

**Date: 8 October 2014**

**Item 16: Make a Difference Recognition Scheme**

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**This paper will be considered in public**

**1 Summary**

1.1 The purpose of this paper is to provide an update on the Make a Difference recognition scheme.

**2 Recommendation**

2.1 **The Committee is asked to note the paper.**

**3 Background**

3.1 The first audit of the Make a Difference recognition scheme took place earlier this year. The audit conclusion was: Adequately Controlled. The audit identified the following areas of good practice:

- (a) communication and raising awareness of Make a Difference across TfL, using all channels, such as Source, the TfL Company Management System (CMS), and business area magazines;
- (b) design of an automated process to nominate and approve awards, and update SAP;
- (c) tailored management reporting of progress against objectives by HR Business Partners to support business areas; and
- (d) outsourcing control activities to the supplier to increase efficiency, for example compiling monthly management information.

3.2 Following a review of the findings of this audit, at the meeting on 18 June 2014 Members requested an update on the scheme. Members were interested in how the scheme was working and what the outcomes were.

**4 Recognition in TfL**

4.1 TfL's goal is to keep London working and growing and make life in London better. London's transport system should excel among those of world cities, providing access to opportunities for all its people and enterprises, achieving the highest environmental standards and leading the world in its approach to tackling urban transport challenges of the 21st century. [Mayor's Transport Strategy, May 2010].

- 4.2 Delivery of the Mayor's Transport Vision relies on the quality, attitude and behaviours of TfL's employees, whether they are at the frontline with customers or in offices or depots behind the scenes. TfL therefore needs to recruit, reward and develop people with the right skills and behaviours aligned to those defined by TfL as appropriate for driving successful business performance.
- 4.3 Effective informal recognition of employees coupled with a more systematic approach of a formal recognition scheme can have an enormous impact on embedding the right behaviours in TfL and driving successful performance. Appendix 1 sets out TfL's behaviours and demonstrates the positive affect of recognition.
- 4.4 Recognition is a fundamental human need; everyone feels the desire to be appreciated and to feel a sense of achievement for work well done or even for a valiant effort. With effective recognition employees' satisfaction and productivity rises, and they are motivated to maintain or improve their good work. Those who have studied motivation have concluded that when recognition is done well it is one of the most powerful motivators and it often lasts longer than financial rewards. It is also very effective in reinforcing behaviour to produce desired outcomes.
- 4.5 While it is acknowledged that modern recognition practice seeks to derive value from aligning recognition to behaviours and recognition for time served is generally on the wane, in TfL, where longevity of service is relatively high, it remains for many an important form of recognition. A single long service scheme for the whole of TfL was implemented in April 2013, building on localised practice and giving consistent recognition for 25 and 40 year service.
- 4.6 In line with the Prime Minister's strategic objectives for the honours system Royal Recognition was launched across TfL in July 2013. This opened up nominations for the Queen's Honours system and Royal Garden Parties to the whole of the organisation.

## **5 Make a Difference**

- 5.1 Make a Difference is a formal employee recognition scheme, launched across TfL in April 2012. The scheme is designed to recognise staff who go above and beyond their role and who consistently demonstrate the organisation's behaviours. It operates on a tiered basis to allow appropriate levels of recognition. The structure of the Make a Difference recognition scheme is shown in Appendix 2.
- 5.2 All TfL employees (except agency staff and contractors) are eligible to receive a Make a Difference award and any employee can nominate a colleague for an award. This encourages peer to peer recognition and supports cross functional working.
- 5.3 During 2013 /14 nearly 5000 Make a Difference recognition awards were presented across TfL. Appendix 3 shows the distribution of these awards across the organisation. In addition to the Make a Difference awards, thank you cards are also available to recognise staff.

- 5.4 Make a Difference acts as a positive engagement tool for line managers by helping to celebrate success and raising employees' self esteem by making them feel valued for what they do. Line Managers are responsible for reviewing any nomination submitted for a team member and determining an appropriate level of recognition award.
- 5.5 There is guidance to ensure that the level of recognition given is consistent with the principles of the scheme and that the same level of recognition is given for similar levels of contribution. This is reinforced with frequent communications driven by the Communications and Engagement team highlighting good recognition practice.
- 5.6 The scheme aligns formal recognition awards to TfL's behaviours and therefore helps further embed our behaviours throughout the organisation. Recognising and celebrating colleagues' successes in this way helps demonstrate to other staff positive examples of our behaviours and reinforces them across TfL. The presentation of the awards is a key part of the guidance given.
- 5.7 Our internal employee surveys such as Viewpoint have indicated that half our staff 'are satisfied with the recognition that they could receive for doing a good job,' this is typical of many workplaces. A recent informal internal survey of 340 managers focused purely on recognition indicated that 97 per cent either agreed or strongly agreed that recognition is important and 51 per cent agreed that the Make a Difference Scheme was good or excellent. This shows that there are strong foundations for the development of our recognition strategy and enhancement of Make a Difference.
- 5.8 The internal audit of Make a Difference was closed in July 2014. The audit noted that the recognition strategy was being developed and the Make a Difference recognition scheme enhanced. This update also gives further information on the progress of these initiatives.
- 5.9 TfL's Recognition Strategy is being developed in line with TfL's Reward Strategy and People Strategy, promoting TfL's behaviours and personal accountability and developing a culture of recognition. Underpinning the Recognition Strategy are our Recognition Principles. Both the Recognition Strategy and Principles are set out in Appendix 4.
- 5.10 A small internal recognition working group across TfL has been formed with the strategic purpose of embedding recognition further within all areas of TfL, both operational and non operational. The work streams are seeking to enhance: consistency in the application of awards, communication and engagement; the administration process; line manager awareness and capability and innovations in recognition linked to delivering better value for the overall spend. A framework for these enhancements is planned over the financial year 2014/15. The benefits of these enhancements will be indicated in our internal employee surveys such as Viewpoint, as well as the development of our behaviours and will ultimately be reflected in our business success.

