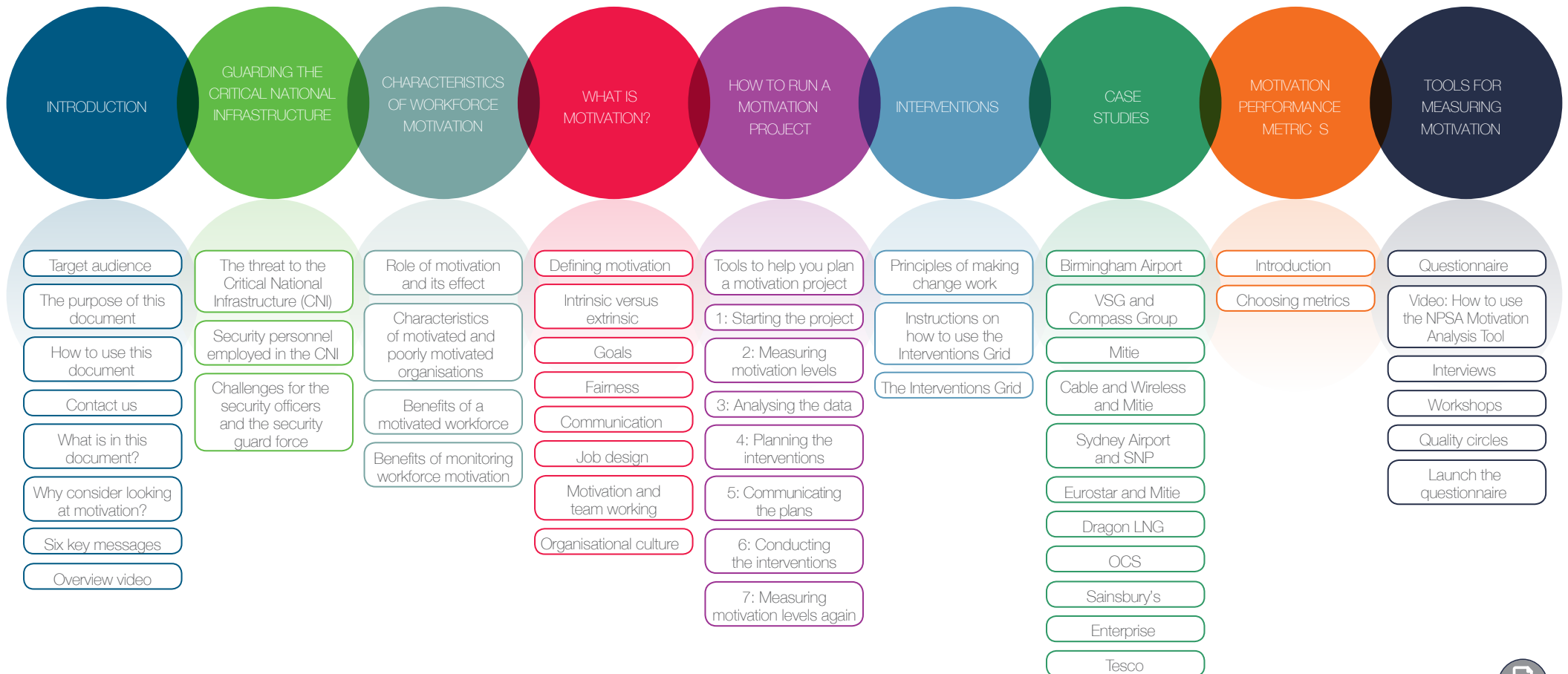




Motivation within the security industry



INTRODUCTION

Target audience

This document is aimed at those organisations which provide security at the facilities, systems, sites and networks which form part of the United Kingdom's Critical National Infrastructure (CNI). The guidance is intended to support security managers, security duty managers, team leaders and those responsible for managing security personnel.

The purpose of this document

This document was developed for security managers and supervisors in order to provide practical guidance on workforce motivation in order to improve security effectiveness and efficiency within the United Kingdom's Critical National Infrastructure (CNI) assets.

It brings together advice and leading practices from a range of industries to provide support with:

- Assessing levels of motivation amongst the security workforce
- Understanding the benefits of a highly-motivated workforce
- Identifying the drivers of motivation and how to influence them
- Implementing practical and sustainable changes that result in improved security personnel motivation

The development of this guidance was commissioned by the UK's National Protective Security Authority (NPSA) and completed by LeighFisher (previously by Booz & Company), who undertook interviews and consultation with security officers, supervisors, and senior management at over fifteen CNI sites around the UK. The study also involved examining a broad range of work on theories of motivation and practical interventions for maintaining and improving personnel motivation.

Through its knowledge and capability funding DfT Transport Security Strategy contributed to the NPSA Motivation in the Security Industry implementation project to explore the benefits that such a tool could deliver to both Department for Transport and the wider transport security industry.

How to use this document

The document is an 'interactive PDF', it allows you to instantly click through the various sections and pages that you wish to read.

