




Communicating With and Recognising the Contribution of Your Staff


Roe Valley Leisure Centre Approach



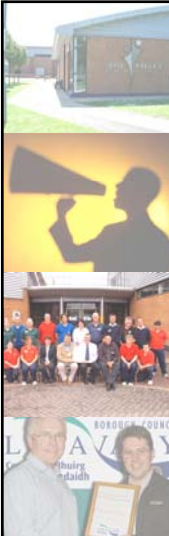
Structure/ Content of Presentation

- Communication: Failings
- RVLC - Context
- What we do to ensure effective communication & recognition
- Outcomes



The problem with communication ... is the *illusion* that it has been accomplished.


George Bernard Shaw




Definition

- **Two-way process of reaching mutual understanding**, in which participants not only exchange information but also **create and share meaning**.


Hargie 2006






- Employee 'Involvement'
- Upward feedback....
- Respect
- Agreed Decision Making
- Empathy

It takes two to tango...



'The role of communication becomes not the top-down dissemination of management thinking, but the bottom-up means of connecting those who know what needs to change to those who have authority to make change happen'
(Quirke, 1995)



Research indicates that :

- 63% are ' not engaged'
- 20% are 'disengaged'
- Only 17% of employees are 'truly' engaged in their organisation

(Employee disengagement: is there evidence of a growing problem? Handbook of Business Strategy. 2006. Volume 7: Issue 1)

Strategic Failings

We know:

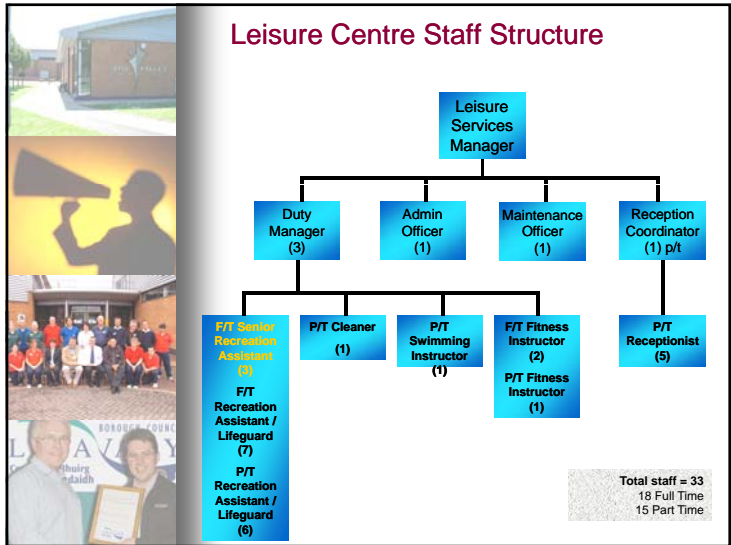
- Up to 65% of strategies are never implemented
(Ernst & Young: Belfast Telegraph October 2009)
- At least 70% of all change initiatives fail.
(Harvard Business Review on Change)
- Poor internal communication has been identified as the main cause
(Turning Strategy into Great Performance . Harvard Business Review Aug 2005)



Communication - RVLC

Context & Relevance:

- ✓ 33 staff
- ✓ 11 designations
- ✓ 12 + shift patterns or hours of work
- ✓ Open 77 hrs per week, 7 days per week
- ✓ 3500 footfall per week
- ✓ 43 OP's covering facility operations, staffing, customer care and business planning
- ✓ Quest accredited (66%) since June 2007 - highly commended (77%) since June 2009



Communication at RVLC

Operational Aims:

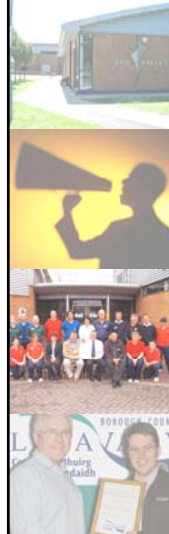
1. Ensure as many staff as possible are kept as fully informed as possible
2. Ensure staff have a mechanism to feedback - up the line, information, concerns and ideas
3. Involve staff in decision making
4. To motivate & build on teamwork



**Communication at RVLC
Strategic Aims:**



Deliver on / link corporate plan with internal processes, goals, movement toward service excellence ...

