



Manchester
Metropolitan
University

Department of
Human Resources

**Recognising, Rewarding
and Engaging your Team**
an introduction

Contents

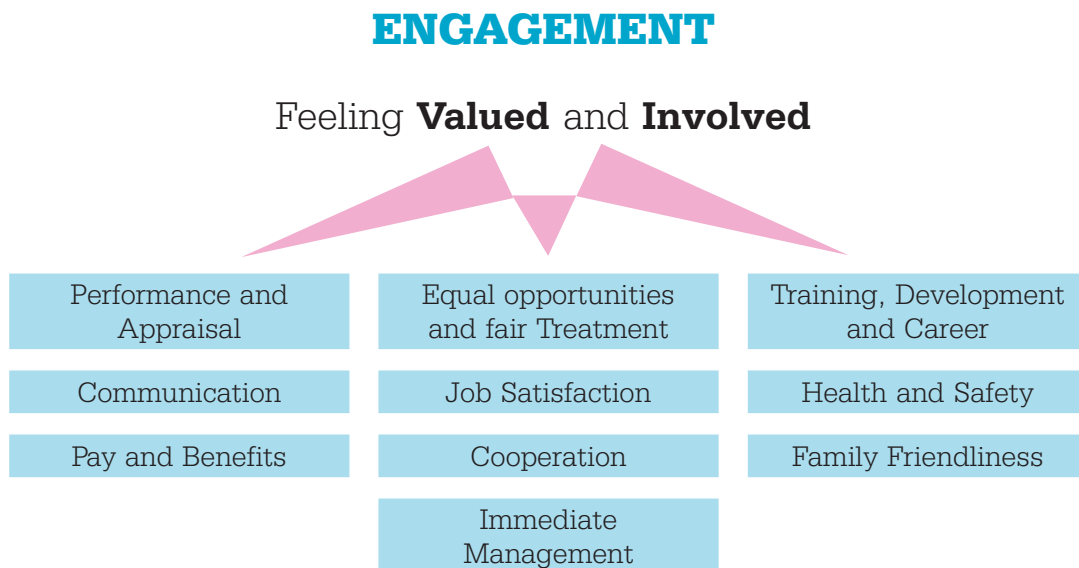
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Recognition, Reward and Engagement

In recent years, there has been a focus across the workplace on recognition, reward and engagement (MacLeod Review, 2009). This is not just about how to attract and retain staff, but also how to motivate and engage existing staff during difficult times. A consistent theme has been on the need for organisations to unleash potential and be more innovative in how they work.

Contributing Factors

If we think about rewarding, recognising and engaging staff, we often think about pay and benefits. However, this is only one part of the picture. In fact, research by the Institute of Employment Studies (2010) identified that each of the following have an important role to play:



IES (Institute of Employment Studies), 2010

As a manager within the University, pay and benefits are out of your control. However, you have considerable influence over each of these other aspects for your team.

Immediate management

The IES research recognised that:

“ A good manager who appreciates the work done makes all the difference. ”

Although this seems obvious, some managers avoid the practice. This may be because they want to avoid stirring up jealousy in other team members; they don't feel they have the time; they feel embarrassed praising people openly or; they feel showing appreciation undermines their authority. However, showing appreciation is a key management skill.

The most successful managers are those who recognise their team's efforts. This not only builds trust, but it can strengthen loyalty and improve performance. Reminders about recognising efforts and “thank you” tips are provided below.

Training, development and career

Training and development, particularly to support ongoing career development, can be very motivating for team members. This can take many forms – from on-the-job training to coaching to participating in a specific programme. In the University, the PDR process allows dedicated time to discuss training, development and career aspirations with members of staff and you should be having ongoing conversations with your team members throughout the year.

For more information about the training and development available across the University, see:

<http://www.mmu.ac.uk/humanresources/devandtrain/resources>

Here, you will also find the University's Continuing Professional Development resources, to help your team members to identify, record and apply their development.



Performance and appraisal

Providing ongoing feedback to your team members on their performance provides them with recognition of a job well done. This also provides you with the opportunity to provide constructive feedback to help develop your members of staff and ensure that they are meeting their objectives. There is nothing more de-motivating than realising after considerable time and energy spent that work has gone unnoticed or you should have been doing something different! More information about how to manage the performance of your team is included in MMU's "**Performance Management – an Introduction**" booklet which is available on the ODTD Resources web page.