**List of appendices to this report:**

Appendix 1: Our behaviours and the positive affect of effective recognition

Appendix 2: The Make a Difference Scheme Structure

Appendix 3: Make a Difference Awards 2013/14

Appendix 4: Recognition Strategy and Recognition Principles

**List of Background Papers:**

None

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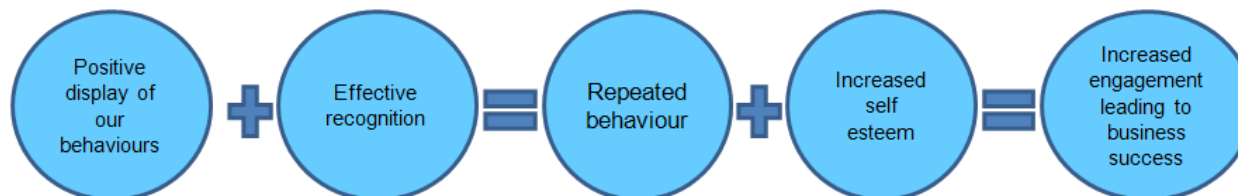
# Our behaviours, our performance

Across our organisation we have one set of behaviours that link to the four pillars of our strategy – our people, our customers and users, our delivery and value for money. By having one set of behaviours that apply to all roles, the **how** we work together is clear to everyone; we work towards the same goals and understand better what we expect from each other.

Our behaviours influence our work, our development, our progress and our success. While good standards of behaviours are expected, our aim should be to demonstrate high and ultimately ‘role model’ standards of behaviour in everything we do.

## Our behaviours are

-  **Accountable**  
Take personal responsibility for your actions and don't make excuses about why something isn't possible. Tell others what they can expect from you.
-  **Active**  
Step up, don't wait for others. Make things happen, make things better and find solutions.
-  **Collaborative**  
Share your knowledge with others outside your immediate team so everyone can make better decisions. Don't waste time by excluding others.
-  **Direct**  
Get each task done as quickly as possible, by communicating clearly and not wasting time.
-  **Fair and consistent**  
Be open and honest about your decisions, and consider other people's viewpoints and needs.