Ensure a positive, productive and innovative organisational Climate



Catalyst For

- Maximising Performance & Preventing Pitfalls!





Approach & Methodology

- Communication matrix / plan
- Clear Allocation Of Responsibilities
- High Performance Teams
- Staff Recognition: "Excellence in Action"

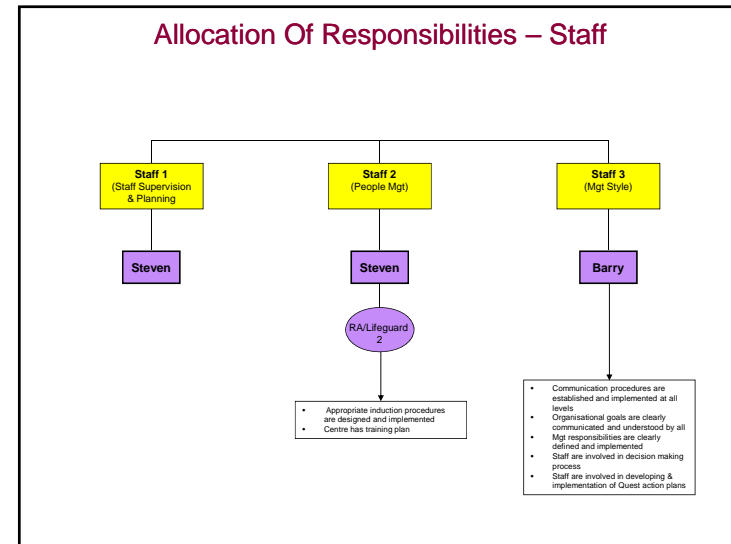
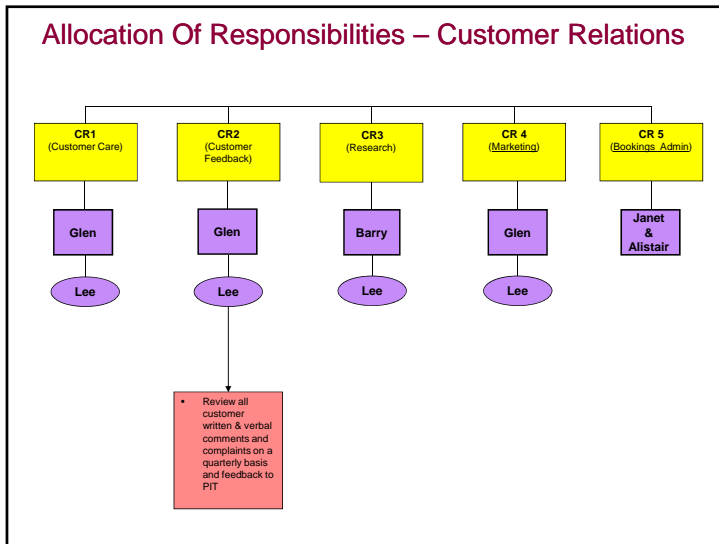
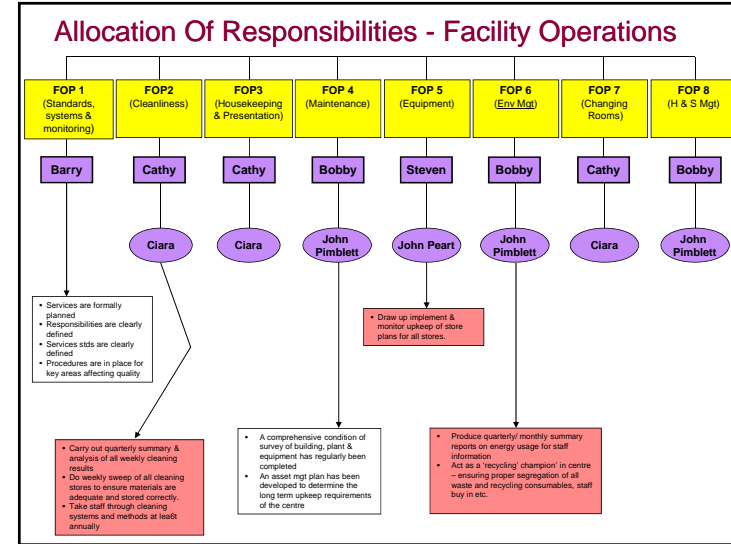
**Meeting Matrix/ Communication Plan
April 2009 – March 2010**

