

About PSR7: Recognition & Reward

What is Guarding Minds @ Work?

Guarding Minds @ Work (GM@W) is an evidence-based strategy that assists employers in protecting and promoting psychological safety and health in the workplace. GM@W provides a comprehensive set of resources employers can use to effectively address the impact of 12 psychosocial risk (PSR) factors known to have a powerful impact on organizational health, the health of individual employees, and the financial bottom line. The PSRs were identified by researchers from the Consortium for Organizational Mental Healthcare (COMH) in the SFU Faculty of Health Sciences on the basis of extensive research and a comprehensive review of empirical data related to national and international best practices. The determination of the factors also reflects existing and emerging Canadian case law and legislation.

What is PSR7 – Recognition and Reward?

Guarding Minds @ Work defines PSR7, recognition and 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 PSR7 – Recognition and Reward important?

Recognizing and rewarding employees motivates, fuels the desire to excel, builds 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 I improve recognition and reward?

Start by having the organization or work team conduct the Guarding Minds @ Work Assessment (Organizational Audit, Initial Scan and/or PSR-12 Employee Survey) and reviewing the resulting reports. If recognition and reward is identified as an area of concern, refer to the relevant Action Tools for a practical strategy and evidence-based and effective suggestions that can improve recognition and reward. It is also important to discuss the findings with concerned employees within the organization to gain a further understanding of the results and to obtain input and participation in determining useful corrective actions. Also, consider the information in the readings and resources identified below. Finally, refer back to the GM@W website on occasion for new ideas about how recognition and reward can be enhanced.

Further information about recognition and reward can be found at:

- Tips to make employee recognition a habit. (2002, September). Health Care Registration: The Newsletter for Health Care Registration Professionals. <http://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=9373728&site=ehost-live>
- Genuine recognition is never trite. (2001, November). Health Care Registration: The Newsletter for Health Care Registration Professionals. <http://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=6883350&site=ehost-live>
- The Great-West Life Assurance Company. (2009). PSR7: Recognition and reward. In Centre resources by risk factor. <http://www.gwlcentreformentalhealth.com/english/slides.asp?l1=3&l2=157&l3=159&l4=167&d=159&scroll=7>
- Mental health works: Understanding needs at work. (n.d.). http://www.mentalhealthworks.ca/wti/understanding_needs/index.asp
- Employee recognition brings excellence to the forefront. (2001, October). Health Care Registration: The Newsletter for Health Care Registration Professionals. <http://web.ebscohost.com/ehost/pdf?vid=6&hid=112&sid=f7fc57f5-4ede-4032-9198-fb520bc15da1%40sessionmgr13>
- Nelson, B. (2002, Winter). The rewards of recognition. Leader to Leader, 16-19. <http://web.ebscohost.com/ehost/pdf?vid=8&hid=7&sid=f7fc57f5-4ede-4032-9198-fb520bc15da1%40sessionmgr13>
- 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. http://www.sciencedirect.com/science?_ob=MIimg&_imagekey=B6VBF-46FPSG5-G-1&_cdi=5925&_user=1022551&_orig=search&_coverDate=05%2F31%2F2000&_sk=999499990&view=c&wchp=dGLbVlb-zSkzk&md5=e5e861a2abc62352f97718f56f0adb17&ie=/sdarticle.pdf

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