

WELL-BEING@WORK



Supporting Employee Resiliency with Recognition and Appreciation

March 24, 2021

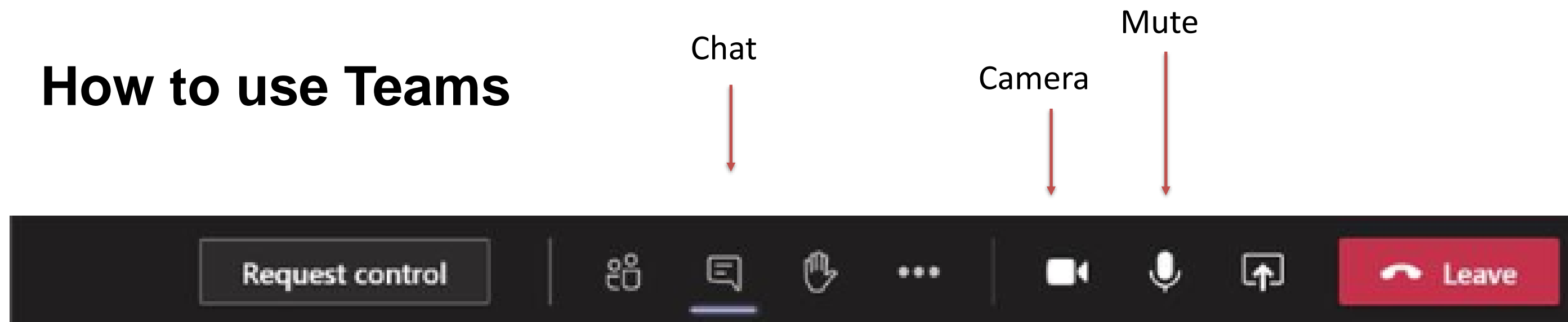
Irene Umipig & Lisa Ocampo, Well-Being Program Coordinators

Leticia Pagán, Senior Health Program Planner

Tech Check

1. This session is being RECORDED
2. Please keep yourself on **mute**
3. Q&A –Send your questions through chat and we will address it
4. We will open for dialogue at the end of our webinar and stop recording

How to use Teams



Today's Agenda

- Well-Being@Work Updates
- Special Guest Leticia Pagán
- Recognition, Recovery and Resiliency
- Recognition vs. Appreciation
- Interactive Discussion
- Q&A
- Next Steps



**WELL-BEING
@WORK**

Updates

- Annual Plans FY 2019-2020 & FY 2020-2021
- Check-in Meetings with Coordinator
- Q3 Spotlights
- New Virtual Offerings
- Employee Portal SF Learning – *Coming Soon!*

Guest Speaker:

Leticia Pagán, M.S., CHES

Leticia is a Senior Health Program Planner at the San Francisco Health Service System. Some of her key duties include supporting Strategic Planning and Racial Equity Action Planning for our division. She completed her undergraduate studies at the University of San Francisco in Psychology with an emphasis in Neuroscience and Ethnic Studies. Resiliency development in times of adversity was the focus of her graduate thesis at Columbia University. Leticia is accredited as a Certified Health Education Specialist to promote program planning and policy development.



Employee Recognition & Appreciation

A Guide for Well-Being@Work Key Players



Our Learning Environment

- Create and maintain a safe & brave space
- Be respectful and open to ideas
- No ideas are “right” or “wrong”
- Sit with and unpack discomfort
- Normalize shifting your perspective

+ submit more in the chat box!

