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**Pay Freeze Again this Winter?  
Rotate, Motivate & Celebrate!**



### Introduction

In August 2011, the Chartered Institute of Personnel and Development reported that 75% of workers had experienced a pay freeze during 2011 and forecasted that the same may be experienced this year. With employees becoming increasingly anxious to see their remuneration increase to meet rising living costs, we reflect on how businesses can still motivate and retain staff without paying bonuses or increasing pay this year.

**You can increase productivity without increasing salaries. How? Listen to your employees and invest in engagement.**

### Appraisals & Employee Surveys

For many employers, appraisal schemes are used as a tool to assess the pay and performance of employees and to identify training and development needs. Inevitably this can create an ongoing demand for training and expectations of pay increases that will not be met. Appraisals however, can also be used as a tool for managers to understand the wider drivers and motivators of their employees. By acknowledging pay freezes and discussing the business with employees, they can be motivated and encouraged to come up with other creative internal solutions to staff development and improved working practices, increasing autonomy and engagement without the high cost implications.

Do you survey your staff? One of the most powerful ways to engage your employees and increase their levels of commitment and motivation is to involve them in providing feedback (anonymous but not confidential) on a range of organisational and business issues. Management must however want to know what they think, must positively discuss the things they think could be improved for the contribution they make to feel genuine, and be open to making changes or at least to communicating the findings.

### Job Rotation

Job rotation is the principle of moving employees around a department or the business, giving them the opportunity to gain knowledge, experience and to add value in other job roles or parts of the business. Many employees are very receptive to this and overtime, it provides opportunities to develop a multi-skilled and experienced work force who not only remain highly motivated and engaged, but are able to step in to cover absence, prevent fraudulent behaviour in teams and positively influence behaviour and practice. It is widely recognised that growing talent internally can save on recruitment costs, foster a culture of internal promotion, retain key employees in the business and encourage employees to believe they have a career path within your organisation.

### Motivate with Team Working

If you only discuss business issues and listen to ideas that come from your management team, and they only represent 10% of the work force, you are possibly missing out on 90% of improvement ideas! The principle of team working is to bring working groups together, formed largely by the employees, whilst being overseen by a manager. Working groups are assigned ideas or tasks to develop over a given period of time. In a Workplace Employment Relations Survey (WERS), it was found that this form of team working generated high levels of performance and commitment to business objectives, benefiting everybody.

### Celebrating

Numerous studies have shown that celebrating successes within a business increases the motivation and commitment of employees. Taking the time to acknowledge small new milestones for individuals or to celebrate the achievement of objectives delivered by a team, makes them know they are valued and are contributing to the organisation. Delivering recognition does not have to be expensive, and does not have to take the form of a bonus payment! A private thank you, a team lunch, or a weekend activity can be more important in terms of ensuring your employees remain engaged in the business.

Demonstrating that you are interested and investing in them through appraisal, job rotation and team working, and celebrating their successes as you go, really may be the thing that makes the difference to your business in this difficult financial climate.

### Expertise Needed?

If you want to discuss through any ideas that may help to engage your employees more in your business, or believe that developing your management team to work in a way that encourages staff commitment and motivation, please do talk to us. We're here to help.

### Is Snow A-Coming?

As the warnings of colder weather and snow are now finally being realised, it may be timely to begin communicating so employees know what your policy is if they cannot get in to work.

Some points to consider:

- Can they take the time off as part of their paid annual holiday or as unpaid leave?
- Where appropriate, could temporary home working be considered?
- Could the business schedule work to be undertaken at a different, possibly later, time?

### Can We Help?

If you would like to discuss employee engagement or have any specific questions relating to the employment, conduct or performance of your employees, please do call us on **01708 758 958** or visit our web site at [www.hrinsight.co.uk](http://www.hrinsight.co.uk).

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