

21st Century Public Servant - what drives people's performance?

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#LGAworkforce

21C PS Themes



A 21C Public Services Organisation..

..is a municipal entrepreneur

..engages with citizens in a way that expresses shared humanity & pools expertise

..recruits and rewards for generic skills as well as technical expertise

..builds careers which are fluid across sectors and services

..combines an ethos of publicness with an understanding of commerciality

..is rethinking public services to survive in an era of perma-austerity

..will be fluid and supportive rather than silo-ed and controlling

..rejects heroic leadership in favour of distributed and collaborative models

..is rooted in a locality which frames a sense of loyalty and identity

..reflects on practice and learns from others

This workshop is a game of two halves

The first half to share with you our insights from
the work we have done on engagement &
performance..

..the second to show how our research on
engagement re-orientates its self with the 21st
Century public Servant themes...

The time is for learning and sharing

Since 2012, the LGA and MRA Ltd have worked with local authorities, NHS trusts and healthcare providers to measure workforce performance by looking at the quality of the employment relationship, which is expressed as an exchange of contributions - a dynamic and social exchange process between employer and employee - what we call the 'deal'.

What we know about employee engagement?

Reduced sickness - Engaged employees in the UK take an average of 2.69 sick days per year; the disengaged take 6.19. Average in LG is 8.8 days, 40% sickness is long term and a third of all sickness relates to stress and mental health.

Improved customer service - 70% of engaged employees indicate they have a good understanding of how to meet customer needs; only 17% of non-engaged employees say the same.

Retention - Engaged employees are 87% less likely to leave the organisation than the disengaged. The cost of high turnover among disengaged employees is significant; some estimates put the cost of replacing each employee at equal to annual salary. There is a 13.4% turnover rate in LG. 1 in 10 councils currently has a recruitment freeze and there is a 9.7% vacancy rate.

What we know about employee engagement?

Advocacy - 78% of engaged employees would recommend their organisation's services compared with 13% of the disengaged

Better performance - Significant differences in financial performance of organisations with a highly-engaged workforce to their peers with a less-engaged workforce, over a 12 month period.

What we know about employee engagement?

Highly Engaged Employees

=

High Performance workplaces

Do we understand how to engage our people more effectively to improve performance?

What we know about employee engagement?

What do you do to engage your workforce? Where's your evidence base that what you do improves performance?

What would motivate you to do a better job?

What we know about employee engagement?

TEDD[®] Model

Employer



Employee

EXCHANGE

TEDD[®] is characterised as an exchange of contributions between employer and employee

What we know about employee engagement?

Psychological Contract:

Biggest impact on employee contribution?

- **Trust in the organisation**
- **Role Autonomy**
- **Trust in the line manager**

Perceived organisational support :

Biggest impact on employee contribution?

- **Supportive organisational culture**
- **Encouragement to use initiative**
- **Feeling valued**



What we know about employee engagement?

What does “trust in the organisation” look like for you ?

For me personally, in comparison to my friends who work within the private sector, I have a better working life, I will have a pension later in life (hopefully), holidays, better protection within the council's policies and procedures.

Pay is not equal, rules for 1 and rules for another. Different departments appear to be able to have higher grades for similar roles. You are expected to perform duties far beyond your pay scale and get no thanks for it

What we know about employee engagement?

