Respect and Recognition
Action Planning Resource Guide

How “Respect and Recognition” Support Engagement
Faculty and staff who feel valued in their workplace typically respond with mutual respect toward the organization and in the quality of their own work. The University invests in creating the conditions that make work meaningful and rewarding for employees. And employees, in return, respect their work environment, colleagues, and the reputation of the University. Organizations that make a reciprocal commitment of respect will have faculty and staff who take a personal interest in organizational objectives.

E² Survey Questions on Respect and Recognition
- “I am treated with respect as an individual.”
- “My department demonstrates a commitment to supporting my overall wellbeing.”
- “Overall, my department demonstrates a strong commitment to diversity and inclusion.”
- “I receive recognition when I do a good job.”
- “I receive recognition from my department for my contributions to my field / discipline.” (Faculty)

Action Planning Questions
The following questions have been organized into two sections. The first group is for leaders to reflect on the current status of engagement within the work group. The second group of questions is to be used in discussion with faculty and staff to gather more specific information around survey results in order to guide follow-on actions. This may be done through focus groups, regular meetings, further surveys, etc. Customize the questions to suit your work group and the manner you choose to collect the responses.

Self-Reflection Questions for Leaders
- How do I ensure that policies and procedures are applied fairly?
- How familiar am I with the University’s Equal Opportunity Policy http://regents.umn.edu/sites/default/files/policies/Equity_Diversity_EO-AA.pdf? How do I ensure knowledge of and adherence to these policies and procedures by faculty and staff?
- How do I treat faculty and staff respectfully? How do I ensure respectful behaviors among the workgroup? How do I know that all groups and individuals are treated with respect and dignity?
- How do I know that all employee groups feel valued? Does the workgroup overlook the needs of any specific group?
- How can I be more supportive of employees who have personal or family matters to attend to?
- How do I give and share credit for success?
- How do I recognize faculty and staff, either individually or as a team, for doing a good work? Is this recognition meaningful to the employees?
Discussion Questions for Faculty and Staff

- Are policies and procedures applied fairly in this unit/department? How?
- Are faculty and staff treated with respect by leaders? Do employees treat one another in the workplace with respect?
- How do we hold faculty and staff accountable for ensuring a culture of respect?
- How are individual employee accomplishments celebrated? How is positive feedback given?
- Do you feel your contributions are important and valued?
- Are the needs of any specific group/person overlooked? How?
- How are you acknowledged for a job well done? Is this recognition meaningful to you?
- How is credit given and shared for successes?

Action Planning Drivers and Strategies

The following are some example action strategies that promote improved engagement for the dimension of Respect and Recognition. Partner with your human resources team to customize, adapt, and create your own strategies as appropriate for your work group.

Recognize Contributions

Be intentional about giving recognition that is meaningful to those receiving it.

- Identify employees who perform their jobs well and provide positive recognition in a meaningful way. Conduct feedback sessions with your employees to determine specific actions that are motivating to them (and why). Use this feedback when giving recognition and rewards. See tips on providing feedback to learn a variety of ways to recognize employees at: http://hr.buffalo.edu/files/phatfile/No_and_Low_Cost_Ways.pdf.

- Formally communicate about an employee’s outstanding performance to leadership (supervisor) in a way that is meaningful to the employee. Include the employee in the communication so they are aware of your positive feedback.

- Meet with your team both individually and in groups to understand how the workgroup can demonstrate care and concern for employees. Collect details about the ways in which they feel valued as employees and what causes them the most concern. Take steps to address any problems locally if possible, and communicate findings to leadership and human resources.

Value Diversity and Be Inclusive

Be a role model, be intentional, and develop yourself first.

- Encourage attendance of Equity and Diversity’s educational workshops https://diversity.umn.edu/equitydiversitycertificate. Identify individuals who would welcome the stretch opportunity to complete Equity and Diversity’s certificate program and give them the opportunity to bring their learnings and ideas back to the workgroup.
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- Utilize resources from the Office of Equity and Diversity to encourage conversations, learning, and action around equitable and fair treatment of all individuals. More information is available at: https://diversity.umn.edu/sites/default/files/OED%20RESOURCE%20GUIDE,%20spring%202012.pdf.

- Promote work/life balance within the workgroup. Potential ideas include:
  0 Ensure workload is fairly distributed.
  0 Meet with employees to discuss what is impacting their ability to balance their work and personal life. Collaborate with human resources to work within the University’s policies on work-life balance.
  0 Opportunities are available through the University’s Wellness program to function as a Wellness Advocate within your college or unit. More information is available at: http://www1.umn.edu/ohr/wellness/resources/advocates/index.html
  0 Identify other wellness resources on campus, such as ergonomics, lactation support, disability services, etc.: http://www1.umn.edu/ohr/wellness/resources/index.html

Respect

In a respectful environment, employees are valued and respected for their contributions to the University.

- Meet with faculty and staff one-on-one or as a small group to get specific examples of instances when team members were and were not treated with fairness, dignity, and respect. This action step requires follow-on action and communication of results in order to maintain trust for feedback shared.

- Provide coaching and counseling to faculty and staff who are not treating other employees with the appropriate level of fairness, dignity, and respect. Explore development options for employees needing further development in this area. Ensure that you are aware of and enforce the University of Minnesota’s policies regarding maintaining a respectful work environment (e.g., Code of Conduct, policies regarding harassment). As always, should you receive information that any employee has violated these policies, please contact your college or unit’s Human Resources Department immediately.

Resources

- Institute for Diversity, Equity and Advocacy (IDEA): https://diversity.umn.edu/idea/
- Multicultural Center for Academic Excellence (MCAE): https://diversity.umn.edu/multicultural/
- Office of Equity and Diversity (ED): https://diversity.umn.edu/
- Office of Human Resources Wellness page: www1.umn.edu/ohr/wellness/index.html