

# POLICY AND PROCEDURE

## Recognition and Reward

**Category:** Human Resources



SoLO  
Life  
Opportunities

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England Company No.  
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## Introduction

SoLO works within a framework of values that inform our behaviours. The values of the organisation are:

**Safe....** We place the safety of our staff and customers at the forefront of all we do, ensuring risk assessments are carried out appropriately and strategies put in place to mitigate any potential harm

**Trusted.....**We have built a strong reputation with stakeholders based on quality & reliability. We deliver our promises.

**Adaptable....**We are flexible and innovative in meeting the changing needs of our customers, using person centred principles to identify their aspirations and desired outcomes.

**Resilient.....**We demonstrate strength and determination as an organisation and individuals, keeping true to our beliefs and striving to give people with learning disabilities the same opportunities as those without a disability.

This policy sits firmly within our values as we wish to recognise our people's achievements and reward them for when they go 'above and beyond' the requirements of their role.

**SoLO** aims to ensure that all staff and volunteers feel valued within their work for the organisation, including:

- To foster a "thank you" culture overall, recognising that it is good to thank people for their support, contribution or achievement.
- Identifying different methods of reward to meet individuals preferences
- To highlight the behaviours SoLO would like to see emulated by other employees, to create a positive environment for everyone to work within.

Policy Name: Recognition and Reward  
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- To reassure staff and volunteers that while SoLO appreciates their ongoing commitment to the organisational aims, they especially value when they go **above and beyond** what is expected.
- To tangibly reward staff and volunteers in their preferred way to show our appreciation

## Recognition

To ensure that all staff and volunteers are treated fairly across the organisation and equally valued, it is important to establish the framework within which this policy operates. **Above and beyond** is defined as anything that is outside the realm of the staff or volunteers normal or regular duties and/or job description.

For instance, if a staff member volunteers to take home some work to support, for example, a fundraising activity and does this in their own time – this would be deemed to be **above and beyond**. However, if that support is during their normal day's work and is directed by their line manager, this would be part of their regular duties.

Examples of when someone deserves recognition could be:

- Ongoing excellence in performance of role
- Performance over and above/outside job requirements
- Member/Parent or external stakeholder compliments on service
- Outstanding one-time achievement
- Contribution to team effectiveness

(this list is not exhaustive)

Recognition can take several forms:

Words of affirmation - simply involves saying thank you, either verbally or in writing (by email or with a thank you card). It should not be underestimated how a timely word or note of encouragement can motivate staff and volunteers and let them know that what they have done has been seen, recognised and valued. In keeping with SoLO's culture it is suggested that, generally, individual recognition is done privately and team recognition is done publicly.

Tangible gifts - to be truly appreciated by the recipient the gift should be thoughtful, something the person would value. If there is any cost attached to this act of recognition – ie. the purchase of a card -this will be reimbursed by SoLO.

Quality Time – giving someone your focused attention. Although this is not an obvious form of reward, it sometimes means more than words or gifts. To be effective this could be private 1:1 time with an individual, or it could be a team activity such as a drink after work.

Acts of service – For some people providing assistance in a practical way will mean much more than a gift. It is important that any help is provided in the way that the individual wants it to be otherwise it will be counter-productive.

### **Reward – recognition from Managers**

There are different ways in which to reward a member of staff or volunteer – a small gift, e.g. flowers, wine, chocolates, vouchers. Due to the potential tax implications (see note at end of policy) the cap for any individual gift should be £20.00 and, generally, £5 - £10 should be set as the budget. When rewarding a team, the cap would be £40.00, depending on the size of the team.

It is important to recognise that this will be the exception rather than the rule, as if it becomes common place, there is a devaluing of the process and it can become an expectation which is no longer motivational.

Reward can also be directed towards a specific team and can be shared resources – e.g. chocolates etc. Equally, time off can be given as a reward or a shared experience.

In all cases, rewards must be agreed, prior to being purchased, by the relevant line manager who will determine if they are appropriate and a ceiling of cost will be set.

### **Hero of the Month – recognition from colleagues**

Another way to reward individuals within projects or teams is to recognise them under the SoLO's **Hero of the Month** scheme.

Each month, at the beginning of the month, colleagues can decide on the basis of **added value** or **above and beyond** someone they would like to recognise as the **Hero of the Month**. They will give them a certificate (appendix one) which will identify what they have specifically done and the name of the person and the reason for nominated will be forwarded to one of the administrative team, by email, to collate.

Any person can be nominated by a member, parent, volunteer or staff member if they are deemed to have done something exceptional that meets the purpose of SoLO - to empower the lives of our members. This could be:

- A staff member
- A volunteer
- A member

On the 10<sup>th</sup> day of the month, all of the nominations will be reviewed by 2 trustees – and they will determine which of the nominations will become the SoLO Hero of the

month and that person will receive a signed card from the CEO and recognition through the SoLO communication bulletin and on Facebook.

### **Recording Recognition and Reward**

When a recognition is made or a reward is given, this will be recorded in a central database with the purpose of:

- Tracking where there are pockets of good practice – e.g. is one area of work receiving more recognition and reward? – with the purpose of sharing what is working well.
- Tracking expenditure on rewards, to ensure that charitable expenditure is appropriate and proportionate.

### **Taxable benefits on rewards**

If the reward given is substantial and has a cash value, it needs to be recognised that there may be tax implications. Encouragement awards over £25.00 per person then become taxable and have to be declared.