This document can also be printed to produce a hard copy. The document is divided into nine sections. In these sections you will find a combination of instructive material and practical tools which are designed to be applied throughout the UK's CNI. Each section can be accessed by clicking on the circles:



Once in the section, you can navigate through the pages by clicking through the page numbers, or alternatively by returning to the contents page:

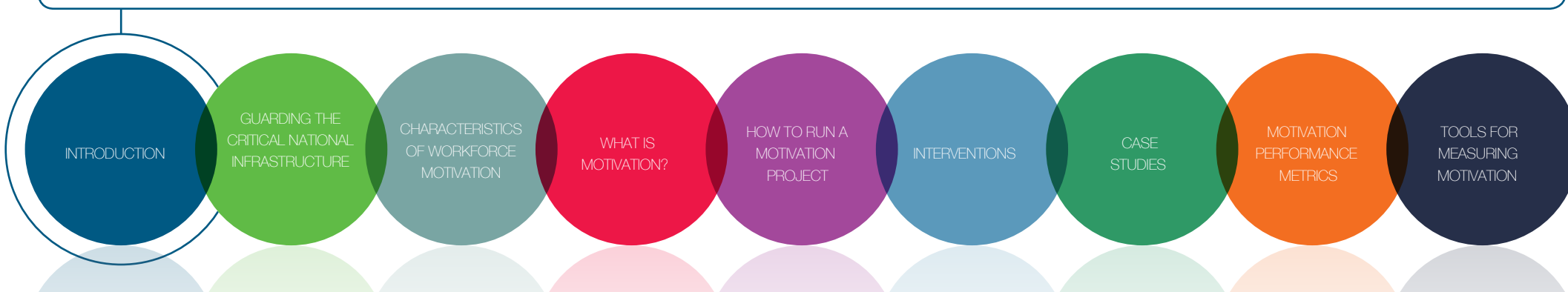


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INTRODUCTION

What is in this document?

This guidance booklet provides you with easy-to-follow instructions and information on assessing security officer motivation and identifying appropriate interventions.



GUARDING THE
CRITICAL
NATIONAL
INFRASTRUCTURE

This section provides an overview of the role and the challenges faced by those security officers responsible for guarding the Critical National Infrastructure.



CHARACTERISTICS
OF WORKFORCE
MOTIVATION

Visit this section to find out more about the characteristics displayed by highly motivated and poorly motivated staff and the benefits of having motivated security officers.



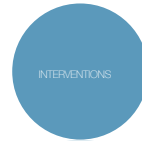
WHAT IS
MOTIVATION?

If you are interested in finding out more about what motivation is, and what drives it, this section provides information on some of the relevant motivation theories.



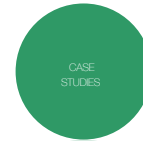
HOW TO RUN A
MOTIVATION
PROJECT

If you decide to conduct a motivation project, this section will provide you with the necessary guidance and steps involved in assessing motivation, analysing data and developing suitable interventions.



INTERVENTIONS

There are many ways in which we can improve motivation. This section looks at those organisational and management influences which can help support security officers and improve different components of motivation.



CASE
STUDIES

This section provides case studies of organisations which have introduced successful interventions to address motivation levels.



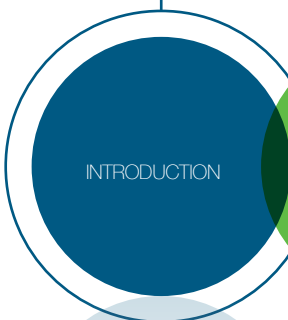
MOTIVATION
PERFORMANCE
METRICS

Once you have introduced an intervention it is important to measure performance to see if it has been successful or not. This section provides information on the metrics and business indicators you can use to track performance and motivation.



TOOLS FOR
MEASURING
MOTIVATION

At the end of this document we have provided a suite of tools which can be used to measure motivation in your organisation and workforce. These include interview questions, workshop methods and a fully-validated motivation questionnaire for security officers.



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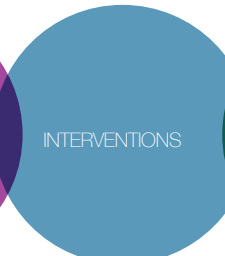
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Why consider looking at motivation?

This guidance document discusses motivation within the security industry. It ranges from what motivation is, how to run a motivation project as well as providing tools to assess motivation and possible interventions to help improve it.

Before an organisation considers assessing motivation they should consider why they want to undertake this.

There are 6 main benefits that can be achieved through improving the motivation of your security staff:

1. Improve security levels

A highly motivated workforce will lead to improved security regimes, and act as a deterrent against hostile reconnaissance.

2. Gain a greater understanding of staff

The questionnaire and interventions provided here will allow you to give your staff a voice and help pinpoint those areas that work well and those that need improving.

3. Improve Key Performance Indicators (KPIs)

A highly motivated and vigilant workforce who want to work for the organisation will help you achieve your performance metrics, for example higher throughput, customer satisfaction, punctuality, response times etc.

4. Retain staff and reduce absenteeism

Through looking at motivation levels and directly addressing those areas of concern you can see an improved level of staff attendance and staff retention, potentially saving you a significant amount per year.

5. Ensure greater compliance

A highly motivated workforce will be more rigorous and more aware of their roles as a security officer, potentially leading to greater compliance with regulators or auditors.

