

Alberta Clarion

Society of Local Government Managers

2010 Issue 2

Employee recognition and praise: Does it improve loyalty?

Maintaining a motivated staff is not always the easiest of tasks, but it does payoff for you, your customers and the employee. This article focuses on closing off periods, or events, with employee recognition.

If you want to avoid losing your best employees and encourage others to do better, recognizing them publicly may save yourself the time and money of having to find and re-train new staff.

As you prepare to enter a new year, season, quarter or month, you must take the time to reflect on what made the last period, or event, successful and what could have made it better.

Who better to answer those questions than the people who spell success or failure for your operation: your employees.

If you haven't already made it a practice, the end of a period or event is a great opportunity to have a period-end staff meeting, followed by an employees and maybe spouses dinner, staff recognition awards and a closing party.

By bringing all employees together in a room for a meeting, you create a team environment. By including them and sharing information with them, you are giving your employees an opportunity to share your perspective.

continued on page 2

INSIDE THIS ISSUE

- 1 CLGM Awards; AGM Notice
 - 2 Employee Recognition
 - 3 Does it Add Up?
 - 4 Professional Development Reporting
- The Last Word

2010 CLGM Award Ceremony

Delta Lodge at Kananaskis, Kananaskis Village – May 13, 2010

The awarding of the professional certificates and pins to recipients of the professional designation "Certified Local Government Manager", along with the presentation of the Society's prestigious SLGM Award of Excellence by co-sponsor Brownlee LLP will be featured at the Society's Awards Banquet, Thursday, May 13th at the Municipal Administration Leadership Workshop in Kananaskis.

Representatives from the Alberta Municipal Affairs; the University of Alberta, Faculty of Extension, Government Studies, AUMA along with AAMDC's President Don Johnson will participate in Awards Ceremony.

Students who are currently completing their final course in the National Advanced Certificate in Local Authority Administration level II and are eligible to receive their designations and must contact the Society of Local Government Managers by April 30th 2010 to make application to receive the CLGM designation at this year's Award Ceremony.

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NOTICE TO ALL MEMBERS OF THE SOCIETY OF LOCAL GOVERNMENT MANAGERS OF ALBERTA

This is to give notice of the Annual General Meeting of the Society of Local Government Managers of Alberta pursuant to Section 12.2 of the Bylaws of the Society of Local Government Managers of Alberta.

The Annual General Meeting will be held at 7:30 A.M., Thursday, May 13, 2010, Rockies meeting room, in the Delta Lodge at Kananaskis, Kananaskis, Alberta.

Linda M. Davies, CLGM
Executive Director and Registrar

With inclusion, you are indirectly empowering them to contribute to the success of your whole operation, because it gives them a chance to see and understand the bigger picture. This in turn leads to them taking initiative and improving things in their own area of responsibility, particularly if they are recognized for it.

You may find it hard to believe, but recognition is the most powerful motivator of all. Research has shown that there is a stronger need in society today for recognition than there is for sex and money.

Let's think about it.

We could give all employees a bonus in the form of money at the end of a period. Sure they'll be happy and thankful. They may even perform better, but what are their expectations at the end of the next period? Right, more money.

Money isn't everything - Money is an external motivator but it is never lasting. It's an incentive that, once acquired, leads to expectations for more, bigger or better. But if you have a bad period will they care?

Recognition is one of the keys to motivating employees. They'll want a bonus at least equal to what they got last year, but preferably more, not less.

A survey of thousands of workers across the country compared rankings by supervisors and employees on factors that motivate employees. The typical supervisory group ranked the factors in the following order:

1. High wages
2. Job security
3. Promotion in the organization
4. Good working conditions
5. Interesting work
6. Personal loyalty of supervisor
7. Tactful discipline
8. Full appreciation of work done
9. Help on personal problems
10. Feeling of being in on things

However, when employees were given the same exercise and asked what affects their morale the most, their answers followed this pattern;

1. Full appreciation of work done
2. Feeling of being in on things
3. Help on personal problems
4. Job security
5. High wages
6. Interesting work
7. Promotion in the organization
8. Personal Loyalty of supervisor
9. Good working conditions
10. Tactful discipline

Note that the top three factors marked by the employees are the last three felt to be important for them by their supervisors.

