

Management Practices that Promote Workplace Mental Health

HOW CAN RECOGNITION AND ORGANIZATIONAL JUSTICE BE FOSTERED?

MARCH 2024

Workplace recognition refers to the various ways in which efforts and achievements are acknowledged, including through remuneration, esteem, respect, equity, job security or prospects for promotion. Recognition should be focused on the work (the doing), and not the person (the being). Recognition practices must be genuine if the persons for whom they are intended are to feel their positive effects.

Courses of action	Concrete practices	Objectives or ideas for other practices
 1. Treat every employee fairly and with dignity	☐ I take the time to greet my employees by name while looking them in the eye ☐ I make sure I follow up quickly on requests made by my employees ☐ I take the time to understand an employee's point of view when it differs from my own ☐ I never discuss the personal reasons for an employee's absence from work ☐ I respect the times scheduled for meetings with my employees ☐ I apply organizational processes and management practices equitably, transparently and impartially ☐ I ensure there is a complete absence of discrimination and favouritism in my management practices and interactions	
 2. Focus on day-to-day recognition	☐ I provide constructive feedback focused on daily efforts and activities ☐ I acknowledge small accomplishments and successes on a daily basis ☐ I plan on-site visits to observe the efforts being made by teams ☐ I choose the right moment to give recognition	

Courses of action	Concrete practices	Objectives or ideas for other practices
 3. Judge work positively	☐ I place more emphasis on successes than mistakes ☐ I highlight the usefulness of work performed for the organization, for users or for the team ☐ I express my appreciation for admirable work by highlighting its ingenuity, innovativeness, quality or originality ☐ I share with the relevant employees positive feedback received from supervisors, colleagues, users and their entourage, and collaborators	
 4. Demonstrate sincerity	☐ I am honest when giving positive feedback ☐ I avoid flattery when providing recognition	
 5. Respect the social reward principle	☐ I avoid normalizing the efforts of my employees and taking them for granted ☐ Whenever possible, I award employees the benefits they are legitimately entitled to expect for their efforts ☐ I express my recognition through concrete actions, such as: ☐ Granting leave ☐ Adapting a schedule to meet a specific need ☐ Accepting a training request ☐ Organizing team activities on special occasions ☐ Defending the team's interests and requests to the relevant authorities	
 6. Foster collective recognition	☐ I highlight everyone's efforts and successes in team meetings ☐ I thank the team for their collaboration on a recently implemented organizational change ☐ I take the time to highlight different projects, not always the same ones	

AUTHORS:

Mariève Pelletier, PhD
 Researcher and Specialist Scientific Advisor

Marie-Michèle Mantha-Bélisle, MBA
 Scientific Advisor

Michel Vézina, MD, MPH, FRCPC
 Medical Specialist in Public Health and Preventive Medicine and Scientific Lead

Nathalie Jauvin, PhD
 Researcher and Specialist Scientific Advisor
 Direction des risques biologiques et de la santé au travail

© Gouvernement du Québec (2024)