

Supplementary Information

**EAST HAMPSHIRE DISTRICT COUNCIL/HAVANT BOROUGH COUNCIL
JOINT HUMAN RESOURCES COMMITTEE
10 June 2014**

Dear Councillor

I am now able to enclose, for consideration at next 10 June 2014 meeting of the Joint Human Resources Committee, the following supplementary information that was unavailable when the agenda was printed.

Agenda No Item

13 Employee Recognition Schemes

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To Follow.

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NON EXEMPT

EAST HAMPSHIRE DISTRICT COUNCIL/HAVANT BOROUGH COUNCIL

Joint Human Resources Committee

10 June 2014

EMPLOYEE RECOGNITION SCHEMES

Report of the Service Manager (HR)

FOR DECISION - Information Item

Key Decision: N/A

1.0 Purpose of Report

- 1.1 This report provides Joint HR Committee with a proposal for a) the introduction of an employee recognition scheme to recognise those staff who go above and beyond in their roles and b) an annual staff award scheme.

2.0 Recommendation

RECOMMENDED

- 2.1 That the members of Joint HR Committee are asked to:
- a) Review the proposed schemes detailed at Appendix A & B
 - b) Identify the top seven non cashable awards for use within the scheme
 - c) Approve the implementation of both schemes at each Council.

3.0 Introduction

- 3.1 In the current economic climate pay rises are becoming less frequent and budgets are being cut. Against this backdrop it can be difficult to ensure that staff feel valued and recognised for the contribution they make. Whilst a higher salary has been found to boost the motivation of staff¹ research has found that being recognised for a job well done can increase employee engagement levels and encourage staff to “go the extra mile”.
- 3.2 The cost of a recognition scheme can be quite small but the benefits can be large when implemented effectively. Many studies show that having non financial awards in place can work best. The key component to a recognition scheme is that the recognition is valuable to the employee and is awarded for behaviours linked to specific job performance goals. Having

¹ Research by Canada Life Group Insurance

motivated and engaged staff who are prepared to “go the extra mile” can result in increased employee productivity, greater employer satisfaction and enhanced teamwork. This leads to a higher performing organisation.

- 3.3 This paper discusses the benefits of employee recognition schemes and proposes the introduction of an employee recognition scheme for both Councils to recognise and reward staff who go above and beyond in their roles. In the future we need staff to think and act very differently. This is the thrust of the Service Futures work and the People Plan. Developing each Council through focused HR activity to support organisational development will prepare each Council for the future challenges. Reward and recognition is one element of this strategy.

4.0 Subject of the report

- 4.1 Employee recognition is an obvious thing to do yet recognition is often done badly or not at all. Recognising employee’s for their contribution to the workplace can send a really powerful message to the employee, their team and other employees through the grapevine and formal communication channels. Employee recognition remains a really undervalued management technique.
- 4.2 A survey carried out by XpertHR found that schemes are most commonly used to boost employee engagement and encourage employees to “go the extra mile”. Rewards offered can vary from scheme to scheme but the most common forms of reward include certificates or vouchers.
- 4.3 It’s fair to say that bonuses, incentives and rewards can make headline reading. Taxpayers, politicians and reporters can question the value or appropriateness of recognition schemes and these schemes can be misused. However as an organisational performance tool there is a significant amount of evidence which would show that they can add value to organisations and their employees. The key is to ensure that staff understand what the recognition schemes are and how they can achieve recognition through these schemes, that the schemes are managed effectively and that the value of the schemes can be reported on.
- 4.4 Whilst recognition schemes can be problematic to run it is important that the scheme is kept as simple as possible, that it is promoted to employees, that managers are encouraged to make nominations, that there is budget for awards on a regular basis and that the scheme is monitored for fairness.
- 4.5 Currently East Hampshire District Council (EHDC) has a staff recognition scheme in place, Havant Borough Council (HBC) doesn’t. The new scheme proposed for each Council is an extension of the existing EHDC staff recognition scheme. This new scheme would offer both non financial and financial awards and would be a route to recognise employees for going above and beyond in their roles.

4.6 In brief, the key points of the proposed schemes are as follows:

Annual Staff Award Scheme

- Annual staff award scheme to recognise employees and teams in the Council who have sustained excellent performance over the previous 12 months.
- A variety of categories available for staff awards. Staff, managers and customers are able to nominate.
- Categories as follows - Inspirational Colleague, Leader of the Year, Customer Service Excellence, Unsung Hero, Rising Star, Exceptional Team Member, Innovation in the Workplace, Team of the Year.
- Annual award presentation for nominated staff. To be held at each Council with the Leader of the Council (and Cabinet) invited to attend.
- Individual and team awards to be set at £250 per person.
- Nominations for award will be considered by a panel consisting of CEO, Executive Director, Service Manager (HR) and UNISON Branch Secretary (each Council).