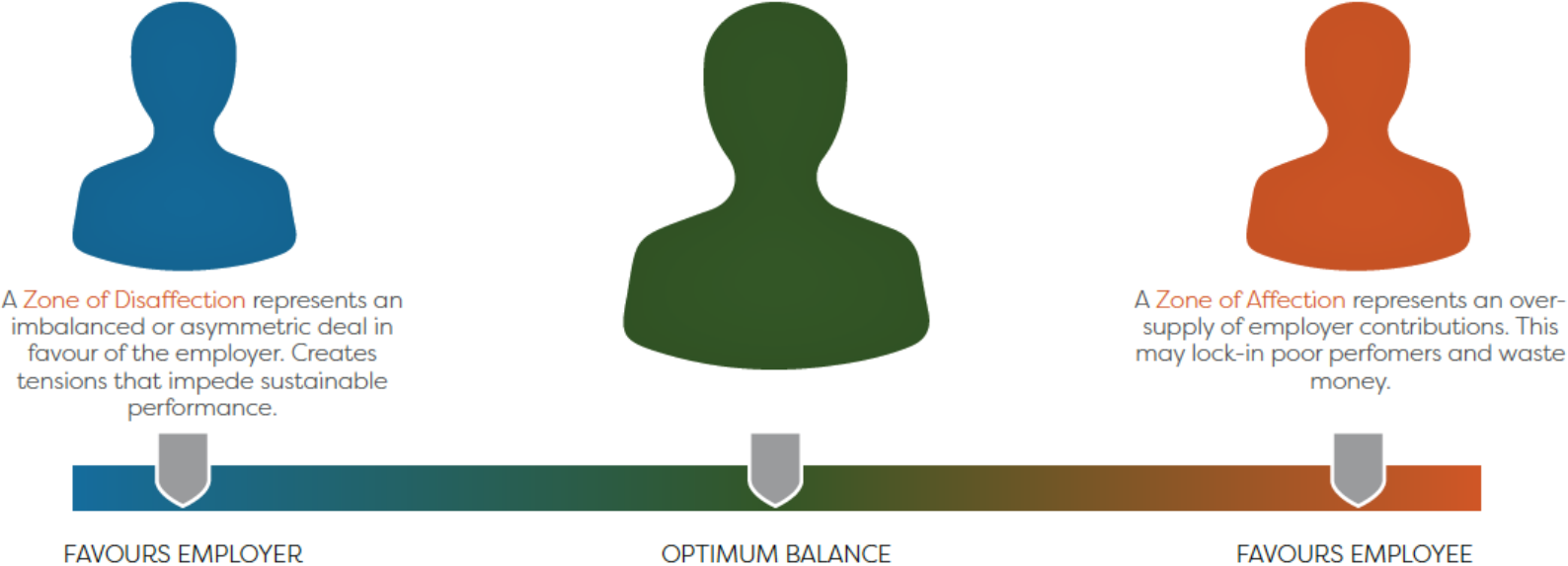
What does “supportive organisational culture ” look like for you?

The most enjoyable part of the role has been having direct access to the corporate director who has shown complete commitment to, and support for the new role. This has enabled me to gain confidence in my own ability to influence and make an impact in my role quickly.

Lack of support when new procedures are implemented- managers seem to introduce new priorities without putting any support, training, and time in place for us. Managers constantly ‘reacting’ rather than planning.

Balance of the Deal

Perceived organisational support were lowest for those with >10 years service and for non-managers



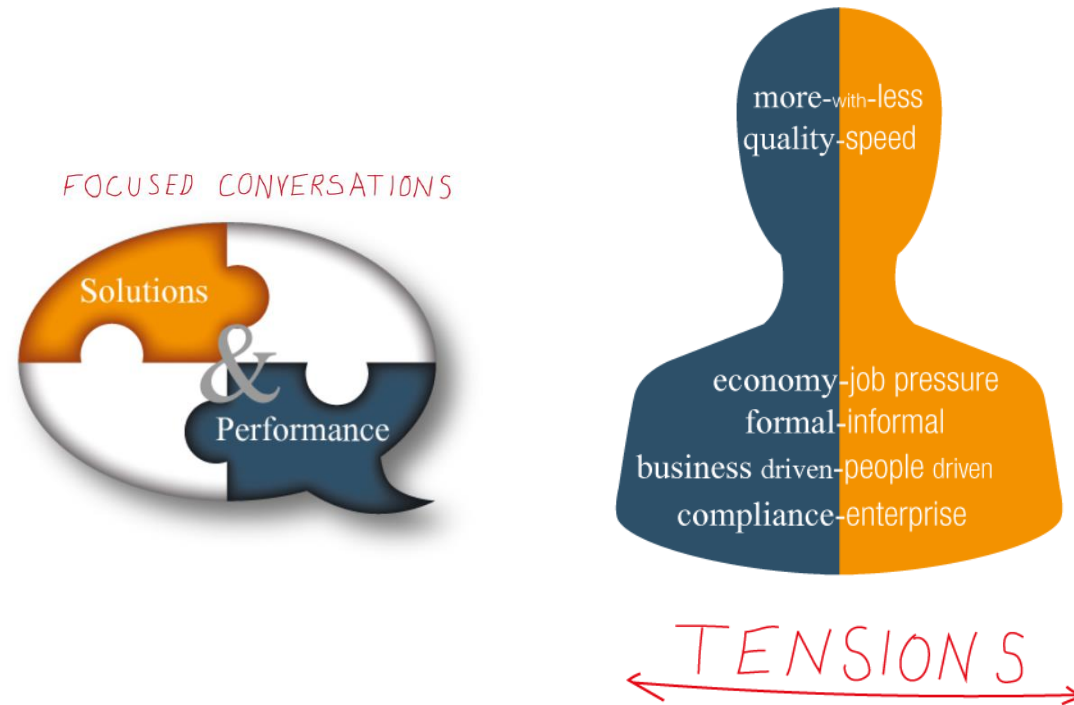
Job engagement, Skills and capability were high

Organisational engagement (advocacy, loyalty, and a sense of value congruence with the organisation) were low

Overall the balance of the deal in local government favours the employer

Conversational Practice

Engagement and performance improved when employees were **encouraged to speak openly** about opportunities and constraints and **given the opportunity to improve** things.