6. Build your reputation

By undertaking a motivation survey, listening to the security officers and working on interventions to help support them you demonstrate your commitment, and help build your reputation as an organisation that looks after its employees.



INTRODUCTION

There are six key messages to take away from this guidance document:

Recognise that motivation may need to change.

Don't try to change everything that affects motivation at once; focus on two or three topics and be clear about what you want to improve.

Any changes will take time; you will not see the benefits overnight – but they will happen.

For the improvements to be successful, engagement throughout the organisation is critical.

A highly motivated workforce can have a beneficial impact on performance, attitudes and behaviours, and support your business efficiency and effectiveness.

Remember, motivation is not just about the amount of pay, it is about recognising good performance, rewarding it appropriately, and above all else listening to and engaging with your staff.



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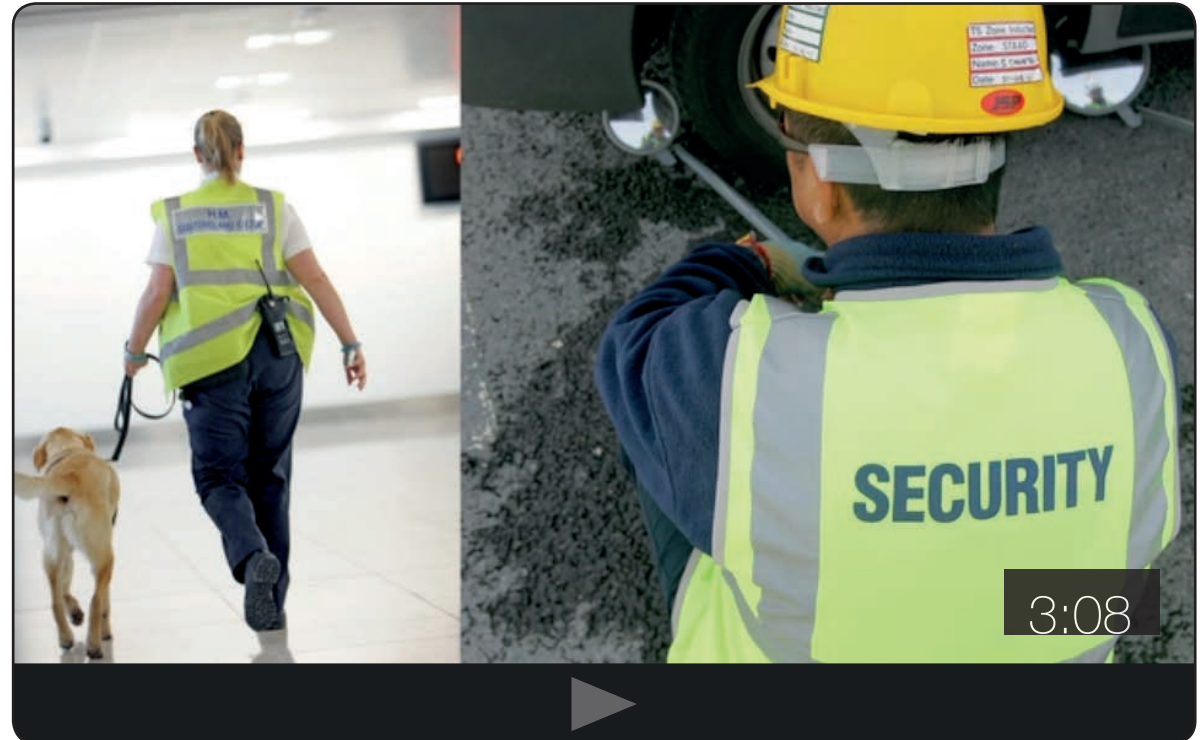
Motivation in the security industry: Overview Video

Click the 'screen' on the right to see our short video on motivation in the security industry.

Your browser will open and show the video on YouTube.

The video is approximately 3 minutes long. (You must have a connection to the internet to view the video).

Click [here](#) to see another video on how to enter your data and interpret the analysis using the NPSA Motivation Analysis Tool"



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GUARDING THE CRITICAL NATIONAL INFRASTRUCTURE

The threat to the Critical National Infrastructure (CNI)

The Critical National Infrastructure (CNI) comprises the facilities, systems, sites, and networks necessary for delivery of the essential services upon which daily life in the UK depends. Across this system there are nine national infrastructure sectors which provide these essential services: Communications, Emergency services, Energy, Finance, Food, Government, Health, Transport, and Water.

Guarding the national infrastructure is of critical importance for the United Kingdom.

The threat from terrorism to the UK remains real and serious. It is considered that an attack could take place at any time and any organisation could be directly or indirectly affected. Acts of terrorism vary in scale and purpose. Some acts aim merely to inflict superficial damage or cause public distress or to draw attention to a particular cause. However, others can be more violent and indiscriminate with far-reaching consequences.