CoVID-19 Recovery & Resiliency

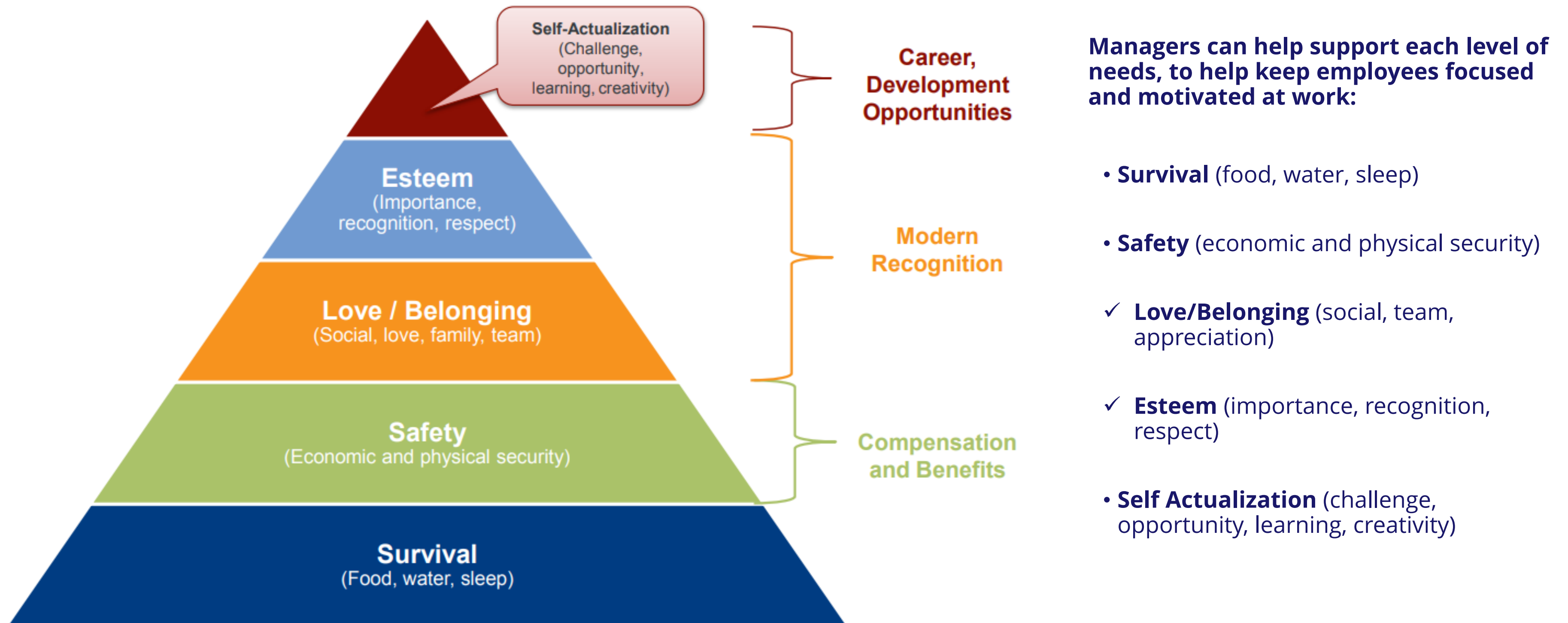
Organizations need to prioritize recovery with coping strategies and resiliency tools that can help boost employee morale

Core competencies of individual resilience:

- Focus
- Empathy
- Emotion Control
- Problem Solving
- Self-Confidence
- Realistic Optimism/Positivity
- Growth Mindset



Understanding Employees' Needs and Motivations



Maslow (1943). A Theory of Human Motivation, *Psychological Review*.

What is Employee Recognition?

Organizations with a culture of recognition have employees who are more engaged, motivated, and satisfied at work.

Recognition is defined as a spontaneous gesture of thanks or a structured or planned program of recognition implemented to acknowledge employees and achieve desired performance. Recognition is more meaningful when it is practiced with consistent messages of appreciation, which can occur more frequently.



Cultivate Recognition

Understanding recognition:

- Recognition is performance-based, it's conditional
- It's based on the past, so it may not be timely
- It's limited-- everyone can't get an award or be mentioned by name in a memo every time
- It's generally from the top-- staff to staff mechanisms are missing.
- It's not always easy to measure.

If you focus solely on praising positive outcomes, of recognition, you may miss out on opportunities to connect with and support your team members. Recognition must be cultivated with appreciation.

With Appreciation

Appreciation places value in an employee's inherent value-- their worth as a colleague and fellow human being.

Understanding appreciation:

- Appreciation accounts for intangible results
- Appreciation engages and supports staff through the ups and downs of work-related tasks
- Acts of appreciation provide a sense-of-belonging and shows that the organization cares for them.

