



# Safer Services Toolkit

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## Recognition and Reward Roadmap

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### Aim

To provide a simple roadmap to help management teams develop a Recognition and Reward (R&R) strategy, focused on timely low cost and high impact recognition to their employees to boost engagement and performance in pursuit of embedding the expected safeguarding culture.

### Instructions

- This tool can be used at a Change Leadership Steering Committee meeting or at the Human Resources meeting.
- Read and discuss the contents of Section 1 (important aspects to consider before creating a recognition and reward framework).
- Consider and discuss the questions as posed in the Section 2 (Recognition and Reward Roadmap design).
- Complete elements of Section 3 (Recognition and Reward Roadmap template).
- Allocate responsibilities and accountabilities to relevant parties for implementing the roadmap.
- Share the elements of Section 4 (Examples for providing staff recognition) with relevant stakeholders.
- Determine the frequency that the implementation of the roadmap will be reviewed. The After Action Review (AAR) template can be utilised to conduct the reviews.

## **Section 1- Important aspects to consider before creating a recognition and rewards strategy**

Recognition and Rewards can motivate individuals to perform better and influence certain behaviours if implemented effectively. Employee motivations can be internal and external. People are motivated to do something because it either brings them satisfaction or they think it is important. External motivations refer to factors outside of a person that compels them to behave in a certain way. A balance of intrinsic and extrinsic motivators should be provided in the workplace to influence behaviours and enhance performance.

Recognition taps into the intrinsic motivation of people whereas rewards tend to focus on the extrinsic motivation. Extrinsic rewards can be highly motivating if the reward is desirable, however they tend to provide short-term motivation only and could lead to increased culture of competition rather than collaboration and teamwork amongst staff and in worst cases tend to decline the performance, especially when they are taken away. Overall, while providing extrinsic tangible rewards is generally viewed as a reliable and effective way to encourage and motivate staff performance in the short term, it is important to consider the potential long term consequences.

It is important that leaders are involved in recognising employees for engaging in expected behaviours, role model the behaviours that are expected of the employees; communicate clearly and consistently the desired behaviours and the overall organisational goals and direction. The increased transparency from the leaders tends to provide the pathway and motivation for the employees to demonstrate behaviours worthy of recognition and rewards.

It is important that a clear criterion is established to ensure the recognition and rewards are shared consistently across the organisation. It is recommended that recognition and rewards can be linked to the following 3 criteria at a minimum:

- a. Demonstrating behaviours that are aligned with the organisations values
- b. Achieving organisational goals
- c. Reaching the goals of a special project

Consider the possibility of utilising internal social technology (company Facebook, Yammer, and WhatsApp groups, Intranet etc.) to provide just in time, more accessible and more frequent recognitions.

Provide employees and other relevant stakeholders, including people with disability and families the opportunity to contribute in the design of the R&R strategy.

## Section 2 - Recognition and Reward Roadmap Design

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Conduct focus group discussions with relevant stakeholders to answer the following questions:

Recognition and Reward Roadmap Criteria	Information and Ideas
<p><b>Current R&amp;R Practices</b></p> <p>What does our current employee Recognition and Reward strategy look like?</p> <p>How successful has it been in increasing and aligning the desired behaviours and performance? What aspects are working and not working?</p> <p>How do the current R&amp;R practices differ from the best practice suggestions made in Section 1?</p>	

Recognition and Reward Roadmap Criteria	Information and Ideas
<p><b>R&amp;R Purpose</b></p> <p>What is it that we want to accomplish (our purpose) from having an R&amp;R strategy?</p> <p>Example 1 – To ensure employee actions are aligned towards NDIS Quality and Safeguarding requirements.</p> <p>Example 2 – To value and appreciate the efforts and performance by the staff in embedding the changes to provide high quality and safe services.</p>	
<p><b>Organisational / Change Goals</b></p> <p>What specific organisational goals do we want the R&amp;R framework to drive?</p>	

Recognition and Reward Roadmap Criteria	Information and Ideas
<p><b>Culture Alignment</b></p> <p>What aspects of the current organisational culture need to be improved?</p> <p>Example 1 – Speaking up culture</p> <p>Example 2 – Continuous Improvement culture</p> <p>How can the R&amp;R be used to improve and strengthen our progress towards a learning culture?</p>	

Recognition and Reward Roadmap Criteria	Information and Ideas
<p><b>Alignment with other systems</b></p> <p>How can the R&amp;R strategy be aligned to other organisational practices like branding, recruitment, induction, benefits, supervision, learning and development and leadership development?</p> <p>Example 1 – Include the R&amp;R framework in the induction to motivate new recruits to align to Quality and Safeguarding practice standards from the outset</p> <p>Example 2 – Leadership teams are upskilled to recognise and motivate employees</p> <p>Example 3 – Leveraging R&amp;R for improved behaviours as a result of conversations and coaching during the performance development discussions</p> <p>Example 4 – Strive for being employer of choice</p>	