Further detail of the proposed scheme can be found at Appendix A. This is the outline proposal of the scheme. Joint HR Committee members are asked to note that further work will need to be completed in conjunction with Business Improvement colleagues and Communication colleagues to bring this scheme to life.

Employee Recognition Award

- Nominations on a quarterly basis for employees who have gone above and beyond – these are employees who have gone the extra mile in their role.
- Award presentation and lunch with JMT for nominated employees. To be held at each Council with the Leader of the Council (and Cabinet) invited to attend.
- Certificate and non cashable award given to each nominated employee along with a personalised letter from the Chief Executive.
- Top three employees to receive a financial award of £250.
- Nominations for award will be considered by a panel consisting of the Service Manager (HR), Executive Head and UNISON Branch Secretary (each Council).

Further detail of the proposed scheme can be found at Appendix B. It is intended that this information will be published to staff.

4.7 It is proposed that employees who receive a non cashable award are given a choice of award. Whilst there is a cost in offering some of these awards some do not incur a direct cost.

The following are ideas for non cashable awards, some of which have been suggested by the Staff Focus Group.

- ❖ An additional days paid leave
- ❖ Additional flexi day for that month
- ❖ An opportunity to shadow a senior member of the Executive team

- ❖ A meal with the Chief Executive
- ❖ An opportunity to act up into a more senior role for a week
- ❖ Job swap with a colleague for a week
- ❖ Mentoring opportunity with a senior manager of their choice
- ❖ Weeks worth of free EHDC/HBC canteen/café lunches up to a value of £25.00
- ❖ A month's gym membership
- ❖ Two tickets to Butserfest for kids
- ❖ Garden waste licence
- ❖ Local Explorer card - EHDC tourist attractions
- ❖ Meal out for two to the value of £50.00
- ❖ Massage/ pamper treatment to the value of £50.00

Confirmation of the above ideas will form part of the final package and require financial evaluation setting before embedding within the strategy.

- 4.8 Initial calculations on the cost of running the scheme in each Council can be found at Appendix C. On the basis that up to 20 employees could be nominated on this scheme each quarter and 30 employees for the annual awards ceremony an estimated cost of £12,000 per annum has been identified for each Council. As the cost of each scheme is fairly low, employee turn over will cover any expenditure on these schemes.

5.0 Links to other projects

- 5.1 The development and implementation of this scheme supports the delivery of the People Plan and in particular the focus on improving employee engagement and performance. The framework for organisational development identifies motivation as a key element. Ensuring that there are recognition schemes in place which fairly recognise staff contribution will support the motivation element of this framework.

6.0 Conclusions

- 6.1 An employee recognition scheme done well can really contribute to the achievement of a higher performing organisation. Rewarding employees for a job done well with a financial or non cashable award helps to motivate staff to go the extra mile. With budget cuts we need to be more innovative in the way we recognise and reward staff. The introduction of these two schemes will support with the achievement of this objective.

7.0 Implications

Financial

- 7.1 There will be financial implications for implementing these schemes. It is proposed employee turn over savings is used to support the scheme.

Legal

- 7.2 There are no legal implications associated with implementing this scheme. Fairness of the scheme will be managed through the introduction of a panel consisting of HR, management and employee representatives.

Consultation with UNISON will need to take place on the proposed schemes.

Strategy

- 7.3 Enhancing employee engagement and improving employee contribution to the overall strategy of a higher performing organisation.

Customer access

- 7.4 None to report.

Risks

- 7.5 None to report.

Communications/Public Relations

- 7.6 The scheme will need to be widely publicised to all employees. Ensuring that employees fully understand how the scheme operates and what they can do to achieve an award will be key to the success of the scheme. In addition, managers will need to fully understand the criteria for nominating staff. External communications will need to be managed to ensure that we mitigate any press activity which will focus on the use of the tax payers money. Colleagues in communications will need to provide support in this area.

East Hampshire/Havant

- 7.7 None to report.

Appendices

Appendix A – Annual Staff Award 2014

Appendix B – Performance Award 2014

Background papers

None

Agreed and signed off by:

Executive Head for Marketing and Development: 4.6.14

JEB: 27.5.14

Contact Officer: Caroline Tickner
Job Title: Service Manager (Human Resources)
Telephone: 02392 446139
E-Mail: caroline.tickner@havant.gov.uk

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ANNUAL STAFF AWARDS

This scheme will enable staff to nominate colleagues for an award.

There will be judging criteria for each award which will be considered by a panel consisting of CEO, Executive Director, Service Manager (HR) and the Leader (each Council).