When appreciation is shown, we're more likely to build trust and connection with individual employees and with the team at large.

Benefits of Recognition & Appreciation

Employee recognition and appreciation leads to:

- Increased productivity
- Increased morale
- Enhanced teamwork dynamics
- Better safety records
- Lower incidence of negative behavior
- Decreased Absenteeism
- Lower levels of stress

69%

of employees say they would work harder if they were better appreciated-- while 40% of employed Americans say they would put more energy into their work if they were recognized more often.

Creating a Workplace Culture

It Starts With You

69% of employees prefer appreciation and recognition from their manager over financial rewards

82% reported that appreciation makes them work harder



Organizational Excellence

Appreciation showcases the organization's interest in communicating the value of employees as it correlates to their mission, vision, values and strategic plan.

Retention & Recruitment

Recognition is a retention tool for quality employees, a recruitment tool to complement employee benefits, and a workforce planning tool to boost employee success and satisfaction.





Three attributes to effective recognition:

Authentic

Appreciation that feels genuine, real and heartfelt



Motivating

Recognition that taps into what matters most to individuals

Meaningful

Praise that highlights the value of the work and the person doing it



Frequency of Recognition and Appreciation

Weekly

- Weekly recognition efforts can be low key/ informal and directed at an individual or group of employees.
- Can include saying "Thank you" for a job well- done, writing a quick note appreciating someone's effort on a project, or greeting people throughout your day and asking how they're doing.

Monthly

- Monthly appreciation can be more widely broadcasted to the team or department.
- Can include an "Employee of the Month" spotlight in a newsletter highlighting outstanding civil service, devotion to one's team, selflessness, etc.

Yearly

- Yearly recognition is meant to motivate employees to go above and beyond to be acknowledged by the organization.
- Can include things like an annual employee recognition ceremony or lapel pin for years of service

Diversity, Equity & Inclusion Considerations

Make recognition personal-- avoid a one-size fits all practice

“The energy you put into not being yourself takes energy away from your work. Whereas when employees work in a culture they trust as diverse, equitable, and inclusive, that gives you the freedom to be your best self at work.” Aaron Brown

A diverse, equitable, and inclusive (DEI) environment is one that makes everyone, regardless of who they are or what they do for the organization, feel equally valued and integrated in the workplace.

Great Places to Work Institute. (2020). Why is Diversity & Inclusion in the Workplace important?



Embrace Difference:

- **PROVIDE TIME/SPACE** for colleagues to share aspects of their diverse identity that bring meaning, purpose, and passion to their work.
- **APPRECIATE EMPLOYEES' INHERENT VALUE** to the organization and not just their accomplishments.
- **DEMONSTRATE** that you see them, hear them, and know the unique contributions that they bring to the table.
- **ACKNOWLEDGE THEIR EXPERIENCES** as both a colleague and fellow-human being, including the adversities and triumphs that have shaped their diverse identity.



Workplace Recognition Holidays

Identify the workplace recognition holidays that are relevant for your staff community and acknowledge employee contributions to the workplace. Some of the popular ones include Employee Appreciation Day and Public Service Recognition Week. These can be recognized in an all-staff email, or a personal email between employees.

Cultural and Heritage Holidays and Observances

Celebrating the diversity of an organization allows all members to feel that their values, beliefs, and experiences are fully appreciated. Incorporate cultural diversity education and awareness into workplace activities to learn and grow as a team. Seek partnerships from members of that cultural, heritage or identity group.

DATES TO KNOW:

Thank Your Mentor Day- January 31

Black History Month- February

Employee Appreciation Day- First Friday in March

International Women's Day- March 8

Administrative Professionals Day- April 22

Asian and Pacific Islander Heritage Month- May

Public Service Recognition Week- First week of May

Receptionists' Day- May 12

Night Shift Workers day- May 13

World Day for Cultural Diversity- May 21

LGBTQ+ Pride Month- June

Juneteenth- June 19

National Intern Day- July 23

Women's Equality Day- August 26

Hispanic Heritage Month- September

Working Parents Day- September 16

World Gratitude Day- September 21

Rosh HaShanah – September 25-26

HR Professionals Day- September 26

Native American Heritage Month- November

(Examples only, this is a non-exhaustive list)