To achieve sustainable high performance, you need good quality conversational practices

Negative impact (wellbeing, poor performance, low morale) occurred when

- People are expected to do more with less
- There is a tension between high quality service versus and the time available
- Personal objectives are out of sink with organisational objectives
- When job pressure was excessive

What we know about employee engagement?

What do conversations focused on performance look like for you?

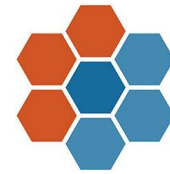
We regularly have discussions about how to improve service delivery. He asks for my input and listens to it, and enables me to challenge the status quo. Most recently this has resulted in improved business planning and a tasking process that allows us to use our resources more efficiently.

Sometimes when suggestions are put forward ... these are often ignored and pushed aside... In the long run, it affects the quality of service we are giving to our customers and eventually leads to poor performance and underachievement

Developing a New Employment Deal for Local Government

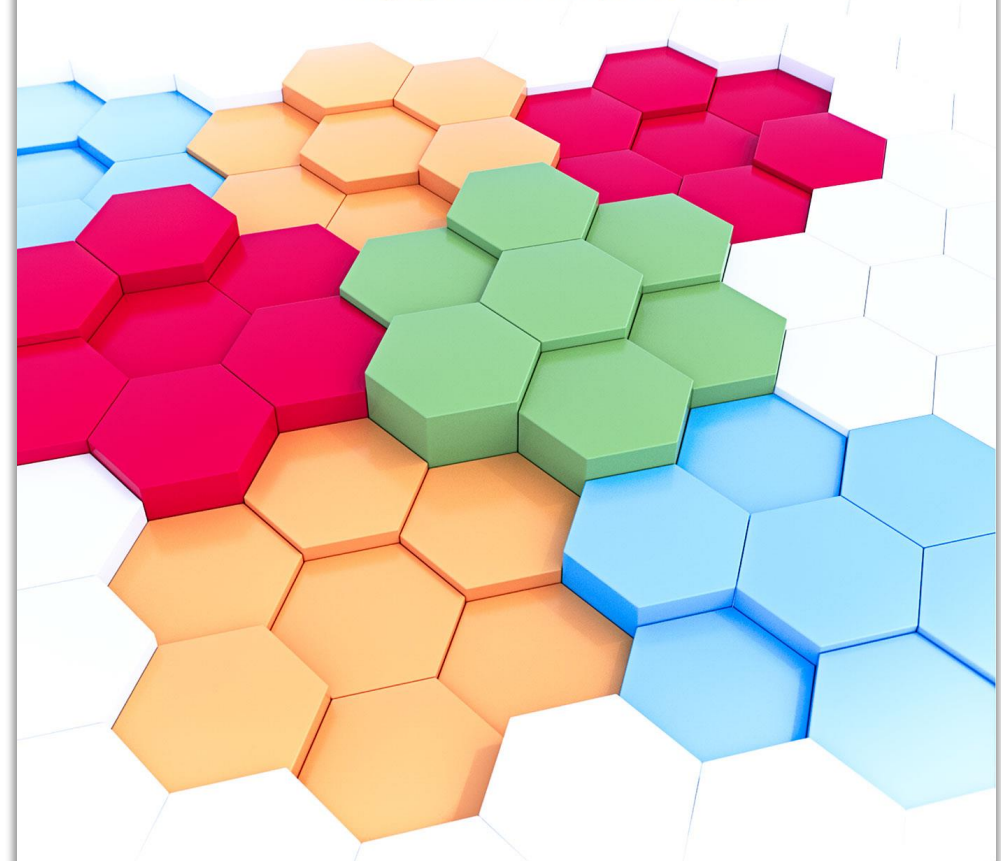
Research Report
April 2017

Fatima Elmi,
Elmira Bakhshalian,
Maryam Ahmadiyankooshkghazi,
Martin Reddington



PEP[®] Dr.