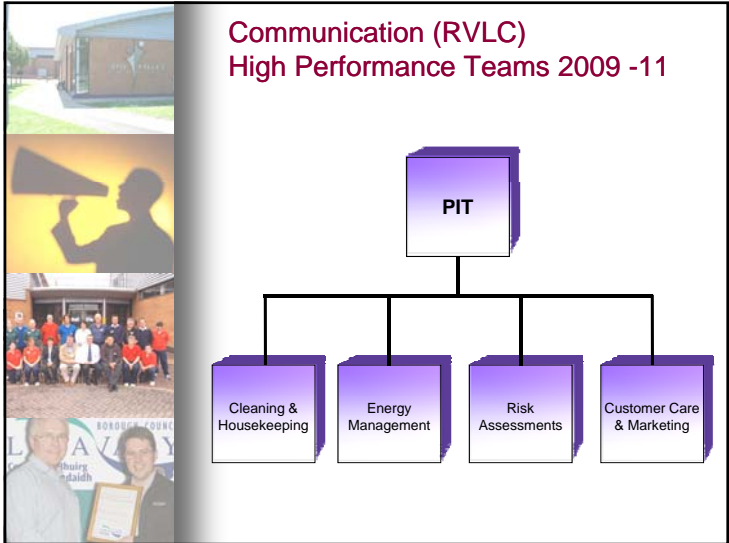
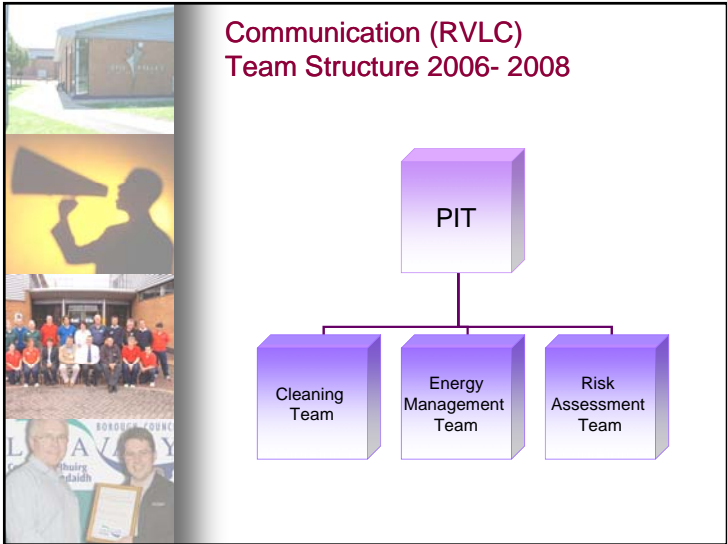
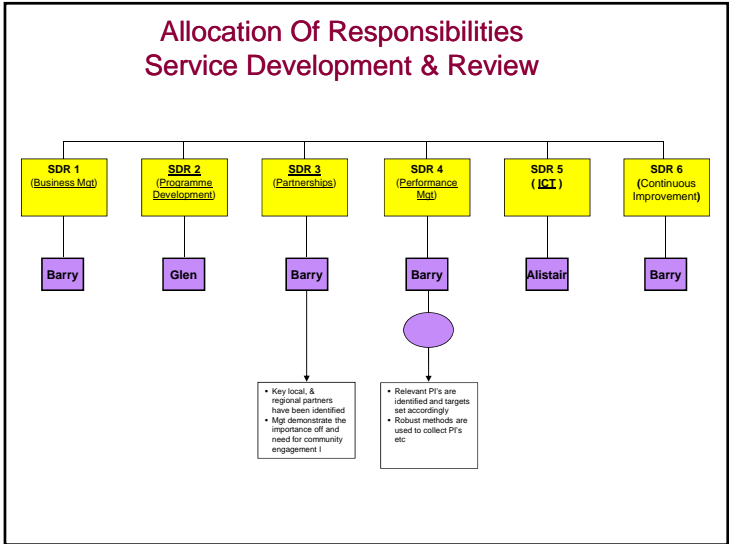
Frequency	Apr 09	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan 2010	Feb	Mar
1.Mgt Wash Ups	Fortnightly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2.Staff Briefings	Weekly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3. Receptionists	4 x yr		✓ (Last week of month)			✓ (Last week of month)				✓ (1st week of month)		✓
4. Fitness Instructors	4 x yr			✓			✓		✓		✓	
5. PIT	7 x yr	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
6.SRA's/ DM's	4 Times per year			✓		✓		✓		✓		✓
7. Risk assessment Team	6 x per yr	✓		✓		✓		✓		✓		✓
8. H & S (Committee)	3 Times per year	✓				✓				✓ (1st week of month)		
9. Cleaning Team	4 x year		✓			✓		✓			✓	
10. Environmental team	4 x year			✓			✓		✓			✓
11. Self assessments	3 x yr		✓				✓			✓		



