

Leadership commitment and infrastructure are a required foundation for successful recognition best practices.

– **Dr. Lynn Taylor**
University of Calgary

Background: Representatives from some faculties/units with the highest or most-improved Recognition and Respect scores (i.e., favourable satisfaction percentages) from the 2015 Engagement Survey were interviewed to capture and codify replicable practices, with the intent to disseminate to other university areas. The following trends in respect and recognition practices were identified.

ONGOING PROFESSIONAL DEVELOPMENT AS RECOGNITION

- Support and encourage employees to use Tuition Support benefits; recognizing their learning and development as an approach to increasing engagement
- As a form of recognition, invite MaPS and Support Staff to participate in local conferences and seminars supporting Academics they work with
- Support employees in their professional growth and movement within the organization
- Coach and develop leaders to build strong "soft" skills including effective recognition skills

RECOGNITION THROUGH INVOLVEMENT IN DECISION-MAKING

- Involve a diverse representation of employees in decision-making through consultations, discussions, and planning processes; share final decisions while recognizing employee involvement
- Support and recognize participation in a variety of committees (Social, Engagement, Well-Being, etc.) by a variety of your employees
- Involve employees in peer-to-peer recognition, encourage internal and external award nominations
- Ask employees for feedback, ideas and suggestions, encourage questions and follow-up

RECOGNITION THROUGH INFORMATION SHARING

- Share information about team/department/organizational activities, increasing employee awareness and understanding; use different communication mediums
- Hold regular 1-on-1's with all direct reports at least every 2-3 weeks
- Dialogue and converse with employees (two-way communication)

RECOGNITION INFORMED BY EMPLOYEES' INTERESTS AND GOALS

- Demonstrate your awareness and interest in employees goals and professional development
- Show interest in your employees by seeking to understand their priorities and values, using this knowledge to inform personal and meaningful recognition
- Set goals with employees which are not only SMART but also inspiring
- Support work-life balance

RECOGNITION THROUGH TEAM CELEBRATIONS

- Celebrate professional and personal milestones (e.g. lunches, potlucks, awards etc.)
- Involve employees in planning celebrations
- Celebrate both new employees and those who are leaving the team or organization
- Be inclusive in your recognition and celebrations, remember the quiet, individual contributors