Further, the UK remains a high-priority target for a number of countries looking to obtain information and technologies to help advance their own military, technological, political, and economic interests. One thing is certain; the threat to the United Kingdom's critical infrastructure is not going to reduce – at least for the foreseeable future. All the recent evidence suggests that not only is the nature of the threat continually evolving; the environment is continually changing with the introduction of new technologies, new processes, and new procedures. The challenge for security personnel is to ensure that they are aware of the latest threats, challenges, and regulatory changes to be able to deliver an effective, efficient, and compliant security provision.

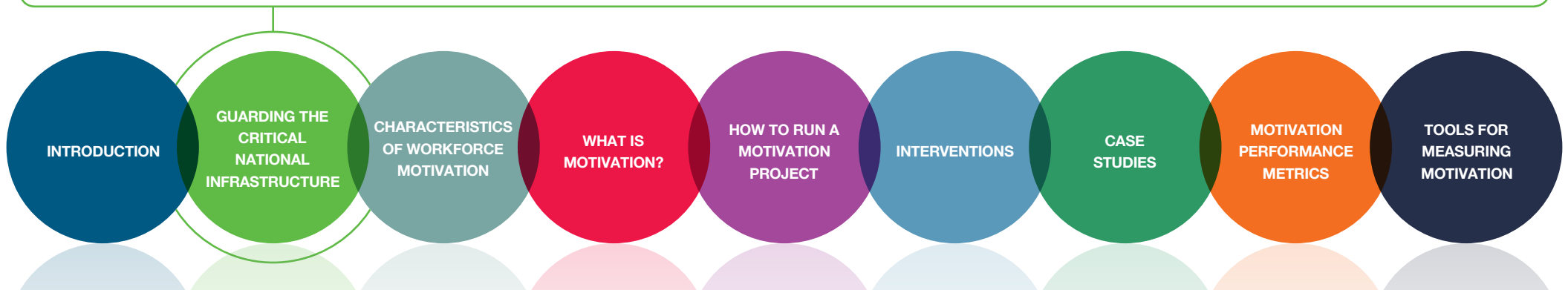
The National Protective Security Authority (NPSA) provides integrated security advice (combining information, personnel, and physical aspects) to the businesses and organisations which make up the Critical National Infrastructure. Through the delivery of this advice, NPSA protects national security by helping to reduce the vulnerability of the national infrastructure to terrorism, espionage and other threats.

Physical and protective measures can vary widely, for example:

- Technology solutions, e.g. CCTV monitoring and control systems, perimeter intrusion detection systems, etc
- Vehicle, person and bag screening system, e.g. using X-ray screening technologies, millimetre screening systems, etc
- Access control solutions, e.g. through gates, barriers and control points etc

These are all important in providing layers of security, but one of the most critical and important components of an effective detection and deterrent protective security system are the security officers (guards) who carry out the duties.

The people who provide protective security are unquestionably one of the most important assets in the United Kingdom's response to the threat of terrorism, espionage and crime.



GUARDING THE CRITICAL NATIONAL INFRASTRUCTURE

Security personnel employed in the CNI

There is no 'one size fits all' that effectively categorises the range of roles and responsibilities of security personnel employed within the CNI. Security personnel protecting the CNI can, at least, have the following attributes:

- A variety of roles, e.g. security officer, CCTV operator, dog handler, pass office, patrol guard, access gate control, etc.
- A range of tasks, e.g. physical guard duties, perimeter guarding in vehicles and on foot, CCTV monitoring, passenger body searches, baggage searches, operating X-ray equipment, operating whole body imagers and Archway Metal Detectors (AMDs), using trace detection technologies, vehicle searches, access pass verification and documentation checking etc.
- A variety of operational conditions, e.g. external manned guarding with limited environmental protection or internal in environmentally benign environments such as aviation security screening of air passengers etc.

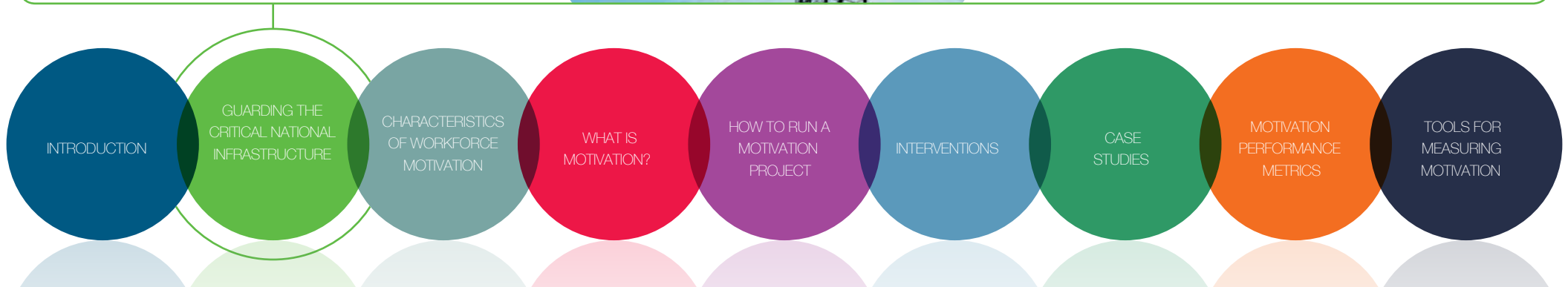
- Diverse employment regimes, e.g. directly employed (government or private organisation), employed by a Manned Guarding Company and contracted out through a Service Level Agreement etc.
- A range of threat regimes and threat levels, e.g. from aviation security with an explicitly defined 'prohibited item' list, to environments where control of access and vehicles for the detection and deterrence of vehicle-borne improvised explosive devices (VBIEDs) are of immense importance; to situations of primary physical security to ensure that gates, fencing, locks, and security doors are all secured against security breaches, and so on.

