



Building a culture of recognition

A guide for managers

Recognition at Orkney Islands Council

We are creating a culture at Orkney Islands Council in which all colleagues feel appreciated and recognised for their individual contribution to:

- Orkney Islands Council's purpose: Working together for a better Orkney.
- Developing links with our communities.
- Bringing to life Our Values with colleagues, customers and our communities, which are:



People: We put our colleagues and our communities at the heart of everything we do.



Unity: We are one Council and achieve more when we support, encourage and value each other.



Trust: We trust, respect and empower each other and act with honesty and integrity.

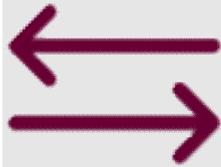


Ownership: We take personal and shared responsibility, are transparent, and are accountable for our actions and our impact.



Creativity: We embrace innovative solutions with a drive to improve ways of working.

Research shows that colleagues who are thanked are more motivated and engaged, and when this is noticed by other colleagues they can in turn, be inspired by their peers.



A lack of recognition is a key reason that people leave their jobs.

90% of the UK workforce say recognition motivates them to do a better job.



Employees reporting their managers were great at recognising them are more than 40% more engaged.

85% of employees want to hear 'thank-you' in their day-to-day interactions.



Recognition at Orkney Islands Council: Our aims

We want to achieve:

- A recognition system that supports the integration of our culture, Our Values and the needs of our colleagues.
- Colleagues who feel valued, which leads to greater engagement – helping to reduce turnover, retain talent and reduce spend on recruitment and absence management.
- A positive shift in culture at Orkney Islands Council to one of empowerment and trust.
- Colleagues to know that anyone can recognise anyone else (not just leaders or managers) for helping to achieve our goals and to embed Our Values.
- Colleagues feeling safe and supported to bring forward ideas and learning and reducing the ‘them’ and ‘us’ hierarchical behaviours.
- A greater emphasis on appropriate recognition closely linked to Our Values to encourage colleagues to adopt positive behaviours.
- Leaders to celebrate and recognise colleagues’ efforts and impact.
- A spotlight to be shone on individuals and teams that are already recognising great work, sharing good practice across the organisation so that others can learn and benefit from.

Recognition at Orkney Islands Council: How do we achieve our aims?

We intend to achieve our aims through the following two streams of work; Everyday thank you and VIP Awards.

Everyday thank you

This means recognising colleagues every day for the great work that they do. Anyone can recognise anyone else this isn't just about leaders and managers recognising their team members.

We have created Kudos Cards as a resource to help you and your teams say thank you.



The Kudos Cards are a postcard sized thank you which will be available to all employees to recognise the impact a colleague has had on their day.

Employees will be encouraged to use Kudos Cards to help reinforce Our Values, to show appreciation to colleagues for their support and to help to unite teams across the organisation; recognising that we are all working towards the same goal.

Values In Practice Awards

An annual award for those outstanding colleagues who really represent Our Values.

Employees who make a difference to our customers, communities and colleagues can be nominated for a VIP Award by members of the public and other OIC employees.

Selection panels are held three times a year and the finalists from the panels are put forward for the Annual VIP Award event.



The three award categories Customer Focus, Working Together and Creativity are aligned to three of Our Values; People, Unity and Creativity.

The VIP Awards aim to help:

- Embed Our Values.
- Recognise outstanding performance.
- Promote good work externally.
- Develop a culture of pride.
- Reach all employees whatever their role, wherever they are.

Top tips for saying thank you

Be timely. Saying thank you in the moment can be more powerful than saving it up for later.

Be specific on what you are thanking your team member or colleague for and if you can relate this to one of Our Values that's even better.

Be personal and tailor your thank you to the individual.

Say it like you mean it. Being authentic in your thanks will make a difference.

Say it in front of the whole team, if you think your colleague or team member will be happy to be centre of attention (not everyone is!). Giving thanks in front of the whole team can strengthen team bonds.

Invite others to speak. Get colleagues to play a role too – it will help everyone take ownership of our recognition programme.

Keep it regular. Recognition is a need, not a want. Research shows that employees need some form of recognition every seven days. This can be as simple as a verbal thank you or a short email.

Match the effort. Recognition should match the effort or impact, or it loses its value.

Embed a culture of saying thank you across your whole team and at your next meeting, ask everyone to say thank you to a person in the team who has helped them recently. This is a great chance to recognise the small things, like helping you fix the photocopier or being a listening ear when you have had a challenging day.

We want Our Values to become ‘just the way we do things around here’