Person-Centered Human Resources: Appreciation & Recognition

Jennifer Pryor, MA, MS, LALFA

Virginia Commonwealth University

Objectives

AT THE END OF THIS SESSION, PARTICIPANTS WILL HAVE AN INCREASED:

Understanding about the role of diversity and inclusion in HR practices

Understanding about how to apply person-centered values to HR management

Understanding about what motivates individuals to high performance

Understanding about how to design rewards and incentives programs to reward staff

Poll

Do you feel supported and appreciated at work?

❑ No, not at all

❑ Yes, but only by my peers and/or the residents & their families

❑ Yes, but only by those living and working within my community (i.e., all but the corporate team)

❑ Yes, by everyone (peers, residents/families, management/administration, and the corporate team)

Person-Centered Values

Truly know each individual

Interests, skills, and talents

Create opportunities

Self-directed work teams
- Consistency
- Empowered staff
- Decision making
- Solution focused
- Continuous improvement

Motivating Employees

Motivation can come from within and from outside an individual

Motivation is enhanced through:

Internal: joy in the work, passion, a sense of calling, pride, self-satisfaction

External: seeking rewards/incentives, compliance, following rules

Setting specific, reasonable difficult yet achievable goals

Receiving specific positive and constructive feedback

Active commitment to achieving goals

Consistent and appropriate rewards and recognition

Reward & Incentive Systems

Rewards and incentives should not take the place of paying fair wages

Reward systems need to be consistent with organizational values
- **Organizational Value:** Teamwork
- **Reward System:** Employee of the Month vs. Team of the Month

Reward systems need to be <u>authentic</u> and consistent with individual preferences
- Public vs. private recognition & rewards
- Five Languages of Appreciation in the Workplace

Languages of Appreciation

Words of Affirmation	Acts of Service	Tangible Gifts	Quality Time	Physical Touch
Communicate a positive message • Specific, individualized • Affirmation of character or personality **Verbal vs. written** **One-on-one vs. group**	**Offering assistance** • Ask before doing • Offer voluntarily • Have a cheerful attitude • Take direction • Finish the task	**Giving the correct gift to the right person** • Valued by recipient • Thoughtful & personal **Things vs. experiences**	**Giving your undivided attention** • Quality conversation (includes listening!) • Sharing experiences • Small group dialogue • Working in close proximity with others **One-on-one vs. small groups**	**Keep it appropriate!** • Avoid touch that can be interpreted as sexual or abusive **Very individual specific!**

Reference: *Five Languages of Appreciation in the Workplace* by Gary Chapman & Paul White

In summary...

Every single person on the staff comes with their own set of experiences, strengths, beliefs, and attitudes.

In order to ensure that every single staff member feels motivated, appreciated, and recognized, we must apply person-centered practices to our HR management.

The COVID Impact

Case Study

Happy Hills Assisted Living employs 40 staff members. Due to the COVID pandemic, the administrator has been challenged with retaining the current employees while also attempting to hire a few more staff to pick up some of the extra work needed to ensure that proper infection prevention and control practices are in compliance with CDC recommendations.

Recently, several of the staff members from different departments and teams have been expressing their displeasure with the management on their respective shifts and among their respective teams. They claim that they are overworked and underappreciated. The administrator reminds them that they are all essential heroes coming to work every day, and points to the large sign in the yard saying "Heroes work here!" and reminding them that they are given a free meal each day they come to work during the pandemic. However, many are still unsatisfied and feel unappreciated.

Questions for Discussion

What could the administrator and managers do to help all of their employees feel appreciated for the difficult and important work that they do every day?

What creative and individualized practices have been implemented where you work that have been successful in demonstrating appreciation to the staff?