

Suggested Responses

Please consult the Selection of Suggested Actions and Applying a Quality Framework documents to help you select 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: Survey Results
(check rating, if applicable)

Serious Concerns	Significant Concerns	Minimal Concerns	Relative Strengths
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PF7: Organizational Review Results
(check rating, if applicable)

Serious Concerns	Significant Concerns	Minimal Concerns	Relative Strengths
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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 Organizational Review Results and the Survey Results for any additional or individual-identified areas of concern.

** Although this is a Relative Strength, it is important to review the Organizational Review Results and the 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 *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 Guarding Minds at Work 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 Action Planning Worksheet, pick your start date, identify who will be involved – your Action Team, and get started!