













Management Practices that Promote Workplace Mental Health

HOW CAN RECOGNITION AND ORGANIZATIONAL JUSTICE BE FOSTERED?

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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
 <p>1. Treat every employee fairly and with dignity</p>	<ul style="list-style-type: none"> <input type="checkbox"/> I take the time to greet my employees by name while looking them in the eye <input type="checkbox"/> I make sure I follow up quickly on requests made by my employees <input type="checkbox"/> I take the time to understand an employee's point of view when it differs from my own <input type="checkbox"/> I never discuss the personal reasons for an employee's absence from work <input type="checkbox"/> I respect the times scheduled for meetings with my employees <input type="checkbox"/> I apply organizational processes and management practices equitably, transparently and impartially <input type="checkbox"/> I ensure there is a complete absence of discrimination and favouritism in my management practices and interactions 	
 <p>2. Focus on day-to-day recognition</p>	<ul style="list-style-type: none"> <input type="checkbox"/> I provide constructive feedback focused on daily efforts and activities <input type="checkbox"/> I acknowledge small accomplishments and successes on a daily basis <input type="checkbox"/> I plan on-site visits to observe the efforts being made by teams <input type="checkbox"/> I choose the right moment to give recognition 	

Courses of action	Concrete practices	Objectives or ideas for other practices
 <p>3. Judge work positively</p>	<ul style="list-style-type: none"> <input type="checkbox"/> I place more emphasis on successes than mistakes <input type="checkbox"/> I highlight the usefulness of work performed for the organization, for users or for the team <input type="checkbox"/> I express my appreciation for admirable work by highlighting its ingenuity, innovativeness, quality or originality <input type="checkbox"/> I share with the relevant employees positive feedback received from supervisors, colleagues, users and their entourage, and collaborators 	
 <p>4. Demonstrate sincerity</p>	<ul style="list-style-type: none"> <input type="checkbox"/> I am honest when giving positive feedback <input type="checkbox"/> I avoid flattery when providing recognition 	
 <p>5. Respect the social reward principle</p>	<ul style="list-style-type: none"> <input type="checkbox"/> I avoid normalizing the efforts of my employees and taking them for granted <input type="checkbox"/> Whenever possible, I award employees the benefits they are legitimately entitled to expect for their efforts <input type="checkbox"/> I express my recognition through concrete actions, such as: <ul style="list-style-type: none"> <input type="checkbox"/> Granting leave <input type="checkbox"/> Adapting a schedule to meet a specific need <input type="checkbox"/> Accepting a training request <input type="checkbox"/> Organizing team activities on special occasions <input type="checkbox"/> Defending the team's interests and requests to the relevant authorities 	
 <p>6. Foster collective recognition</p>	<ul style="list-style-type: none"> <input type="checkbox"/> I highlight everyone's efforts and successes in team meetings <input type="checkbox"/> I thank the team for their collaboration on a recently implemented organizational change <input type="checkbox"/> I take the time to highlight different projects, not always the same ones 	

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