Do you think it would be any different in your business? Perhaps you should find out. Next period, simply create a

one sheet exercise with these points listed and ask each employee to rank, in order of importance to them, what they want from their jobs. Do the same exercise with your management or supervisory team, asking them what they think would motivate their staff the most.

Everyone may be surprised when the answers are tabulated. But, think of the impact it would have if everyone learned something from this exercise and adjusted accordingly.

So it is fair to say that money, over and above wages, is not a main motivating factor, but full appreciation of work done is. This is recognition: the number one factor in maintaining a motivated staff.

Why is it so important?

When someone gives you a compliment or recognizes you for doing something, how do you feel? Imagine, for a moment, being complimented by all your family, friends, staff and customers all day, every day. Without it going to your head, how do you think you would perform? Would you be outstanding or what?

Recognition is positive reinforcement. Positive reinforcement of actions gets those actions repeated. Recognition and praise reinforces our beliefs about ourselves and helps make us think we are better than we thought we were.

Positive reinforcement is what builds our self-esteem. Our self-esteem is the way we see and feel about ourselves either internally, through our own beliefs, or externally through what we accept as the beliefs of others. If we feel good about ourselves and we believe others feel good about us, we perform better than we would when we see the opposite side of the coin.

People perform in a manner that is consistent with how they see themselves conceptually. So, the key is to help people build their self-esteem.

Unlike money which is an external motivator and never lasting, one's self-esteem is internal, and internal motivation is everlasting. In order to build a healthy self-esteem one needs recognition and praise, both from one's self and from others. You can help build someone's self-esteem and self-motivation through recognition, but also through advancement and responsibility where that person can obtain a sense of achievement and personal growth.

The problem is that in today's society we are deprived of positive feedback. Compliments, recognition and praise are not part of our day-to-day culture. For some reason, many people find it difficult to give compliments, recognition and praise.

My assumption is that it is hard to give something you don't have to give. How can you give someone else a compliment if you can't compliment yourself first? This goes back to our own self-esteem. We must first feel good about ourselves, and tell ourselves that, before we can feel good about somebody else, and tell them that. It's a vicious circle, but it all starts within each of us. □

Association arithmetic: Does it all add up?

My advice when shopping around for an association that is a good fit for credibility and educational purposes is an organization within or related to your particular discipline. Additionally, try choosing a broader-based group that can expose you to further contacts and, potentially, increased revenues. The inevitable sign-up costs of joining any association surface in the decision-making process and for a large majority, the expectations of becoming a member are to convert networking into money. This can be a misconception, so let's face the truth about this subject.

Recently, I witnessed the joyful celebration of a 'Chapter of the Year Award'. I questioned how they were able to accomplish this when, as individuals or businesses, there are such extraordinary demands in these extraordinary times. This prestigious award was earned through dedicated teamwork as well as creative and objective thinking and as I watched them congratulate each other I recognized the true benefits of belonging to the right association, the most powerful of all resources: energy in its membership. Measuring the power of this resource is not just the award, but how it translates into increased engagement, broader and fresher ideas, less burnout and, ultimately, a stronger association that fosters a spirit of alliance that members and prospective members desire to be attached to.

Any well-respected association has a mission statement, a code of ethics, by-laws, policies and procedures and clear cut objectives, but it is a fallacy to expect that by merely becoming a member it fast tracks you to success. In the long run, this way of thinking will actually cost you money because if you choose to sit back, you miss out on the hidden benefits of fully engaging in your association. What are those benefits?

The benefits of being in an association are numerous

1. Involvement helps you to grow to the next level of professionalism, respect and credibility.
2. Strengthens your knowledge and confidence beyond your own business.
3. Valuably broadens your accessibility and exposure ultimately building stronger collaborative relationships

4. Allows you to be action-oriented to motivate and articulate input into the strategic objectives.
5. Effectively demonstrates your commitment to your industry and business.
6. Keeps you current to new members, industry issues, and future competitors.