Points of action:
1. Agenda to be issued for all above except 1 & 2
2. Number of meetings will o/lap into next financial year
3. Following staff to chair each meeting:


Meeting	Chair	Circulation Mode of Minutes
1. WWU	LSM or deputy	To DM's & Communication File
2. Staff Briefings	DM's - All	To Communication file
3. Receptionist	RCO	To LSM & Communication file
4. Fitness Suite	Steven	To Communication file & Fitness Instructors
5. PIT	Barry	To all PIT members & Communication file
6. DM's & SRA's	Steven	To communicating file & SRAs
7. Risk assessment Team	Glen	To LSM, DM's & Communication file
8. H & S Committee	Barry	To Communication file & each members of committee
9. Cleaning Team	Cathy or Ciara	To Communication file
10. Environmental Team	Bobby	To Communication file, LSM & DM's
11. Self assessments	Barry or DM	To Communication file





Staff Recognition

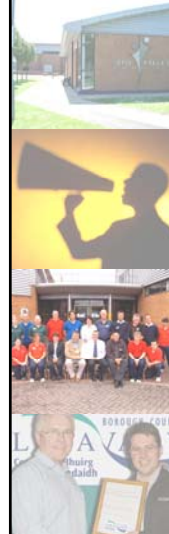
“Excellence in Action”



Eligibility & Nominations- key features

Branded ' Excellence in Action'

1. Intended to focus on:
Teamwork, behaviour
2. Encourage employees and customers to nominate colleagues whom they feel makes a real difference to the departments performance
3. All employees in leisure services are eligible (except LSM)
4. Clear criteria
5. Results orientated



Roe Valley: Staff Recognition



ROE VALLEY LEISURE CENTRE Appendix 2

STAFF RECOGNITION SCHEME


- Who do you think deserves to be recognised for their excellent work?
- Who provides excellent customer service?
- Who is making a difference?
- Who has delivered improved services?

It's time for you to nominate the employee who you think deserves to be recognised for their contribution to our service.

Nomination forms are available from Reception or can be downloaded from our website, www.rvlc.co.uk

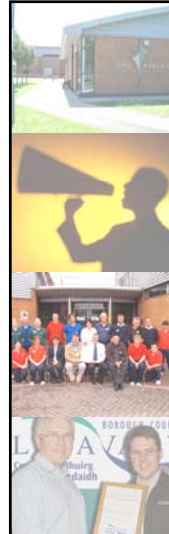



Offering a Positive Experience through Fitness & Health for Everyone



Communication & Recognition - RVLC

Is it working and effective??