The proposed categories with judging criteria are as follows:

Category	Award	Judging Criteria
Inspirational Colleague		•
	This award will recognise an employee who inspires others with their positive and enthusiastic attitude in the workplace. This award is open to all employees	<ul style="list-style-type: none"> • Inspires others to achieve greater things • Injects positivity in the workplace through the way they go about their work • Motivates those around them to go that extra mile
Leader of the Year		
	This award will recognise a fantastic leader who is a positive role model to all. This award is open to employees at any level or have leadership responsibility.	<ul style="list-style-type: none"> • Demonstrates success in developing and leading a team • A positive role model who encourages others to achieve the best they can. • Improvement in people management KPI's such as sickness, turnover, appraisal and training

Customer Service Excellence		
	<p>This award will recognise someone who consistently goes above and beyond to deliver exceptional customer service.</p> <p>This award is open to all employees</p>	<ul style="list-style-type: none"> • Demonstrates a friendly, knowledgeable and professional approach to customers • See's the customer problem as 'their problem' • Works with others across functions to resolve customer issues.
Unsung Hero		
	<p>This award will recognise an individual who demonstrates flexibility, reliability and enthusiasm to provide an outstanding, but often unseen contribution.</p> <p>This award is open to all employees</p>	<ul style="list-style-type: none"> • Works diligently in the background. • No job is too much trouble • Exceeds the expectations of their colleagues or customers when dealing with issues • Valued member of the team who provides support and is seen as 'the rock'.
Rising Star		
	<p>This award will recognise an individual member of staff who has created or grasped an opportunity to substantially develop and grow in their role within the last 12 months.</p> <p>This award is open to all employees</p>	<ul style="list-style-type: none"> • Substantial results achieved in a short space of time • Personal development in the role • Demonstrates ambition and drive
Exceptional Team Member		
	<p>This award will recognise an exceptional team member whose contribution knows no bounds.</p>	<p>An exceptional team member who:</p> <ul style="list-style-type: none"> • Fosters an excellent team spirit.

	This award is open to all employees	<ul style="list-style-type: none"> • Demonstrates flexibility in their role and has a 'can-do' and pro-active attitude. • Is co-operative, helpful and supportive. • Puts the interests of the team first.
Innovation in the Workplace		
	<p>This award will recognise an individual who has introduced innovative practice within their work area.</p> <p>This award is open to all employees.</p>	<ul style="list-style-type: none"> • Demonstrates innovative practice • Is open to new ways of doing things • Demonstrates a flexible approach to work • Persists in overcoming obstacles to achieve innovation
Team of the Year		
	<p>This award will recognise a team who have made a significant and positive impact.</p> <p>This award is open to all teams</p>	<ul style="list-style-type: none"> • Continually strives for excellence, • Consistently provides exceptional support to other teams and/or employees • Demonstrates excellent team-working

The winners of each category will receive a £250 cash award, a certificate, personalised letter from the CEO and recognition at the staff awards ceremony.

Further work will need to be completed to develop an electronic way for staff nominations to be submitted through the scheme. Corporate communications support will be needed to develop an attractive way to promote the scheme. It is intended that this scheme will launch this year and nominations will be for 2015/16 onwards.

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FOR PUBLICATION TO STAFF

Employee Recognition Scheme

Purpose and Scope

This scheme has been introduced to recognise staff who outperform and produce excellent results.

Having motivated, high performing staff, who carry out their jobs in a business-like manner is key to achieving the Council's strategy and goals.

As an organisation, it is vital that we recognise those individuals who consistently work at high standards and who exceed what is expected of them.

In order to recognise individuals who outperform and produce excellent results, the Council has introduced an employee recognition scheme.

The Employee Recognition Scheme will reward individuals who excel or 'go the extra mile' on shorter term individual projects or initiatives.

It is the intention that this scheme will be applied fairly and objectively. All award recommendations will be reviewed by a moderation panel consisting of Senior Management, HR and the Branch Secretary (UNISON).

Employee Recognition Award

This will apply to individuals who, in a short term situation, are considered to have 'gone the extra mile' in an aspect of their job. Alternatively they may have excelled on a short term individual project or initiative. A recognition award may also be made when an individual is asked to undertake additional duties which normally fall outside the scope of their post. (This award will not apply to employees who are already in receipt of an honoraria).

A recommendation for an employee recognition award shall be made on a quarterly basis by the Service Manager to the Service Manager (HR).

