

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

1. **Meeting** CABINET MEMBER FOR HOUSING AND ENVIRONMENTAL SERVICES

2. **Date of Meeting** 30 July 2004

3. **Title** Staff Recognition Framework

4. **Originating Officer** John Mansergh
Performance & Development Officer
Performance & Quality Unit
Tel Ext 2220

5. **Issue**
To develop a Staff Recognition Framework that motivates and recognises staff for their contribution to H&ES strategic objectives.

6. **Summary**
The proposed framework is a formal recognition process, but recognises there needs to be an element of flexibility within the system that recognises individuals or teams at key points in time. Although not an exhaustive list, these will usually be informal methods such as an email from Head of Service recognising the turn around in a team's performance on relet times, or a letter from the Executive Director thanking staff for 100% attendance or efforts during inspections.

This framework also promotes innovation and the spread of best practice, allowing teams to develop their own recognition practices. There have already been examples of this in the Going Local Pilot area, where management used a team building away day to boost performance, and in the Waste Management DSO where there are Crew of the Year awards for best performance. The key to the framework is to align recognition to performance.

The recognition framework contains 4 key formal recognition practices. These are:

Away Days – are focused development sessions for managers. The away days ensure clarity over the delivery of key messages and are focused on the business needs of managers and the Programme Area. Recognising performance, quality and customer involvement is cascaded from the management team to the whole of the workforce.

VIP Awards – are held on an annual basis recognising the achievements for young people, employees who have achieved vocational qualifications and celebrates the achievements of our operatives who have completed their apprenticeships with the Council.

HEART awards – As part of our drive to becoming a better employer, the HEART values have evolved and our programme area will continue to feed into this corporate process. There are Council awards for employee of the month and team of the month. We have already been successful in winning the May and June's employee of the month awards

this year. The Learning and Development Group will ensure the monthly supply of nominations.

Lunchtime Motivational Sessions – target a group of employees as recognition for their achievements and successes. Inspirational speakers lead the sessions and are designed to develop people's skills and focus on their career development. One example is developing the aspirations for promotion amongst women, so there is a more diverse and representative workforce at managerial and senior levels within the Council.

Annual Conference - The conference will be an opportunity to involve the workforce in reviewing performance and rewarding staff who have made a significant contribution to the aims and objectives of the Programme Area. The awards have been proposed by the working group following consultation with other managers. They focus around the key themes of the Programme Area Performance Plan, looking at:

- apprentices;
- attendance;
- award chosen by our customers;
- best employee;
- best team;
- engaging partners;
- innovation;
- long service;
- young person.

The conference will take place in April 2004.

7. **Clearance/Consultation**

A working group will gauge staff opinion and develop the recognition practices. The Learning and Development Group will monitor satisfaction and participation, measure equality of access and manage the process so the framework remains fit for purpose. The Communications working group will ensure the process is both an inclusive and a two-way process, by utilising the best available communication tools.

8. **Timing**

Some recognition practices have taken place for several months, but the approach has been uncoordinated. The Programme Area acknowledges that all of this positive practice needs to be integrated into a framework which is visual, effective, transparent and represents value for money.

9. **Background**

The Council is building on its success in achieving Investors In People in 2003, pursuing "Raising the Standard Action Plans", re-launching a revised Performance and Development Review process, and building on the Annual VIP Awards by introducing monthly team and individual HEART awards. The framework seeks to co-ordinate this so that we can measure it for cost effectiveness. This has corporate support and by recognising the contribution of front-line workers, will help the Council retain IIP accreditation.

10. **Argument**

Recognition programmes are a part of a healthy organisational culture that values staff for the work they accomplish and the ways they effectively work together to meet strategic objectives. All staff are encouraged to recognise excellent performance of colleagues as individuals and as participants in team efforts.

The recognition practices are transparent and fair, and accessible to all staff. A programme has been devised providing award criteria and a process for defining eligibility. The framework will also be used as a celebration and is designed as a morale boosting tool, recognising success but empowering further broad based action. The framework has potential business-related benefits, with clear links to other strategic plans (Performance Management, Change Management, Learning and Development) as well as assisting corporate issues such as the HEART commitments and retaining IIP accreditation. It may also help improve morale, addressing an issue within the 2003 Employee Opinion Survey.

11. Risks and Uncertainties

All the recognition practices within the framework possess potential risks and uncertainties that may have a damaging impact on cost, service and reputation. Risks are associated with transparency and equality of opportunity. These risks are managed through effective communication of clear recognition criteria, and a process for defining eligibility.

12. Finance

There is no budget allocated within the accounts for recognition events. They would be financed through the Training Budget and performance managed by the Learning and Development Manager within the new structure. Interim arrangements will be managed by the Performance and Development Officer, aligning recognition with performance.

13. Sustainability

Recognising the contribution of staff should help to improve the performance levels of the business. The ability to recruit, develop and retain staff are key commitments within the strategic policy framework, and H&ES are developing a sound reputation for a continuous outcome focused culture.

14. Wards Affected

All

15. References

Learning and Development Plan
Performance Management Framework
Change Management Plan
The Year Ahead Statement 2004-05
Raising the Standard Action Plan
Employee Opinion Survey 2003

16. Presentation

N/A

17. Recommendations

THAT CABINET MEMBER IS ASKED TO AGREE IMPLEMENTATION OF THE STAFF RECOGNITION FRAMEWORK.