- Different regulatory or legislative regimes, from, for example, the highly regulated aviation security screening environment to the less regulated but equally 'technology rich' environments required in protecting 'iconic' national infrastructure sites.

One thing is clear: there is a critical need for a national infrastructure guard force that is selected appropriately, trained competently to the required standard, able to deliver the required levels of protective security, and able to provide this service in an effective, efficient, and sustainable way.

The key requirement – and challenge – for the United Kingdom in ensuring the safety and security of the Critical National Infrastructure and the security of its citizens, is to have a competent, effective and efficient security guard force to protect it.

Having an attentive, vigilant and motivated guard force is a key requirement to ensure the sustainability of the UK's protective security system for the CNI.



GUARDING THE CRITICAL NATIONAL INFRASTRUCTURE

Challenges for security officers and the security guard force

Security officers provide a highly effective first line of defence for the UK's Critical National Infrastructure.

It is understood that security personnel face significant challenges. They are required to deliver consistently effective and sustained performance, in all environmental conditions, and continually throughout the year. Security officers are also required to carry out ever more complex processes in an increasingly demanding and potentially stressful environment. At the operational level, a guard force strives to perform tasks to the required standards. However, individuals can often feel that their own contributions are poorly recognised and they can be unclear on current procedures and regulations.

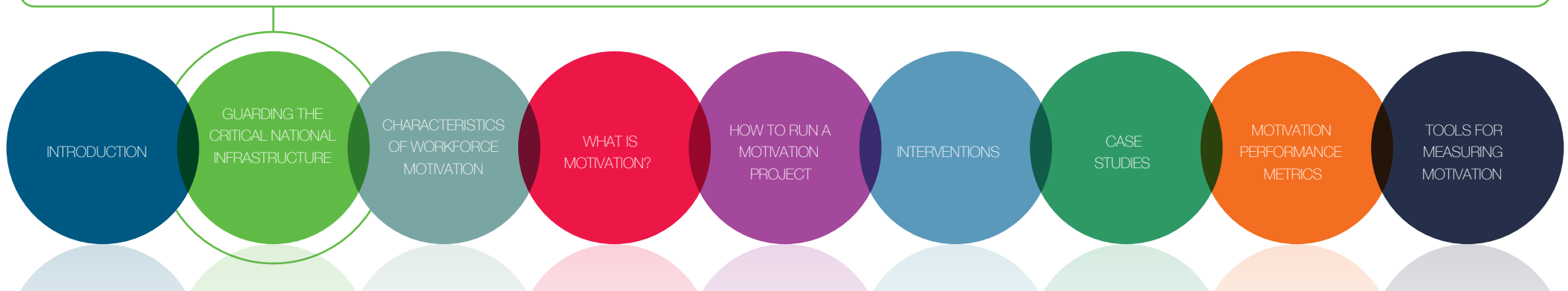
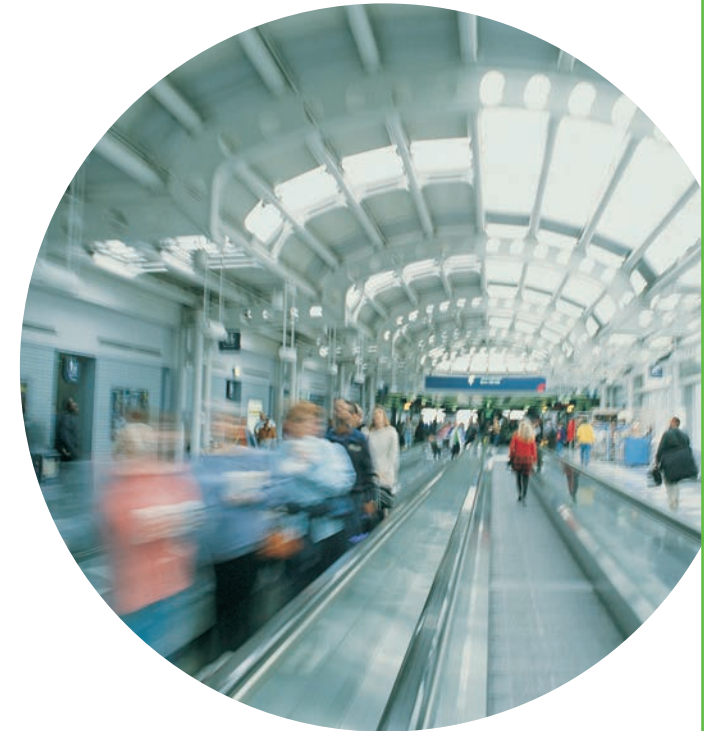
The tasks carried out by security officers are undertaken with the knowledge that the threat of a terrorist attack or of espionage is persistent and potentially imminent. The environment in which guard forces operate is typically one where the probability of a threat occurrence is low but the failure to detect a threat can have potentially catastrophic consequences. This has profound implications for the business of ensuring an attentive, vigilant and motivated guard force.