All quarterly submissions will be reviewed by the moderation panel with the top three employees for each quarter receiving a financial award of £250. The remaining employees will receive a non financial award. A choice of award will be presented to the employees. Examples of the types of award which could be available are:

- ❖ An additional days paid leave
- ❖ Additional flexi day for that month
- ❖ An opportunity to shadow a senior member of the Executive team
- ❖ A meal with the Chief Executive
- ❖ An opportunity to act up into a more senior role for a week
- ❖ Job swap with a colleague for a week
- ❖ Mentoring opportunity with a senior manager of their choice

- ❖ Weeks worth of free EHDC/HBC canteen/café lunches up to a value of £25.00
- ❖ Use of the pool car for a week including private use
- ❖ A month's gym membership (Taro or Havant)
- ❖ Two tickets to Butserfest for kids
- ❖ Garden waste licence
- ❖ Local Explorer card - EHDC tourist attractions
- ❖ Free MOT at the Depot
- ❖ Meal out for two to the value of £50.00
- ❖ Massage/ pamper treatment to the value of £50.00

Relevant guidelines and proformas in respect of recommendations are attached at Appendix A.

The panel will decide on who will receive a financial award following careful consideration of the recommendations. Their decision will be final.

Timing of Recommendations

The Employee Recognition Award can be submitted each quarter for the previous quarters performance.

This is subject to the criteria outlined at Appendix A.

The Moderation Panel

The moderation panel will decide if an award is payable under the scheme. The role of the moderation panel is to ensure fairness and consistency across the organisation.

The moderation panel will meet quarterly and will consist of:

- Executive Head
- Service Manager (HR)
- UNISON Branch Secretary

In the unavoidable absence of any of the above, a deputy, as appropriate, may be substituted.

All decisions of the panel will be final.

Payment

All awards, given under the scheme, will be one off, non-consolidated (into salary) payments. They will be confirmed in writing to the employee and payment will be made through the payroll and will be subject to tax and national insurance contributions. All payments are non pensionable.

Communication of Awards Given

An employee receiving an award will be invited to a lunch with JMT. This will be held on a quarterly basis. The names of those receiving an award under the scheme will be made known, as soon as practicable, along with the reasons for

this, unless there are exceptional circumstances why this is not appropriate via the intranet.

Training

All managers will undertake training to ensure that they are familiar with the nature of the award scheme and how to make objective and fair staff performance assessments.

Appeals

There is no right of appeal under this scheme.

Scheme Status

This scheme is not contractual and does not form part of staff terms and conditions of service.

Monitoring and Revision

This scheme will be monitored on an annual basis by the Service Manager (HR) to ensure consistency and quality. UNISON will be consulted regarding any changes.

APPENDIX A

Guidance on Criteria for an Employee Recognition Award Recommendation

This will apply to individuals who, in a short term situation, are considered to have 'gone the extra mile' in an aspect of their job. Alternatively they may have excelled on a short term individual project, task, event or initiative. A recognition award may also be made when an individual is asked to undertake additional duties, for example standby cover over the Christmas period, which would fall outside the normal scope of their post. They will have gone above and beyond what could reasonably be expected of them in relation to their job responsibilities and duties.

All recommendations for an award must be made in an appropriate time so as to ensure that the award is seen to be clearly linked to the activity for which it is being made to ensure timely recognition.

Who can put forward a recommendation for an instant recognition award?

The appropriate Service Manager may put forward a case for an award. **This should be kept confidential, and not discussed with the person concerned, until the moderation panel has confirmed its decision on any award to be made.** The business case should be completed using the attached proforma and then be submitted to the Executive Head for endorsement. They will decide whether to endorse and sign off the recommendation for submission to the panel.

Recommendation for an Employee Recognition Award

Name: _____

If an individual, who works part time, please state contracted hours: _____

<u>Reasons why this individual should be considered for a recognition award.</u> <i>Please attach appropriate supporting evidence.</i>			
Area of activity:		What was done/achieved?	
Commentary:			
<u>Successful delivery of significant project</u>			
Project:	Completed on time?:	Completed within budget?:	Successful achievement of aims?:
	Yes or No (with explanation)	Yes or No (with explanation)	Yes or No (with explanation)
Commentary:			
Signed (Service Manager):			

Supporting statement from Executive Head:	
Signed:	Date:

Please forward this form, and supporting evidence, in hard copy, to the Service Manager (HR) for submission to the next available moderation panel

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APPENDIX C

Annual Award Scheme			
Council	No of Eligible Employees	Award Available (£)	Total
EHDC	30	250	7500
HBC	30	250	7500
			15000

Cost to each Council - £7,500

Quarterly Award Scheme			
Council	No of Eligible Employees	Award Available (£)	Total
EHDC/HBC	20	75	1500
EHDC/HBC	3	250	750
EHDC/HBC	20	75	1500
EHDC/HBC	3	250	750
EHDC/HBC	20	75	1500
EHDC/HBC	3	250	750
EHDC/HBC	20	75	1500
EHDC/HBC	3	250	750
			9000

Cost to each Council - £4,500

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