The true definition of an association is a society of partnership. It is no different than marriage - you get out of it, what you put in. The strength of any association is the energy and participation of its membership.

The majority of associations encourage your involvement, but what discourages members is the misconception that they can't afford the time. In that case I advise to do what you can with boundaries, because in this increasingly collaborative business world, you really need to be part of the engagement equation.

Membership + Participation = Knowledge

Knowledge = Competence = Success



Visit our website www.clgm.net

New CLGM Members

Armed with the knowledge, network and confidence to lead local authorities to greater levels of excellence.

Congratulations to the following:

Janette L. Ferguson, CLGM City of Grande Prairie

Timothy J. Timmons, CLGM Lacombe County

Luc M. Mercier, CLGM Woodland County

Tony A.P. Kulbisky, CLGM Town of Devon

Gerard P. Kelly, CLGM City of Leduc

Peter D. Smyl, CLGM Town of Whitecourt

Tammy Lynn Stout, CLGM Town of McLennan

Sheila A. Kitz, CLGM County of St. Paul

Linda M. Nelson, CLGM Town of Strathmore

David J. Churchill, CLGM Strathcona County

Carol A. Revega, CLGM Town of Westlock



CONTINUING EDUCATION REQUIREMENTS

The Professional and Occupational Associations Registration Act requires regular members of the Society to undertake and complete continuing education, annually. This record of continuing education must be filed annually with the Society's registrar.

The Professional Development Reporting Form is being circulated to all members for completion. The Professional Development Area on the form has been changed to reflect the eight core practices of the profession.

Here is the Society's definition of continuing education along with the types of continuing education the Society will be looking for.

Continuing education: Those activities, which maintain or enhance ones capabilities in the field of Local Government Management/Administration or in the performance of a manager.

A member will report the type, sponsor, specific area, date and number of hours of professional development activity.

The types of continuing education refer to the method by which a professional development activity was taken and are listed here:

Seminar-Programs of one - half to five days duration where a full time moderator was present.

Correspondence - Programs requiring formal submissions of assignments with self-study.

Technical Writing - Writing technical articles.

Lecture Courses - Programs, which require your regular weekly attendance in a class, room setting.

Conference - Participation in technical sessions. Teaching-Lecturing and/or making a formal program, or developing a Local Government Manager Module, or exam.

Technical Committee Activity - Service as a member of a technical committee.

Technical Reading - Reading technical articles.

Self-study Programmed Learning - Programs requiring no submission of assignment or assistance from other parties, which use a combination of delivery modes i.e. Workbooks, audiocassettes, videotapes, etc.

Sponsor refers to the organization, which developed and/or delivered the professional development activity and is listed here:

University/Colleges/Technical School -
Self explanatory

In-house - Programs provided by your employer.

Other Professional Organizations - Programs provided by those organizations whose study requirements lead to a professional designation.

Government - Programs provided by all levels of government, government agencies or associations

Management Services Organizations - Organizations which provide programs to management i.e. consulting firms

Other - Programs provided by associations affiliated with a particular industry i.e. Canadian Chamber of Commerce, banks, trust companies, etc.

Members report on continuing education and professional development activities for the previous year. Many members have filed their reports for 2009. If you have not filed, please have your completed forms returned by July 15, 2010. ☐

Certified Local Government Manager

Society of Local Government Managers of Alberta

Registered under the Professional and Occupational Associations Registration Act the Society is a legislative regulated body that issues the professional designation "Certified Local Government Manager" (CLGM).

For more information go to: www.clgm.net

Annual General Meeting

Rockies, Delta Lodge at Kananaskis, Kananaskis, Alberta
Friday, May 13, 2010 7:30 A.M.

Tentative Agenda

1. Call to Order and Announcements:
2. Adoption of Agenda:
3. Adoption of Minutes:
4. Financial Statement:
5. Chair's Report:
6. Elections:
7. Business:
8. Adjournment

The Last Word

Congratulations to: New Associate Members Alan Parkin, Hank Taylor, Ryan Leuzinger, Rita Therriault & Ryan Morrison. Gerard Nicolet CLGM and Rick Grimson CLGM on their retirement.

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