

Developing & Managing Performance

Written Assignment 1: REWARD MANAGEMENT REPORT

Books to take from:

***Hutchinson, S. (2013) **Performance Management: Theory and Practice**. London CIPD (** Chapter 3)

Wright A. (2004) *Rewards Management in context*, London CIPD

Rose M (2014) *Reward Management*, London Kogan Page

Task:

Prepare a management report to provide the HR Director and CEO with a critical evaluation of individual performance related pay (IPRP) and the possible barriers which may be impacting on its implementation and effectiveness within the Trust. Provide recommendations on alternative reward strategies they could consider.

Response should consider:

- The advantage and disadvantage of an individual performance related pay as a performance management tool in the NHS (National Health System)
 - How can IPRP improve Organisational performance?
 - How suitable is IRPR to the Trust business environment
- Barriers to the effective design & implementation of IPRP schemes
- Alternative reward approaches which could be used to compliment or replace IPRP and why these may work more effectively.

Check and edit your work carefully. Complete and attach a copy of the submission check list (**Appendix D**) as the front page of your report.

This work can be structured effectively in a number of ways but an example management report structure is provided to guide you in **Appendix C**. Please note that this is just one possible way to structure the report and you may choose your own approach if you are uncomfortable with this format.

What to write about:

- Critically evaluate the contribution of reward principles, policies, practices and decision making to performance in organisations
- Pay is most crucial? The more you work, the more you will be paid
- Emotional side, Bonds, Boss (does he play the role? Boss goes beyond? Plays a part as a guide?)
- How to motivate the employees?
- Theories:
 - Maslow's hierarchy of needs,
 - Herzberg's motivators and hygiene factors
 - McClelland's Theory of Needs
 - Process theory of motivation, Expectancy theory, Goal Setting theory & Equity Theory

Word Count: 1500 – 2000 words

Harvard Referencing system

Appendix C: Management Report Structure

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Executive summary: Maximum one side A4 (not included in the word count).
This is a summary of what is in your full report.

- Paragraph one: What is the purpose of the work?
 - Paragraph two: What are the main factors that influence behaviour?
 - Paragraph three: What are your recommendations?
- Don't worry that this is 'giving the game away' – that is exactly what an executive summary should do i.e. SUMMARISE the report*

Introduction

- Explain the purpose of the report what does it aim to do (refer to the assignment question).
 - Explain how you will go about the task. Remember to cover all parts of the assignment e.g. analysis AND recommendations
 - Explain the order of your work – how will the flow of your argument/discussion be presented and what will you conclude from this?
- In the reports for this module you have a very limited word count so do not waste time here. A maximum of two paragraphs should achieve this.*

Main report

- Divide this section up into relevant sections using subheadings to help to 'signpost' the reader through the report e.g. consider the issues which the submission guidelines say you should consider shown as bullet points in the assessment guidelines section
- Ensure you answer all the elements of the question that have been asked notice both assignments have TWO parts to them:
 - an evaluation/analysis
 - recommendations/advice
- In this report you should use most of your word count on this section. Divide this evenly between each section of the question to ensure you have enough time to go into depth in each area.
- Do not waste words describing what you have read in the case study – your tutor has a copy of this.
- When you make your recommendations remember to explain WHY you think your ideas will work. Tell us what you have read that makes you think this, making links to relevant theories, models and research.

Conclusion

Draw together the key points from the main body of your report

- *Note there should be no new information provided in this section – you are simply drawing the strands of your discussion and argument together at this point.*