50 - 30 - 20 RULE

Involve
ALL LEVELS
of your organization

- **50%** of recognition should come from Managers/Supervisors
- **30%** from peer-to-peer appreciation
- **20%** from department-wide recognition addressed in the organization's mission and values



50%
Leadership

Cultivate a workplace that values employee contribution and supports employee success

30%
Peers

Foster a sense of community and team building among colleagues

20%
Department-wide

Commit to recognition which supports the organization's core values

Leader-Level Recognition

Employee recognition is an important leadership tool. It's an opportunity to celebrate and appreciate the work and the people that make up your workforce.

A key dimension of effective leadership involves reinforcing and motivating others to encourage performance and increase resiliency to challenges that occur in day-to-day work. Recognition and appreciation from a leadership level can go a long way.

Recognition + Appreciation Ideas for Department Leads to Consider

- **Practice Every Day Appreciation**
- **Organize Team Celebrations**
- **Supervisor-to-Employee Recognition**

Practice Every Day Appreciation

Compliment starters can be used in your exchanges with employees

- You make such a positive impact on our team
- I can count on you to help ne employees get up-to-speed
- I truly enjoy working with you
- I value you as a member of my team
- You are an excellent role model
- Thank you for everything you do
- You are so dependable
- Thank you for being such a great team-player
- Thank you for showing up with a positive attitude at today's meeting
- Your dedication makes me want to be a better employee
- Thank you for being an active participant
- You bring an open-mind to tough meetings
- Your initiative is contagious! Thank You
- Your communication skills are spot on
- You handled that difficult situation with resilience
- Your attention to detail saves so much time

Organize Team Celebrations

End-of-Year Recognition

Focus the celebration on highlighting staff accomplishments with a slideshow of photos that highlights project milestones, team events, celebrations, and/or team-building activities. Then spend time with get-to-know-you activities.

Project Milestones

Celebrate various stages of a project including launch and completion). Express appreciation for all contributions by highlighting milestones and challenges that were overcome by the individuals involved.



Supervisor-to-Employee

Recognition & Appreciation Recommendations

Thank You Notes

Compliment your staff:

- "I can count on you to help new employees get up-to-speed."
- "You're so great with making everyone feel welcomed!"
- "Its great to work with you because you're so organized and dependable."
- "Thank you for speaking up in meetings and providing fresh ideas."
- "Your flexibility is appreciated"

Maximize Your One-on-One

Hold at least monthly one-on-one meetings with staff members. You can recognize staff contributions toward a project, or discuss opportunities to provide the employee with promotion/growth opportunities.

This is also the perfect opportunity to acknowledge and learn how employees prefer to receive recognition.

Letter of Commendation

Write a letter of commendation for an employee that has gone above and beyond in their position.

This letter can be provided to DHR to keep in their employee file as a letter to commend the employee for their contributions toward a project and/or overall performance.

This should be used for exemplary work and should be done less frequently to other options provided.

Peer-Level Recognition

This type of recognition allows employees to show appreciation and gratitude for each other's work. It can improve employee relationships, foster collaboration, and create trust among colleagues.

Building a culture of recognition helps to form bonds between peers. Consider developing peer-to-peer activities that build resiliency through peer support.

What gets recognized gets reinforced, and what gets reinforced gets repeated.

-Unknown

Recognition + Appreciation Ideas for Champions to Consider

- **Peer Initiated Recognition**
- **Appreciation Activities**
- **Public Displays of Recognition**
- **Staff Celebrations**

Peer Initiated Recognition:

Traveling Trophy Awards-

- This can be associated with achievements or department core values.
- Get a figurine, trophy or stuffed animal that is awarded on a rotating basis
- Let the recipient choose a peer who did something great and hand the trophy over the next week (or month).
- This can be a great team activity with rotating themes each month/quarter.

Make Connections with Appreciation:

Staff Shout-Outs- Work with leadership to establish a “shout-out” round up at each all-staff meeting.

- Invite all staff to share a shout out for someone that’s gone above and beyond.
- Leaders should role model this and invite all levels to participate— it will create a ground-swell when peers start to initiate shout-outs.