Communication at RVLC: Purpose

1. Ensure as many staff as possible are kept as fully informed as possible
2. Ensure staff have a mechanism to feedback - up the line, information, concerns and ideas
3. Involve staff in decision making
4. To motivate, & build on teamwork - to help achieve goals and aid improvements



Communication at RVLC: Strategically

- Ensure a positive, productive and innovative organisational climate..& hence
- Link corporate plan with internal processes, goals, movement toward service excellence

STAF3 Management Style

Score: 7.5

Quest Best Practice

- There is a management style that demonstrates the ability to communicate with and motivate Staff across all levels.
- The management processes skilfully balance business goals with customer needs and Staff involvement.
- There is a culture of continuous service improvement through the empowerment and involvement of Staff.

Strengths and examples of good practice

Communication procedures have clearly been established and appear to be effective at all levels. Regular corporate briefings and team briefings are held on a monthly and weekly basis. Records of minutes of all the meetings are held on site. Communication through the core briefings are detailed and show praise to Staff when there are areas to be commended. The management style of the corporate Management Team appears to be open.

Staff record and communicate via the diary and handover forms.

Staff interviewed were aware of the goals of the organisation and demonstrated a significant degree of motivation to achieve these goals.

Management responsibilities are defined and are divided out amongst Staff. The Staff structure is included in the Business Plan (BP).

Quality is not specifically designated to any individual Officer but levels of authority are clearly defined.

There is excellent evidence of regular interaction with Staff and Management. Meetings are held every week and the Centre Manager would attend these.

There appears to be effective and successful delegation from Manager to Duty Manager and also in the administration section. There appears to be a desire amongst the team to be constantly improving. Staff are involved in the decision making process and make suggestions that are fed back into the continuous improvement process.

The Performance Improvement Team (PIT) meets three times per year to carry out Quest Self Assessments. Staff have a 'Buddy' system to ensure all Staff play a part in the Quest Development Plan.

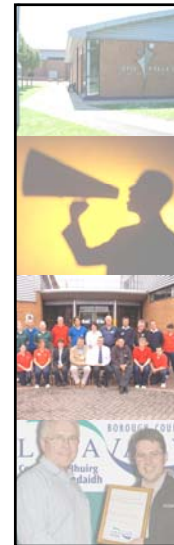
Roe Valley Leisure Centre Assessment Improvement Report June 2009



Satisfaction & Importance Scores by Attribute

	IMPORTANCE		SATISFACTION		GAPS (Importance minus Satisfaction)	
	Rank	Mean	Rank	Mean	Rank	Mean
Accessibility						
a. Activity available at convenient times	9	4.70 349	8	4.65 348	1	0.05
b. Ease of booking	13	4.62 260	7	4.69 213	6	-0.07
c. The activity charge/fee	15	4.60 344	18	4.10 337	-3	0.50
d. The range of activities available	14	4.60 340	10	4.58 332	4	0.02
Quality of facilities/services						
e. Quality of flooring in the sports hall	10	4.68 113	14	4.33 42	-4	0.35
f. Quality of lighting in the sports hall	11	4.68 111	11	4.57 42	0	0.11
g. Quality of equipment	3	4.85 247	5	4.72 232	-2	0.13
h. Water quality in the swimming pool	1	4.94 132	6	4.71 170	-5	0.23
i. Water temperature in the swimming pool	12	4.65 132	15	4.29 168	-3	0.37
j. Number of people in the pool	16	4.46 132	12	4.39 166	4	0.07
k. Quality of car parking on site	17	4.45 328	4	4.73 308	13	-0.28
l. Quality of food and drink	19	4.00 226	19	4.08 195	0	-0.08
Cleanliness						
m. Cleanliness of changing areas	4	4.85 311	16	4.23 294	-12	0.62
n. Cleanliness of activity spaces	2	4.88 349	9	4.63 346	-7	0.25
Staff						
o. Helpfulness of reception staff	7	4.75 349	2	4.82 348	5	-0.07
p. Helpfulness of other staff	6	4.76 350	1	4.86 347	5	-0.10
q. Standard of coaching/instruction	5	4.83 276	3	4.79 103	2	0.04
Value for money						
r. Value for money of activities	8	4.70 350	13	4.36 343	-5	0.34
s. Value for money of food/drink	18	4.22 225	17	4.16 188	1	0.06
Other attributes *						
t. Overall satisfaction with visit	N/A		4	4.71 350		

* The other attribute(s) listed at the end of the table have either the satisfaction or importance scores but not both. This is for logical reasons - e.g. Overall satisfaction with visit does not have an importance score, no satisfaction score for pool attributes if there is no pool at the centre. Therefore such attributes do not appear in the subsequent tables of gaps.