Appendix D: Submission check list

1. I have carefully analysed the question and answered EVERY part, providing examples where these have been asked for
2. I have included an executive summary (max 1 side) which summarises what the report is about, my main findings and my main conclusions
3. I have included a SHORT introduction explaining what will be covered in the answer
4. I have removed any materials that are irrelevant to the question that has been asked
5. I have edited my work carefully to correct any spelling, grammatical and typographical errors
6. I have supported each new idea in my work with reference to something I have read "that makes me think that" (approx. one reference per paragraph)
7. I have demonstrated a range of reading resources including some textbooks, some journal articles and some websites
8. I have not referenced Wikipedia, Business Balls or Mind Tools as these are weak academic reference sources
9. I have ensured that all the sources I have cited/ referred to in my answer are listed in full in a reference section at the end of my work.
10. I have listed my references only ONCE in EITHER my reference section OR my bibliography
11. I have presented my references in alphabetical order. (I have NOT separated this into sections of books, journals, websites etc.)
12. I have provided page numbers with references where I have used direct quotes to show specifically where the direct quote can be found.
13. I have presented all direct quotes in double speech marks ("xxxxx") to clearly indicate that these are not my own words
14. I have used direct quotes sparingly, preferring to write in my own words where ever possible to show I have understood what I have read
15. I have checked my work for long and/or incomplete sentences
16. I have joined all my sentences with similar/related themes/content together into relevant paragraphs. One paragraph = one idea.
17. I have broken long sections of writing up into relevant paragraphs to help guide the reader
18. I have avoided using bullet points or number lists preferring to discuss my points in full sentences developing my discussion to demonstrate my understanding of the points made.
19. I have written my work in the third person avoiding the use of 'I', 'My', 'We', 'The author' etc
20. I have removed unnecessary pictures and diagrams from my work e.g. copies of lecture slides and concentrated on writing about what this shows
21. I have provided a concise conclusion at the end of my work summarizing the main points I have made
22. I have removed appendixes, talking about its content in the main part of my answer if it is important enough to be included
23. I have checked the similarity report on 'turn it in' and addressed any plagiarism issue
24. I have submitted my work on time to avoid my grade being penalized for late submission

National Health System

Assessment Case Study

Susan Bell has recently been appointed as an HR partner at Wellton NHS Trust. Wellton is a medium sized NHS Trust in the north of England. With an annual turnover of £330 million and around 6,000 clinical and support staff it provides medical services to a population of 450,000 people. The Trust Board is responsible for setting the strategic direction of the Trust lead by the Chief Executive Officer (CEO). Departments are organised into three clinical directorates, medical, clinical support and surgery, each lead by a director of services.

In 2013 the Trust introduced new performance related pay criteria in line with changes to the NHS Agenda for Change. Prior to the changes employees received automatic annual increments moving upwards through the pay points each year until they reached the top pay point for their job role. The change made movement through the pay increments dependent on individual performance. To move to a higher pay band individuals must now demonstrate the required level of performance and delivery and the knowledge and skills/competencies for their role, assessed against the six core dimensions of the simplified Knowledge and Skills Framework (KSF):

- 1. communication
- 2. personal and people development
- 3. health, safety and security
- 4. service improvement
- 5. quality
- 6. equality and diversity.

This is assessed in the annual review with the employee's line manager as shown:

Achievement of objectives*		
Not met all requirements/ objectives	Met all the requirements/ objectives	Exceeded the requirements/ objectives
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Levels of skill and knowledge*		
Below/developing the required levels of knowledge and skills for this post	At the required levels of knowledge and skills for this post	Beyond the required levels of knowledge and skills for this post
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

An employee must meet or exceed their objectives *and* be at or beyond the required level of knowledge and skills for the post to receive the next annual increment on the pay scale.

Despite the scheme the hospital's CEO and HR director have identified ongoing performance problems. The most recent Care Quality Commission (CQC) review reported:

"Whilst we found that the service was responsive to the local community we identified issues with the appointments system. Overbooking of appointments had become common practice which led to clinics over running and frustration for patients who experienced long waits. Five percent of patients failed to attend appointments. The hospital cancelled 10% of appointments and patients cancelled 11% of appointments.

Formal complaints processes were embedded however we did not see evidence that informal complaints were being recorded in line with the trust complaints policy."

The HR director has asked Susan to review the effectiveness of the current reward policy and to prepare a report of her findings and recommendations for her and the CEO. As a starting point to her investigations, Susan has reviewed the hospital's results from the NHS National Staff Survey and has noted some apparent problems:

5. How satisfied are you with each of the following aspects of your job?	Very dissatisfied	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Very satisfied
a. The recognition I get for good work	24%	32%	22%	20%	2%
b. The support I get from my immediate manager		23%	28%	33%	16%
c. The support I get from my work colleagues		5%	9%	62%	24%
d. The amount of responsibility I am given		3%	52%	45%	
e. The opportunities I have to use my skills		2%	58%	40%	
f. The extent to which my organization values my work	22%	35%	20%	23%	
g. My level of pay	18%	30%	47%	35%	
h. The opportunities for flexible working patterns		18%	62%	18%	2%