Other factors which affect the demanding environment of the UK protective security industry are many and can include high workloads, long hours, periods of inactivity (possibly leading to boredom), periods of sustained high levels of activity (possibly leading to errors), the challenge of managing and providing appropriate break times and rest periods, the provision of access to bathrooms and facilities, a wage structure that is commensurate with the roles and responsibilities, and so on.

Work practices such as job design, management structure, communication networks, staff appraisal systems and so on, will not only affect security officers' perceptions about, and commitment to, their work, but will also determine their motivation for effective operational task performance.

This is, without doubt, a challenging environment; the motivation of staff to remain vigilant and attentive is critical. This guidance booklet will look in detail at what motivation is and how we can measure it, and also provide suggestions for ways to improve and maintain the highest operational standards of performance.

This booklet has been produced to offer usable and beneficial guidance on meeting the challenges faced by the security industry and in particular by those security officers who provide a pivotal role in protecting our Critical National Infrastructure.



CHARACTERISTICS OF WORKFORCE MOTIVATION

This section describes the typical characteristics displayed by highly motivated and poorly motivated organisations. In addition, it explains the benefits of having a motivated workforce and the importance of regular monitoring of morale.

Role of motivation and its effect

Motivation plays a critical role in achieving the goals and business objectives of any organisation. It is equally important for companies working in team-based environments or in a workplace where staff work independently. Making sure each security officer's work-related goals and values are aligned with the organisation's mission and vision is important for creating and maintaining a high level of motivation. When this is achieved it can lead to higher productivity, improved work quality, and potential financial gain for the organisation.

Motivation levels differ with every individual and factors affecting motivation are not always connected to the workplace. For example, factors beyond the workplace's control can be personal or domestic (an employee might have problems at home which have an impact on their performance at work). However, internal organisational factors like processes and policies are a significant contributor to workforce motivation because of the potential for one organisational issue to affect the motivation of many individuals.

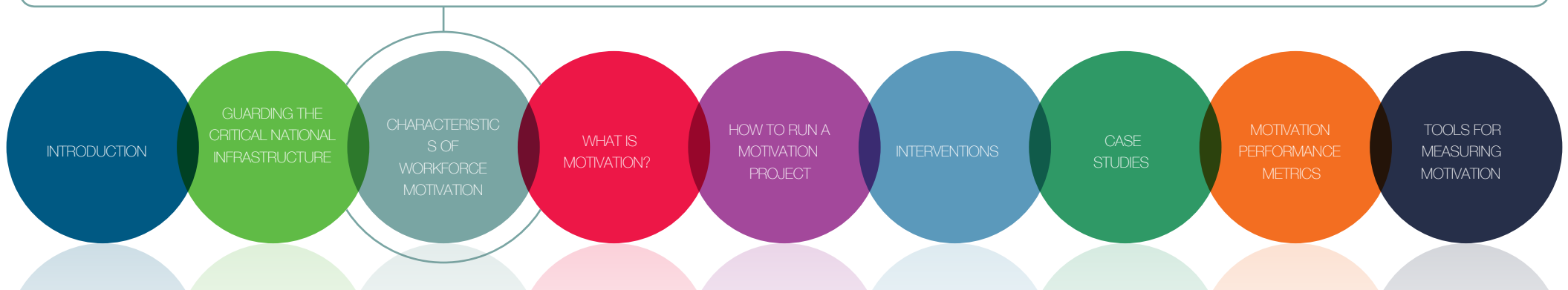
Characteristics of motivated and poorly motivated organisations

There are a number of visible behaviours and organisational characteristics which, collectively, indicate whether a workforce is well or poorly motivated. Some of these behaviours are exhibited by one or more members of the workforce and are often encountered as part of the normal working day. However, there are other indicators which manifest themselves over a longer term, such as organisational performance.

Poorly motivated workforce

Any organisation that notices a significant decline in productivity or high employee turnover, or is unable to reach its goals successfully may need to consider the role of motivation among its employees. **Figure 1** shows typical organisational characteristics and workforce behaviours for a poorly motivated workforce.

It is reasonable to expect some form of 'incubation' period before some of the behaviours and/or organisational characteristics shown in **Figure 1** fully manifest themselves. For example, looking at poor motivation, security officers may be unhappy for some time before they start to perform less effectively on their task. However, poor task performance may manifest itself more rapidly and be more noticeable if the root cause for poor motivation affects multiple employees, i.e. caused by wider organisational issues as opposed to unique personal issues.



