

SLOUGH BOROUGH COUNCIL

REPORT TO: Employment & Appeals Committee

DATE: 23rd January 2013

CONTACT OFFICER: Kevin Gordon Assistant Director Professional Services
(For all enquiries) (01753) 875213

WARD(S): All

Approach to Business Change / Keeping Staff Motivated and Committed

1 Purpose of Report

This report has been produced for Members as part of the work programme for Employment & Appeals Committee. Members asked for information to help consider the range of issues that affect staff motivation and performance. This report outlines the key factors that influence staff, including environment and job enrichment, as well traditional areas of reward such as pay and incremental advance.

2 Recommendation(s)/Proposed Action

2.1 The Employment & Appeals Committee to note the contents of the report.

3 Supporting Information

The information in the table has been developed using an established model for understanding staff motivation in an organisation. The model developed in the field of organisational psychology measures high and low attitude (basically satisfaction and dissatisfaction) of employees. The research in the area shows that two themes emerge:

1. **Motivators** those things that can create job satisfaction
2. **Hygiene** factors things that if neglected to can lead to job dissatisfaction

Motivator Factors	Hygiene Factors
<ul style="list-style-type: none">• Achievement• Recognition• Work itself• Responsibility• Promotion• Growth	<ul style="list-style-type: none">• Pay and Benefits• Policies and how they are applied• Relationship with other staff• Supervision• Status• Job security• Working Conditions

Factor	How this applies in SBC & Initial Assessment	Ideas for Improvement
<ul style="list-style-type: none"> Motivator Factors - Achievement 	<p>Council has achieved significant objectives in recent years Difficult to identify if staff link their personal endeavours to these achievements</p>	<p>Explore with staff the link between the Councils big success stories and how individuals can link their work to them - perhaps show employees the results of their hard work, e.g. organised field trip for those staff that have been involved in major projects based on all levels. E.g. the Britwell regeneration project?</p>
<ul style="list-style-type: none"> Motivator Factors Recognition 	<p>No formal staff recognition scheme</p>	<p>Encourage managers as part of the 'Fit for the Future programme' to tell people when they are doing a great job. External evidence demonstrates this is simple, works well and boosts employee morale with no cost. Suggested ideas would be praise employees at staff meetings, thank them in a handwritten note or email - and costs no money.</p> <p>Run a monthly staff recognition award through the grapevine. AD's / Directors nominate an employee and then CMT decide who. Follow up with mention in the monthly grapevine magazine.</p>
<ul style="list-style-type: none"> Motivator Factors Work itself 	<p>Job Enrichment Secondments/ Acting up opportunities</p>	
<ul style="list-style-type: none"> Motivator Factors Responsibility 	<p>Give employees responsibility. Staff briefing on the current savings targets and asked for ideas.</p>	<p>All employees can point out inefficiencies in your organisation, but not all feel empowered to do so.</p>
<ul style="list-style-type: none"> Motivator Factors Promotion 	<p>Reasonable rate of internal promotion, particularly high for NVQ's Aspiring leaders Programme</p>	<p>What are we doing to ensure we retain these staff after we have invested time / money into them</p>

<ul style="list-style-type: none"> • Motivator Factors Growth 	<p>Offer of training – corporate training is provided on key areas of development for all levels of staff. In addition this year it has been recognised that we need to develop the skills of our existing managers to deliver on their commitments under the Management Charter and Management Development Course is being piloted, this will road test the management development programmes which have been created.</p>	<p>Focus currently on managers, need to ensure that different options / mixes of training are provided to all staff.</p>
<ul style="list-style-type: none"> • Hygiene Factors Pay & Benefits 	<p>Feedback from exit interviews has been generally that our pay and benefits offered are fair.</p> <p>Annual benchmarking on salaries for hard to recruit to posts is undertaken and market supplements are awarded where evidence is provided we are not providing the market rate.</p> <p>Performance Pay linked to increments for SML grades</p>	
<ul style="list-style-type: none"> • Hygiene Factors Policies and how they are applied 	<p>Complaints form staff that policies are bureaucratic</p>	<p>How do we measure the application of these? Through E&A should we look at appeals against outcomes, to see if common issues arising?</p>
<ul style="list-style-type: none"> • Hygiene Factors Relationship with other staff 	<p>Staff Attitude Survey; see working conditions below for ways to improve cross networking and working.</p>	
<ul style="list-style-type: none"> • Hygiene Factors Supervision 	<p>1:1's / Appraisals</p>	
<ul style="list-style-type: none"> • Hygiene Factors Status 		
<ul style="list-style-type: none"> • Hygiene Factors Job Security 	<p>Keep staff fully communicated. Consultation process fully established and not many appeals arise from this process?</p>	
<ul style="list-style-type: none"> • Hygiene Factors Working Conditions 	<p>Making the office fun can help towards a motivated workforce. The recent success of the 'wellbeing project', number of initiatives introduced to reduce sickness and improve the wellbeing of staff e.g. pedometer challenge, healthy eating campaign and recent award for Compass, our catering contractor, smoking cessation support groups.</p>	<p>Currently putting together next annual project plan to continue and build on the success of the 'wellbeing project'</p>