



Psychosocial Hazard Quick Guide

LOW REWARD AND RECOGNITION

Providing acknowledgement for good work is an important factor in motivating and engaging your team members. When there is an **imbalance between the work team members undertake and the acknowledgement they receive**, this can indicate that **low reward and recognition** is a risk factor in your workplace. Not receiving fair or equitable reward and recognition for one's efforts can leave team members feeling unappreciated and undervalued, which can lead to psychological injury if this experience is **severe, prolonged or frequent**.

A quick guide to managing the risk of poor reward and recognition is summarised below, to help you understand how to spot and address this in your teams.

WHAT TO LOOK OUT FOR

Look out for signs of poor reward and recognition across a few key factors:

FORMAL RECOGNITION

- Limited access to career development opportunities
- Inconsistent or unfair organisational reward allocation
- Inadequate performance management or goal setting processes (*e.g. goals are not clear or documented*)
- Rewards are not meaningful or targeted toward team member efforts or skills

INFORMAL RECOGNITION

- Additional efforts or commitment are not acknowledged by leaders or other team members
- Little positive or constructive feedback is given to team members about their work
- Individuals' unique skills are not recognised or appreciated
- Team members receive unfair feedback about things they have little control over or inadequate training to manage



POTENTIAL EFFECTS OF LOW REWARD AND RECOGNITION

If instances of low reward and recognition are severe and/or occur frequently over time, it can increase the risk of:



Stress due to team members feeling frustrated or undervalued



Lower team member morale or job satisfaction if team members feel unappreciated for their work

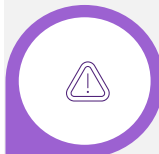


Reduced motivation if efforts are not reinforced through adequate reward and recognition



Decreased innovation/creativity if team member ideas or unique skills are undervalued

When considering the level of risk for this hazard in your team or workplace, remember to ask yourself:

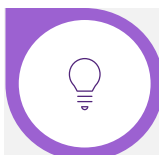
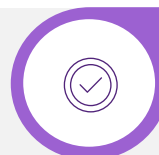


1. How **LONG** have issues been occurring?
2. How **OFTEN** are they occurring?
3. How much do these issues **IMPACT** your team members?

WHAT YOU CAN DO

Some actions you could take as a leader to help improve reward and recognition:

- ▶ **Be fair and consistent** when you reward or recognise your people
- ▶ Provide feedback and recognition that is **timely, practical and clearly tied** to team member actions
- ▶ **Set clear expectations** about performance and clearly link these to associated rewards and recognition
- ▶ When having difficult conversations about performance, focus on **development and improvement, not blame**
- ▶ **Make sure all team members have access** to opportunities for reward and career development
- ▶ **Look for opportunities to diversify or adapt rewards** to suit team member needs and preferences
- ▶ **Make sure performance goals and associated rewards are realistic and achievable**
- ▶ **Listen to your team members** and acknowledge their needs and concerns as meaningful



GOOD PRACTICE

Managing reward and recognition effectively is a continuous process and you should review your knowledge and the effectiveness of your actions regularly.

Keep these tips in mind:



Consult team members for their input when establishing or refining what rewards and recognition are available



Reward and recognise ideas, creativity and positive behaviours, not just performance outcomes



Keep developing and refining your feedback approach to help you provide constructive and development-focused feedback to team members



Consider both formal and informal ways to reward and recognise others. Both are uniquely valuable and effective