CHARACTERISTICS OF WORKFORCE MOTIVATION

Increased staff turnover

- Increased recruitment costs
- Higher level of micromanagement required to maintain processes
- Staff required to work harder to make up for shortfall in numbers
- Problems in recruiting the right staff

Reduced productivity and task effectiveness

- Security tasks not completed effectively
- Reduced security incident reporting
- Noncompliance with Service Level Agreements and Key Performance Indicators
- Increased number of work-related issues escalated or unresolved
- Negative feedback from members of the public
- Loss of clients and reputation

Negative workforce perceptions

- Personal review and appraisal processes are generally perceived as inconsistent and unfair
- Security officers frequently complain that their concerns or recommendations go unanswered
- **'High pressure for performance coupled with low reward and recognition'** is perceived by many as the organisational norm

Increased evidence of low job morale

- Limited uptake of offers for team building or work social events
- Staff less willing to engage in company-wide initiatives and the initiatives take longer to achieve
- Obvious signs that staff are poorly motivated
- Staff reporting that their colleagues are distracted and disengaged from their work
- Poor standards of personal appearance

Increased staff turnover

Reduced productivity and task effectiveness

Negative workforce perceptions about organisational practices

Increased number of security officers exhibiting low morale and enthusiasm for the job

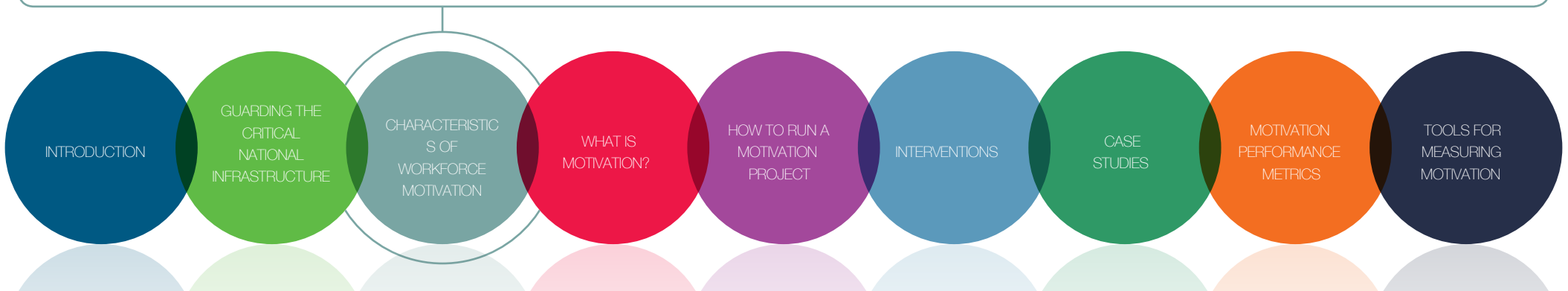
Communication issues

Evidence of ineffective team-working behaviours

Increased reactive training costs

Poor punctuality

Figure 1: Typical characteristics and behaviours of a poorly motivated workforce



CHARACTERISTICS OF WORKFORCE MOTIVATION

Figure 1: Typical characteristics and behaviours of a poorly motivated workforce *continued*

Increased staff turnover

Reduced productivity and task effectiveness

Negative workforce perceptions about organisational practices

Increased number of security officers exhibiting low morale and enthusiasm for the job

Communication issues

Evidence of ineffective team-working behaviours

Increased reactive training costs

Poor punctuality

Communication issues

- Poor or limited communication between staff and between management and their staff
- Staff complain that security processes and policies are not effectively communicated and/or understood
- Workforce complains that roles are not clearly defined or are ambiguous
- Evidence of a lack of time and attention paid to staff by senior and middle managers (i.e. always seems to be *'a non-urgent priority that can be deferred till later'*)

Evidence of ineffective team-working

- Limited camaraderie between teams
- More frequent occurrence of issues between staff that require attention
- More time spent on shift duty scheduling to match 'compatible' employees for team deployment
- Negativity from staff during team briefings

Increased reactive training costs

- Misdirected training that fails to address motivation issues
- Training interventions focus on processes and not motivation

Poor punctuality

- Frequent absenteeism from work
- Frequent absenteeism at work e.g. long coffee/lunch breaks
- Security officers arriving late for work more frequently

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CHARACTERISTICS OF WORKFORCE MOTIVATION

Motivated workforce

Behaviours which show sustained improvement in employee performance, effective team working and a generally positive attitude during challenging times can be indicative of a motivated workforce. **Figure 2** shows the typical organisational characteristics and workforce behaviours for a motivated workforce.

Benefits of a motivated workforce

As shown in **Figure 1**, low motivation can trigger a variety of detrimental events that affect the organisation in the short term and long term. Staff who lack motivation are at risk of resigning, delivering poor-quality work and making it difficult for other employees to do their jobs efficiently. For these reasons alone the issue of workplace motivation should be high on the management agenda.

Aside from keeping an organisation afloat, a motivated workforce has the potential to improve operational performance – see examples shown in **Figure 2**. Employees with a high level of motivation typically work harder and can overcome common workplace challenges with ease; this helps the organisation to reach its objectives and improve overall operations. A primary benefit of motivation is that motivated employees always look for better ways to do a job.