Daily Affirmations-

Encourage employees to make a point to email, call or text a co-worker at least once a day with an expression of sincere appreciation for the work that he or she does.

Kudos Board



Create a culture of recognition by providing staff with thank you cards that they can circulate with one another throughout the year. Encourage the use of thank you notes digital or in person as a way to show recognition and appreciation.




Encourage staff to post gratitude notes on a display board in the office. This can be a simple corkboard, or a post-it note easel that people can hang sticky notes. Incorporate this into a team (or all-staff) meeting to get everyone involved.

Staff Appreciation in Newsletters

Recognition

SFHSS Well-Being@Work Spotlights
The San Francisco Health Service System (SFHSS) highlights programs that support employee well-being, especially during the pandemic. Congratulations to two of our employees/well-being champions who were recently spotlighted and honored during a virtual celebration!


Carlo Manaois, OECE Well-Being Champion



Carlo has been hosting Rajio Taisou, Japanese calisthenics, at 1650 Mission long before Shelter-in-Place (SIP) took effect.

As a Wellness Champion, Carlo's dedication to improve and maintain well-being for all continues to shine as he quickly converted the in-person Rajio Taisou to virtual ones during SIP.

Shannon Haskin, IHSS Inclusion Committee



CURRENT DRAW				
B	I	N	G	O
12	24	32	46	64
4	16	40	47	75
3	19	★	53	73
9	29	38	52	66
8	30	31	58	72
PREVIOUS DRAW				
O 64				

Shannon effortlessly co-hosts lightning BINGO and an after work happy hour each week.

These two virtual wellness activities were created by DAS Inclusion Committee members soon after Shelter-in-Place (SIP) was mandated in March and they continue going strong with staff participation from various departments, including SIP family members.

Keep everyone in the know with the inclusion of a Staff Appreciation section in your organizations' newsletter. Use a section to highlight employees that have done outstanding work in each staff newsletter.

Recognition Digital/Physical Display Boards



Recognition displays can include a collage of staff pictures, list of recipients from award ceremonies, or more complex displays of previous projects and people who worked on them.

Birthday Celebrations

- Have everyone in the office sign a birthday card
- Hold a monthly birthday celebration to celebrate everyone who had birthdays within that month
- Decorate their office space
- Organize a virtual hangout to recognize all birthdays within the month.
- Post 'Happy Birthday' message on organization/department intra-website or Teams channel

Retirement Celebrations

- Provide some type of award such as lapel pins, trophy, plaque, or certificates to commemorate their work for the organization
- Create a picture/ video slide show of their achievements over the years they have worked at the organization
- Hold a retirement party and invite co-workers to make short speeches to honor the retiree
- Create a large card that all co-workers can write something they'll miss about the retiree in

**Opportunity for
Recognition Pilot!**
Contact well-being@sfgov.org

Best Practices

360-DEGREE RECOGNITION:

- Identify opportunities to practice recognition using the 50-30-20 rule that is inclusive of all levels within the department

RECOGNITION IS ADAPTABLE:

- Focus on diversity, equity and inclusion: Use recognition efforts to create a sense of belonging by personalizing each interaction for the individual being recognized
- Be creative in how you facilitate and encourage individual recognition

TREAT APPRECIATION AS A CORE VALUE:

- Appreciate individuals for doing good work and emphasize WHY the recognized act was important to provide affirmation and validation in each person's contribution
- Be an example in the workplace: practice every day appreciation and encourage others to recognize one another and their team members



Interactive Discussion

Think About:

- Step up and step back
- Forms of recognition and appreciation you've experienced in the workplace environment



*What does meaningful
recognition and
appreciation look like?*

How does it make you feel?

*While respecting
anonymity, what feedback
do you want to share*

THANK YOU!
Q&A



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Your Next Steps:

1. **Review slides and identify** recognition practices that can be implemented at leadership level (for department leads) and peer level (for champions)
2. **Reach out** to your coordinator if you're interested in taking recognition to the next level with a pilot program supported by SFHSS
3. **Request activities** for your department
4. **Promote** upcoming citywide activities