Unlocking the puzzles of peak
engagement and performance



Elmira Bakhshalian, MSc, Associate CIPD
Dr Martin Reddington, DBA, Academic Fellow CIPD

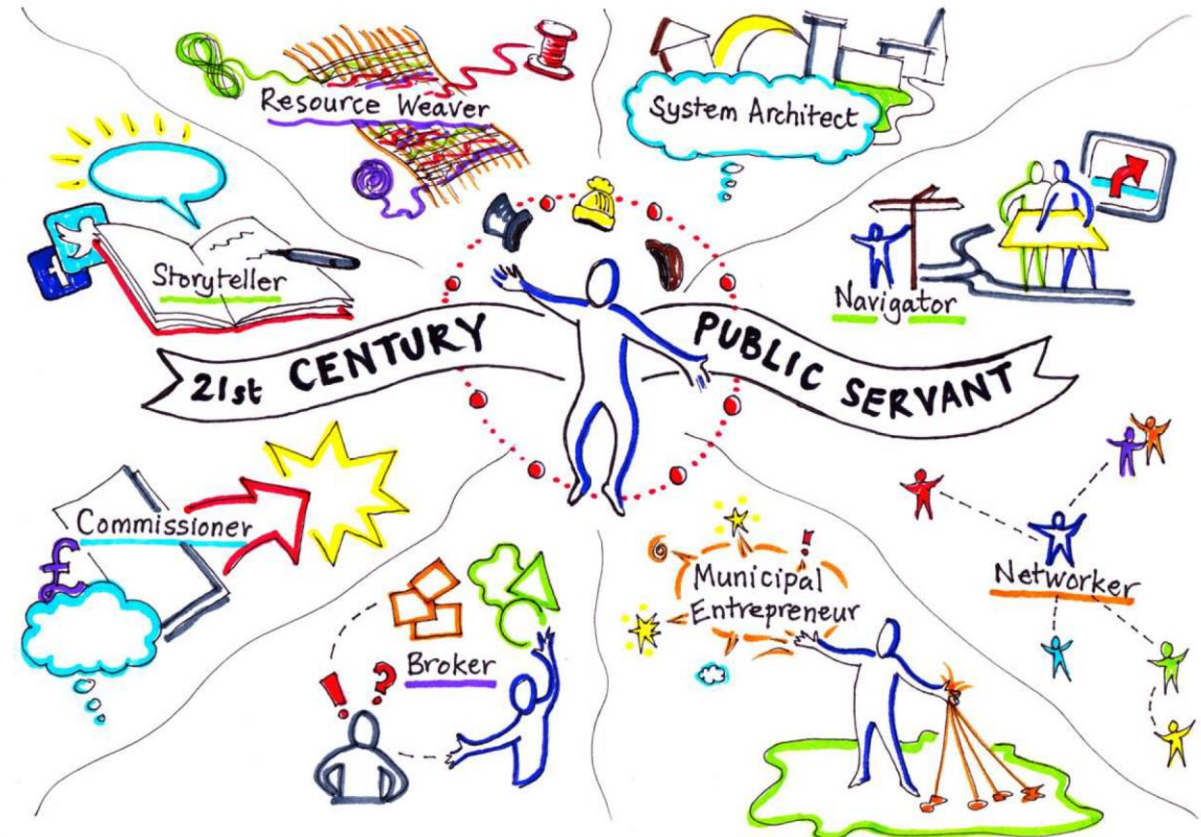
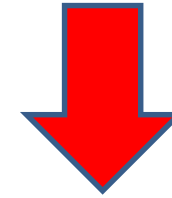
FIRST EDITION