Communication

This is about making sure that you keep your staff informed about what is happening both within the immediate team but also across the University. The communication should be 2-way, so you need to listen to the ideas of your team members and take this into account when making decisions. The CIPD (2006) identified the following key drivers of employee engagement:

- having opportunities to feed views upwards
- feeling well informed about what is happening in the organisation
- believing their line managers are committed to the organisation

More information about how to communicate with your team is included in MMU's "**Communicating with your team – an introduction**" booklet which is available on the ODTD Resources web page.

Equal opportunities and fair treatment

You need to ensure that you are fair and consistent with your team members, while recognising that different staff members have different needs, different skills and different motivations. Central to this is the need to get to know your members of staff, their strengths and development areas and what it is that motivates them.

The Professional Development Review (PDR) process is a key mechanism for this, and you will find the resources and guidance for managing PDRs at:

<http://www.mmu.ac.uk/humanresources/devandtrain/pdr>

Health and safety

Here, the focus is upon ensuring that members of staff feel safe and secure in their working environment. This means not only the physical environment, but creating a team culture where staff can work well together and managing pressure and stress levels within your team. To help you, see the:

"**Stress Management – Resources for Managers and Staff**" booklet which is available on the ODTD Resources web page.

Co-operation

This builds on the ideas above of creating a safe and secure working environment and putting effective communication practices into place.

Family friendliness

The University offers a range of options to help ensure that we are a family friendly employer. Your role is in ensuring that staff are aware of these policies and that your team members feel able to come and discuss any difficulties they might be having in balancing work and home life. To find the most up-to-date policies and procedures, go to the HR policies web page at:

<http://www.mmu.ac.uk/humanresources/policy>

Job satisfaction

This draws together the other aspects, but also provides a reminder to managers about thinking about the skills and abilities within your team and planning out work to keep things varied.

Recognising Efforts

Appropriately rewarding team members for something they have done takes some effort on your part. If you don't put much thought into what you are doing, then you may just upset the very people you are trying to thank. This is why you should spend time with your team and find out how they would like to be recognised.

For example, if your team is about to start a major project, find out:

- which team achievements would people like to be rewarded for?
- would they rather celebrate with several milestones along the way, or have one big celebration when they hit the team's goal?
- how can you build recognition into the project? (e.g. where are you sharing good news?)

Learning how your team would like to be recognised, and how you can show your appreciation, is a vital step toward making sure that your efforts will be appropriate.

“Thank You” Tips

Below are some reminders about how to thank your staff:



Be consistent

If you praise often during one month, and then skip the next month entirely, your team will wonder what is going on. Creating a culture of recognition and reward is important so once you start, make sure you continue.

Be specific

Every time you praise people on your team, be specific about what they did to deserve the recognition. If you say, “Jim did a great job yesterday!” that’s not only vague, but it may cause jealousy from other team members. Being specific not only makes the person you recognise feel better, it also lets the whole team know that you are paying attention. So, detail exactly what the person did and why it made a difference.

Know your people

You must know your team to reward them adequately. Getting to know your team’s interests is critical to showing your appreciation well.

Resources and Tools

The Development and Training Team's Performance Management session explores how we can reward and recognise our staff members.

You can also develop your knowledge and skills in this area by completing the Leadership Programme (ILM Level 5) or one or more of the following modules from the First Line Manager (ILM Level 3) programme:

- Communication
- Motivating to Perform
- Managing Creativity and Innovation

For more information, see the University Staff Development Programme or speak to one of the Development and Training Team.

Business Link's Employee Engagement Website

where you can find out more about becoming an engaging manager including practical ideas to help you put this into practice:

<http://www.businesslink.gov.uk/bdotg/action/detail?itemId=1083721380&type=CAMPAIGN&furlname=employeeengagement&furlparam=employeeengagement&ref=&domain=www.businesslink.gov.uk>

The MacLeod Review

Full details of the Government's report into employee engagement:

<http://www.bis.gov.uk/policies/employment-matters/strategies/employee-engagement>