Recognition and Reward Roadmap Criteria	Information and Ideas
<p><b>Clarity and Transparency</b></p> <p>What will be the guidelines for gaining R&amp;R?</p> <p>How will these be evaluated?</p>	
<p><b>R&amp;R Responsibilities and Accountabilities</b></p> <ul style="list-style-type: none"> <li>• Senior Leaders</li> <li>• Team Leaders</li> <li>• Support Staff</li> <li>• Clinicians</li> </ul>	

Recognition and Reward Roadmap Criteria	Information and Ideas
<p><b>Criteria for Gaining R&amp;R</b></p> <p>Performance (linked with the organisational goals)</p> <p>Behaviours (linked with the organisational values and relevant standards)</p>	
<p><b>Budget</b></p> <p>What is the budget allocated for R&amp;R initiatives over what timeframe?</p> <p>(Ensure budget is allocated equally for the criteria for gaining R&amp;R, i.e. performance and behaviours)</p>	



Recognition and Reward Roadmap Criteria	Information and Ideas
<p><b>R&amp;R Types</b></p> <ul style="list-style-type: none"> <li>• Symbolic (for example, praise and appreciation, special projects or certificates)</li> <li>• Tokens (rewards of smaller values for example, movie vouchers or flowers)</li> <li>• Monetary (rewards of greater value for example, gift vouchers)</li> </ul>	
<p><b>Visibility</b></p> <p>How can we make R&amp;R visible to the organisation to strengthen the impact?</p>	

### Section 3 - Recognition and Reward Framework Roadmap template

Reward or recognition name	Recognition type	Frequency	Reward recognition delivered by	Intended perceptions for all employees	Intended outcomes
<p><b>Example 1</b></p> <p>Recognition for consistently demonstrating company values</p>	<p>Recognition at staff meeting</p> <p>Applicable to all organisation</p> <p>Opportunity to attend a seminar or conference</p>	<p>Annually</p>	<p>CEO or Senior Management or People we support</p>	<p>‘This is a values driven organisation’</p> <p>‘My organisation pays attention to our efforts’</p>	<ul style="list-style-type: none"> <li>• Provide examples of behaviours that are appreciated</li> <li>• Encourage others to recognise and demonstrate values driven behaviours in their interactions with people with disability, families and staff</li> </ul>

Reward or recognition name	Recognition type	Frequency	Reward recognition delivered by	Intended perceptions for all employees	Intended outcomes
<p><b>Example 2</b></p> <p>Recognition for achieving departmental goals with quality and efficiency</p>	<p>Recognition shared at the team BBQ</p>	<p>Bi annually</p>	<p>Manager or team leader</p>	<p>'My team recognises my contributions'</p> <p>'I am proud of my team'</p> <p>'What can I do to be recognized the next time?'</p>	
<p>Insert here</p>					

## Section 4 - Examples for providing staff recognition

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Recognition works effectively and has high impact when the activity is sincere, specific, timely and creative. Recognition should be also aligned to people's interests, needs and cultural differences. Recognition can be an emotional experience for the person being recognised and will reinforce the behaviour or attribute that called for the recognition. People may forget what you tell them, but will almost always remember how you made them feel. Below are some of the ways staff can be recognised that can be of high impact and low cost.

- Provide hand written notes of acknowledgement, gratitude, and appreciation.
- Install a recognition board in a communal space whereby everyone can pin up their hand-written acknowledgement notes.
- Add recognition as an agenda item or through the use social media (WhatsApp group, Yammer etc.).
- Send an email note to express gratitude, highlighting the outstanding behaviour and your observations of the helpful outcomes. Copy other people into the email to make a public recognition. This can encourage others to also perform well. Also note the likely personal preferences of people as some would prefer private rather than public recognition.
- Create and provide certificates of appreciation.
- Providing a third-party acknowledgement, e.g. I was told by the family member of the individual how helpful you were in calming the person down the other day. Well done and thank you!
- Decorate the desk of the staff member and leave a note.
- Create a poster for the staff member signed by the team to acknowledge and celebrate an accomplishment, behaviours or performance.
- Distribute thank you note, a packet of biscuits or chocolates to celebrate and acknowledge individual actions and qualities.
- Buy a book signed by the team that the staff member may be interested in.
- Say 'Thank You' more often.

## References

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