Re-orientating towards 21st Century Public Servant

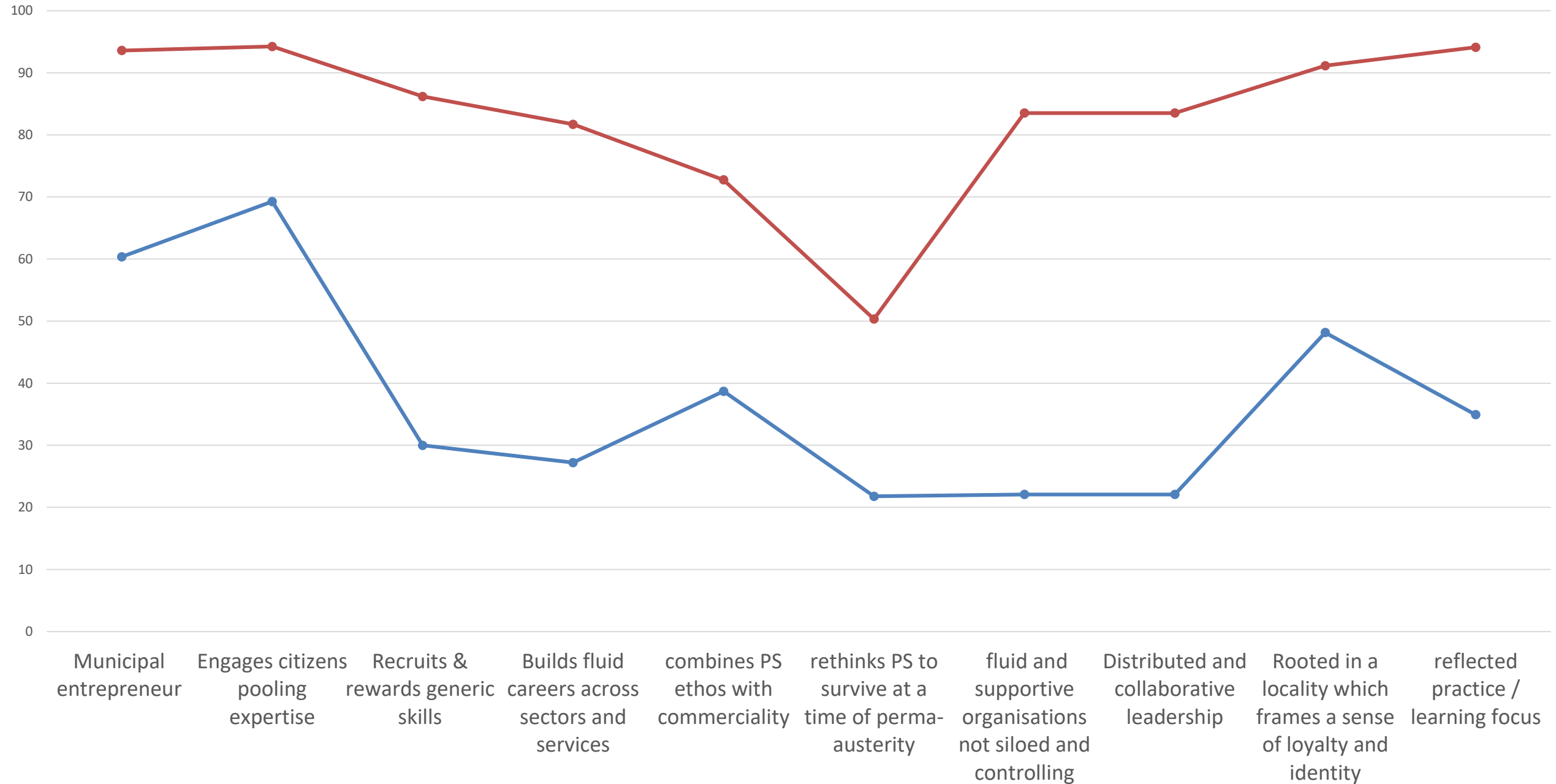
Data from over approx. 20,000 employees re-orientated to show both statistical and free text links with 21st Century Public Servant themes:

What did we find?

TEDD®



TEDD[®] Data and 21CPS





MILLIONAIRE

50:50



£100

How many themes are associated with 21CPS?

◆ A: 10

◆ B: 8

◆ C: 9

◆ D: 7

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What themes did employees most associate with?

♦ A: Municipal Entrepreneur....

♦ B: Rethinking public services....

♦ C: Engages with citizens....

♦ D: Reflects on practice....

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What theme was least favourable amongst employees?

♦ A: Builds fluid career.....

♦ B: Rejects heroic leadership...

♦ C: Rooted in locality....

♦ D: Publicness with commerciality....

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Which group of employees most associated with the theme *Rejects heroic leadership...?*

♦ **A:** Staff with > 1 Years Service

♦ **B:** Managers

♦ **C:** Non-Managers

♦ **D:** Staff with < 10 Years Service

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Which group of employees have the least association with *Builds a career which is fluid...*?

♦ **A:** Less than 1 Year Service

♦ **B:** Senior Manager

♦ **C:** Non-Manager

♦ **D:** 6 to 10 Years Service

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6 to 10 Years Service

50:50



£250,000

Which age group associated most with...*Is recruited and rewarded for generic skills as well as technical expertise..?*

◆ **A:** 24 and below

◆ **B:** 25 - 34

◆ **C:** 35 - 44

◆ **D:** 45 and over

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£1,000,000

Which employee group most associated with all of the 21CPS themes...?

◆ **A:** Less than 1 year of service

◆ **B:** Manager

◆ **C:** Age group 35 - 44

◆ **D:** Senior manager

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Thank you