Satisfaction & Importance Scores by Attribute

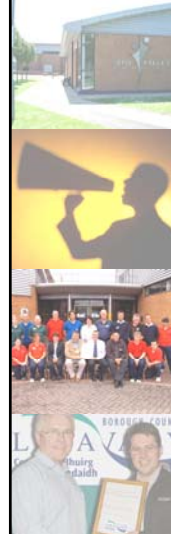
	IMPORTANCE		SATISFACTION		GAPS (Importance minus Satisfaction)	
	Rank	Mean	Rank	Mean	Rank	Mean
Accessibility						
a. Activity available at convenient times	9	4.70 349	8	4.65 348	1	0.05
b. Ease of booking	13	4.62 260	7	4.69 213	6	-0.07
c. The activity charge/fee	15	4.60 344	18	4.10 337	-3	0.50
d. The range of activities available	14	4.60 340	10	4.58 332	4	0.02
Quality of facilities/services						
e. Quality of flooring in the sports hall	10	4.68 113	14	4.33 42	-4	0.35
f. Quality of lighting in the sports hall	11	4.68 111	11	4.57 42	0	0.11
g. Quality of equipment	3	4.85 247	5	4.72 232	-2	0.13
h. Water quality in the swimming pool	1	4.94 132	6	4.71 170	-5	0.23
i. Water temperature in the swimming pool	12	4.65 132	15	4.29 168	-3	0.37
j. Number of people in the pool	16	4.46 132	12	4.39 166	4	0.07
k. Quality of car parking on site	17	4.45 328	4	4.73 308	13	-0.28
l. Quality of food and drink	19	4.00 226	19	4.08 195	0	-0.08
Cleanliness						
m. Cleanliness of changing areas	4	4.85 311	16	4.23 294	-12	0.62
n. Cleanliness of activity spaces	2	4.88 349	9	4.63 346	-7	0.25
Staff						
o. Helpfulness of reception staff	7	4.75 349	2	4.82 348	5	-0.07
p. Helpfulness of other staff	6	4.76 350	1	4.86 347	5	-0.10
q. Standard of coaching/instruction	5	4.83 276	3	4.79 103	2	0.04
Value for money						
r. Value for money of activities	8	4.70 350	13	4.36 343	-5	0.34
s. Value for money of food/drink	18	4.22 225	17	4.16 188	1	0.06
Other attributes *						
t. Overall satisfaction with visit	N/A		4	4.71 350		

* The other attribute(s) listed at the end of the table have either the satisfaction or importance scores but not both. This is for logical reasons - e.g. Overall satisfaction with visit does not have an importance score, no satisfaction score for pool attributes if there is no pool at the centre. Therefore such attributes do not appear in the subsequent tables of gaps.



Next steps: Short – Medium term


- Develop further High Performance Teams
- Improve 'employee engagement'
- Improve APDRs': 360°?/ upwards appraisals?



