workplacestrategiesformentalhealth.com for free resources related to recognition and reward.




Activity

Consider the first plan of action:
Choose or vote on the most valuable recommendation and develop a cost-benefit analysis for this team

Slide # 6

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- Ask the employees to vote on the most important recommendation that they heard from the previous exercise. Ballots, Post-it Notes, stickers or raised hands are all ideas that could be used for voting.
- If there is a discrepancy, see if you can narrow the options down to two and discuss the potential pros and cons of each option and then re-vote, or consider implementing more than one option at once if this would be practical.
- Develop a statement with the group about why the chosen recommendation is important; get to the underlying need that is being met.



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@ WORK

Activity

Create a plan to implement

Use the handout provided to:

- Describe the action
- Assign tasks to individuals on the team
- Create a start date
- Develop an indicator to determine if the action had the desired effect
- Create a date to evaluate

Slide # 7

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- Hand out the Action Planning Worksheet to each employee so he or she can follow along.
- Identify each step required to implement the chosen action(s).
- Review the steps and ask for volunteers to take on different actions. If individuals feel uncomfortable taking on an action themselves, suggest working in pairs or groups.
- Set a follow-up date to review progress on the action items together, as well as an expected completion date.

GM@W Action Planning Worksheet

Name: _____

Position: _____ Date: ____/____/____

PF7: RECOGNITION & REWARD

OBJECTIVE: A work environment where there is appropriate acknowledgement and appreciation of employees' efforts in a fair and timely manner.

PF7 GM@W Survey Results

PF7 GM@W Survey Score: _____ (5 to 20)

Date administered: ____/____/____



PF7 GM@W Organizational Review Results

PF7 GM@W Organizational Review Score: _____ (5 to 20)

Date administered: ____/____/____



Serious Concerns = 5 to 9 Significant Concerns = 10 to 13 Minimal Concerns* = 14 to 16 Relative Strengths = 17 to 20**

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Selected Action(s) (What exactly are you planning to do?)	Starting Date (What is a realistic date to begin?)	End Date (Is the action ongoing or will it end? If so, when?)	Action Team (Who is involved? Be specific.)	Indicator(s) (What changes do you expect to result from this Action?)	Evaluation Date (When will you determine if the Action was successful?)
Action Priority 1:					
Action Priority 2: <i>(if applicable)</i>					
Action Priority 3: <i>(if applicable)</i>					



Slide # 8

For this slide, we suggest encouraging your employees to check out the *Workplace Strategies for Mental Health* website at www.workplacestrategiesformentalhealth.com. The website features a number of employee-specific resources they can access for free:

- Self-assessment tools to check their current state of mental health
- Information about mental health, addiction and mental illness
- Approaches to mental wellness and coping with workplace stressors
- *Working Through*, It which is a video-based series of video clips by, and for, those struggling while at work, off work or returning to work