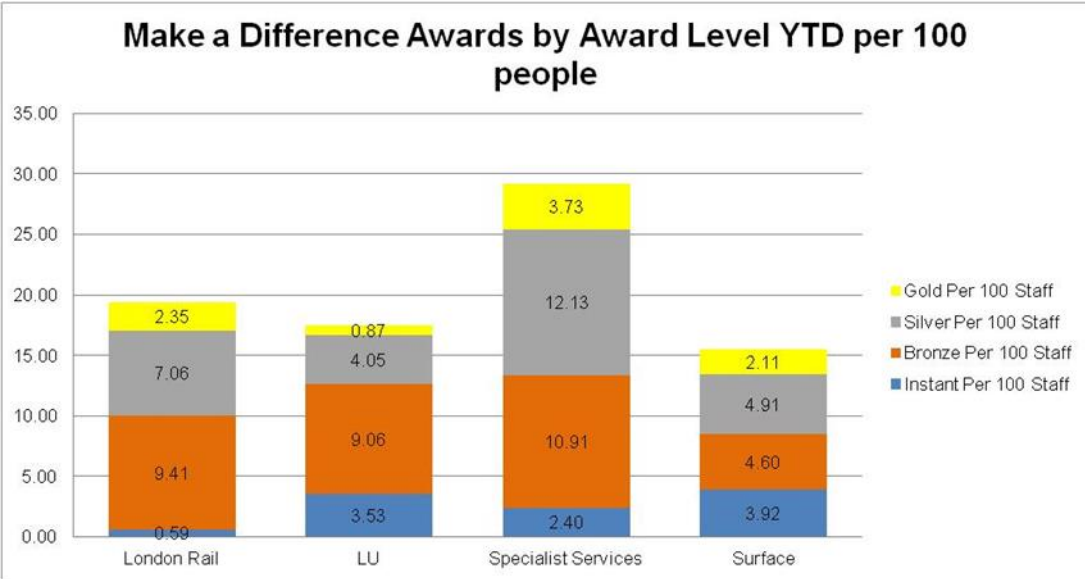
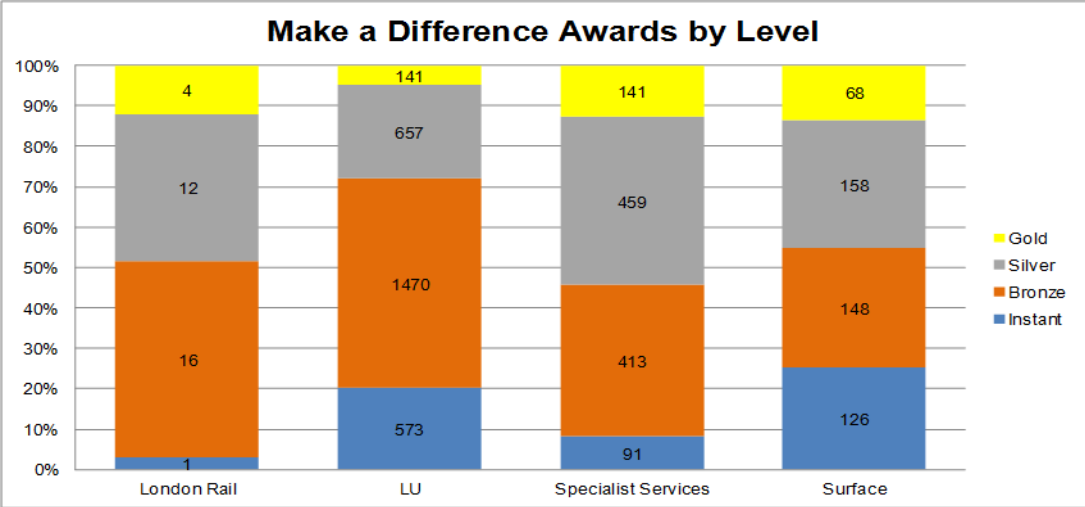


## Appendix 2

### The Make a Difference Scheme Structure:

Award	Awarded for	Examples	Approved by
<b>Instant</b>  £10 voucher in thank you wallet.	'On the spot' recognition for going above and beyond, making a positive impact on customers or colleagues to increase the desired behaviours.	Outstanding customer service	Band 2/ support managers / duty managers or above.
<b>Bronze</b>  £50 voucher in thank you wallet presented with framed and personalised certificate.	High degree of impact on the team / business area.  Going above and beyond the role.  Good level of ownership shown Positive behaviours demonstrated.	Proactively initiating knowledge transfer to a colleague or demonstrating exceptional leadership and drive in order to meet a business priority	Band 3/ Manager or above
<b>Silver</b>  £100 voucher in thank you wallet presented with framed and personalised certificate	High degree of impact on the business area / organisation Going a good deal above and beyond the role.  High level of ownership shown Positive behaviours consistently demonstrated.	Demonstrating leadership, drive and accountability to take control of a major incident, or significant self-initiated cross functional working in order to meet key priorities or objectives	Band 4/ Business manager or above
<b>Gold</b>  £250 voucher in thank you wallet presented with framed and personalised certificate	Exceptional actions which have a significant internal impact on the organisation or enhanced TfLs external reputation.  Positive behaviours demonstrated will be self initiated and independent of management direction Role modelling several of the desired behaviours.	Designing or delivering innovative process improvements that drive reduced operating costs or improved safety, or demonstrating exemplary drive and accountability to enable completion of a business critical project Outstanding single actions that deliver external reputational endorsement to the organisation can also be considered in this category	Band 5/ General manager or above.
<ul style="list-style-type: none"> <li>The employee's tax and national insurance liability for the monetary element of awards made through Make a Difference will be met by TfL.</li> <li>On receipt of an approved order, the awards are supplied directly to managers by Grass Roots, our external recognition provider who also administers the fulfilment of the scheme.</li> </ul>			
Thank you cards are available to make informal, non monetary employee recognition.			

Make a Difference Awards 2013/14



### RECOGNITION STRATEGY

Our goal is to keep London working and growing and make life in London better. To do this successfully, we will recognise our people effectively in line with our People Strategy. Promoting our behaviours and personal accountability and developing a culture of recognition.

### RECOGNITION PRINCIPLES

Recognition at all levels, including informal, formal via the Make a Difference recognition scheme and public will be:

- *Specific* – reinforcement of our 5 behaviours both in what is recognised and how recognition is given.
- *Meaningful* – clear, sincere, personal recognition makes all the difference.
- *Timely* – immediate behavioural reinforcement which may be followed up with communication of the stories and an event to celebrate and publicise the success and the demonstration of our behaviours.

Recognition Scheme and Events:

- There is one pan TfL recognition scheme, which is currently known as Make a Difference. This is the main vehicle for the delivery of motivational incentives.
- Recognition events will be planned locally, in synergy with Make a Difference, with the main aim of celebrating and publicising success and the demonstration of our behaviours.