Next Steps: Longer Term

High Performance Teams

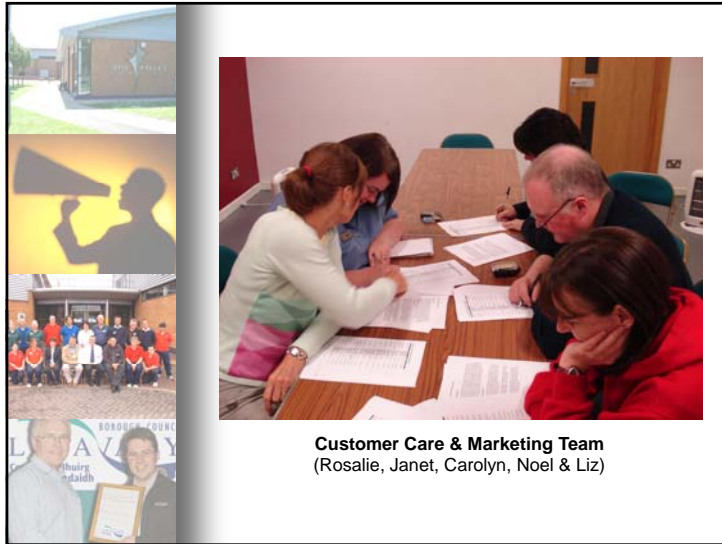
- Corporate Plan
- Business Plan (Centre Goals & Objectives)
- Centre processes & systems
- Business Excellence :
 - Investor In People Accreditation (Gold Award 2013)
 - 84% (Quest) 2011???
 - Top Quartile Performer 2013 (NBS)?
- Ensuring a positive, productive and innovative organisational climate'



Our HPT's in Action




Cleaning & Housekeeping Team
(Johnny, Sinead, Cairn, Victoria & Cathy)



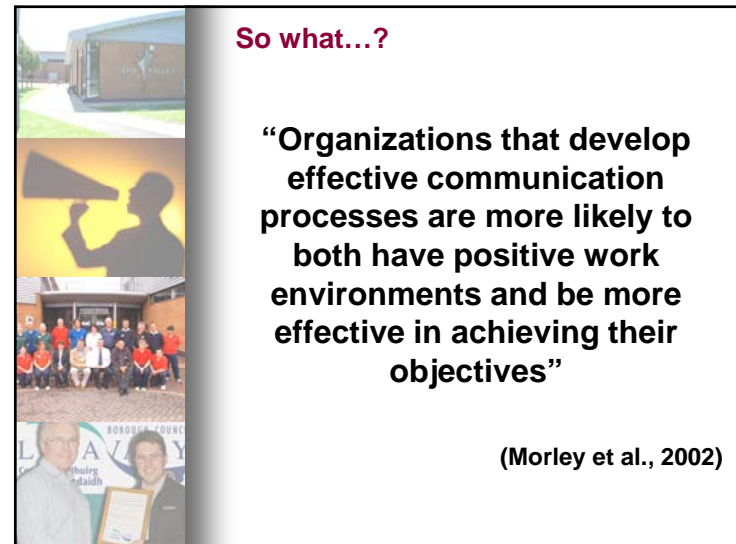
Customer Care & Marketing Team
(Rosalie, Janet, Carolyn, Noel & Liz)



Energy Management Team
(John, Bobby, John, Janet & Sinead)




Risk Assessment Team
(John, Ciara & Glen)



So what...?

“Organizations that develop effective communication processes are more likely to both have positive work environments and be more effective in achieving their objectives”



(Morley et al., 2002)



Caution ...My Top 9 Tips

1. Will only work if it is **planned**; do not leave it to **chance**
2. Have clear communication process in place..... & **why they are important**
3. Build communication and staff recognition around clear goals, action plans & **results**
4. Foster Teamwork: Inter – dependent on functionality of roles & responsibilities & ... **mgt style!** (we all want open, honest communication...)
5. Involve as many staff as possible: **Engagement is critical**
6. Make it accountable : Measure its effectiveness- **needs to be monitored & driven**
7. Challenge: **Your staff & The Status Quo!**
8. Avoid Hierarchies : **Flatten if Possible**
9. Remember GB Shaw: **Ongoing journey**

"The problem with communication ... is the *illusion* that it has been accomplished."

“Communication leads to community: that is, to understanding, intimacy and mutual valuing”

Rollo May




Harvard Business Review ON Change

- Leading Change: Why Transformation Efforts Fail
- Building Your Company's Vision
- Managing Change: The Art of Balancing
- The Reinvention Roller Coaster: Ripping the Present for a Powerful Future
- Changing the Mind of the Corporation
- Why Do Employees Resist Change?
- Reshaping an Industry: Lockheed Martin's Survival Story
- Successful Change Programs Begin with Results



Questions

