

Impact of Recognition

The more we do to celebrate our employees through day to day gestures of appreciation or through formal corporate and department recognition activities, the more we are doing to contribute to the achievement of business goals.

Corporate & Department Recognition Programs (Formal and Informal Activities)



Employee Recognition



Positive Reinforcement of Desired Performance and Behaviours



Positive and Consistent Feedback



Employees:

understand their role in achieving Business Goals & Priorities
have improved Relationships with their Supervisor / Manager
feel Valued
have Pride
are more Satisfied
are more Productive
are more Engaged



improved Communication
reinforced Corporate Service Values
improved Productivity
more Supportive Work Environments
employee Retention

employee Attraction



**Achievement of Business Goals
Organizational Success**

Positive reinforcement through recognition:

According to Bob Nelson, founder and president of Nelson Motivation - "you get what you reward". "Research tells us that human behaviour is shaped by its consequences, and that one of the most powerful ways to enhance employee performance is by providing positive consequences for that performance. If you notice, recognize and reward specific behaviours and performance, for instance excellent customer service – that behaviour will tend to be repeated."¹ A fundamental reason for the use of recognition is that it has a measurably positive impact on the job performance of employees.

Bob Nelson's doctoral study found evidence to support the link between the use of recognition and enhanced performance.

When you are building a business case to support recognition, it is important to make the connection between employee recognition and its impact on; employee performance, the achievement of department goals, employee engagement, the attraction and retention of employees, the creation of supportive work environments and overall organizational success.

Positive and consistent feedback through recognition:

Through the employee surveys we have heard that it is very important for employees; to receive recognition from their supervisors, to receive meaningful recognition, to receive feedback, and to feel valued. According to **Internal Communications: It's Not Rocket Science** developed by CNS - "Employees prefer to receive information from their supervisors. They like to get the big picture information from the organization's leaders, but they want to hear the impact on their work-group directly from the people to whom they report." (It's not Rocket Science) Employees look to managers for feedback on their performance. Consistent feedback whether it is in the form of praise or constructive suggestions for improvement can be a valuable form of recognition.² Government's **Performance Management Policy** provides a vehicle for managers and supervisors to provide employees with the information they need to do their jobs well, to find out more about what motivates their employees and provide them with constructive feedback.

Employee engagement through recognition:

Research reveals that recognition and appreciation contribute to employee engagement. A 2004 Hewitt and Associate's research report revealed "employee recognition is a key driver to employee engagement and ultimately company growth." Important links have been established between employee recognition and employee satisfaction, morale, and productivity. Employee recognition is one way to motivate staff, make them feel valued, and to improve the overall attraction and retention of employees. A 2005 study by Maritz Research found that employees satisfied with their company's employee recognition program were significantly more satisfied with their jobs, were more likely to stay and felt more valued.³ A 2005 Tower Perrins study also substantiates the claim that employee recognition can positively influence the drivers of employee engagement.⁴ Ultimately, engaged employees provide a higher level of service to Nova Scotians.

Guiding Principles to Recognition:

To ensure employee recognition activities are effective, genuine and meaningful, departments should consider the following:

- ★ Recognition should be fair, transparent, inclusive, frequent, timely and varied
- ★ The form of recognition used should be appropriate to the contribution that was made

¹ Nelson, Bob. "The 1001 Rewards & Recognition Fieldbook. New York. Workman Publishing, 2003.

² *Internal Communications It's Not Rocket Science!*, Manager's Guide to Communicating with Employees. Prepared by Communications Nova Scotia. 2006

³ Bosses Not on The Same page as Employees Regarding Recognition. Maritz Poll Survey, October 2005.

⁴ Winning Strategies for a Global Workforce. Attracting, Retaining and Engaging Employees for Competitive Advantage. Towers Perrin Global Workforce Study – Executive Report. January 2006

- ★ Recognition should be meaningful and reflect the preferences of the recipient
- ★ Recognition activities should be respectful of workplace diversity
- ★ Employees at all levels should be involved in the development, implementation and review of recognition programs and practices
- ★ When recognition is the result of a group or team effort, all contributing members of the team should be recognized
- ★ Recognition activities should be communicated and promoted to foster a culture of recognition and pride among employees