They have more potential to consistently provide high-quality work, maintain a high level of productivity and overcome obstacles or challenges. Specifically, motivated employees have the potential to:

- Elicit greater trust and respect from their colleagues
- Have their ideas taken more seriously, creating a more inclusive work environment
- Increase their level of responsibility and their opportunities to advance
- Get along better with co-workers
- Feel better about themselves and gain enjoyment from their work

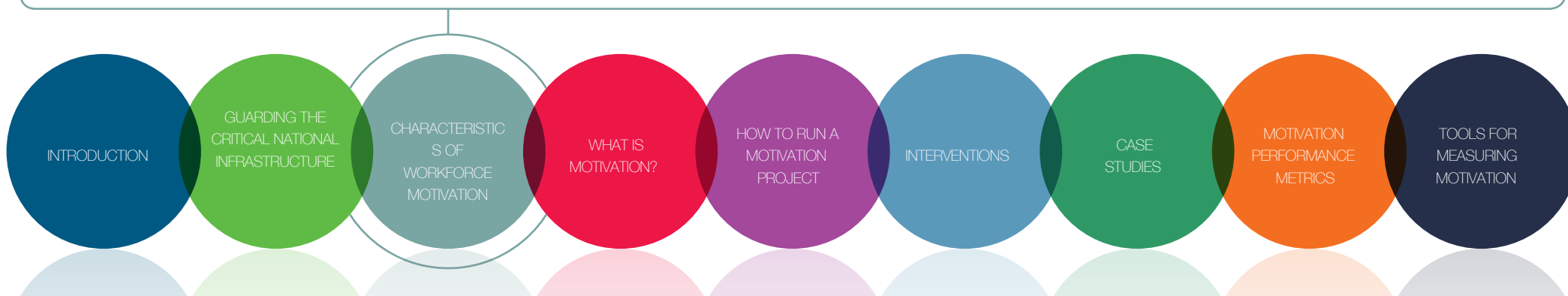
Benefits of monitoring workforce motivation

An awareness of what a poorly motivated workforce looks like is beneficial – **Figure 1** shows typical examples to help support this. However, it is likely that if an organisation is regularly experiencing some of the behaviours and characteristics associated with a poorly motivated workplace then the damage is already done.

Therefore, it is recommended that managers be proactive in assessing the levels of motivation and understanding potential issues which may be affecting motivation. If this is done

regularly then it is likely that issues will be intercepted during the 'incubation' period where security officers are unhappy and exhibit some of the behaviours shown in **Figure 1**.

Tackling the challenge of low motivation among employees requires a strategic plan and a combination of different activities and tactics to help improve employee motivation. Organisations which invest time and resources on improving their employees' wellbeing and workplace experience can look forward to more effective and smoother running processes as employees become more productive, maintain a positive attitude, commit to their roles and duties and maintain a strong work ethic. Sections 5, 6, and 7 of this document contain guidance on how to regularly gauge workforce motivation and recommendations for what to do once specific issues affecting motivation have been identified.



CHARACTERISTICS OF WORKFORCE MOTIVATION

Security performance

- High standard of job performance with low number of security breaches
- High standard of security searches (observed as part of QA processes)
- Lower incidence of property loss and crime
- High standard of customer service (positive feedback from clients and stakeholders)
- The majority of the workforce understands existing and new security processes and procedures

Workforce is proactive and seeks improvement

- Workforce actively seeks training
- Security officers regularly suggest ideas to improve security and efficiency and are keen to engage with management
- There is a high pass rate for qualifications and certification tests
- Feedback from security officers is constructive and forward-looking

Good punctuality

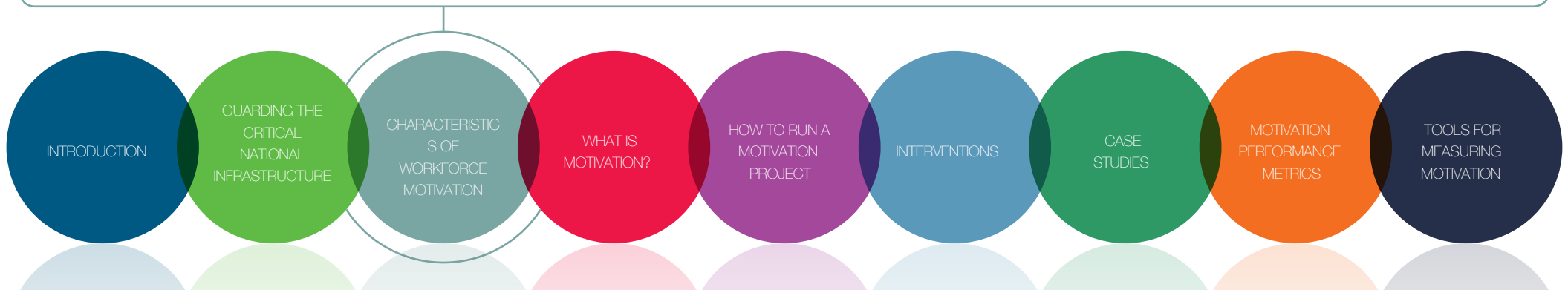
- Low rates of absenteeism from work
- Security officers arrive on time for work and team briefings
- Low sickness and unplanned absences

Acceptable staff turnover rates

- Staff turnover is at a healthy and acceptable level for the organisation

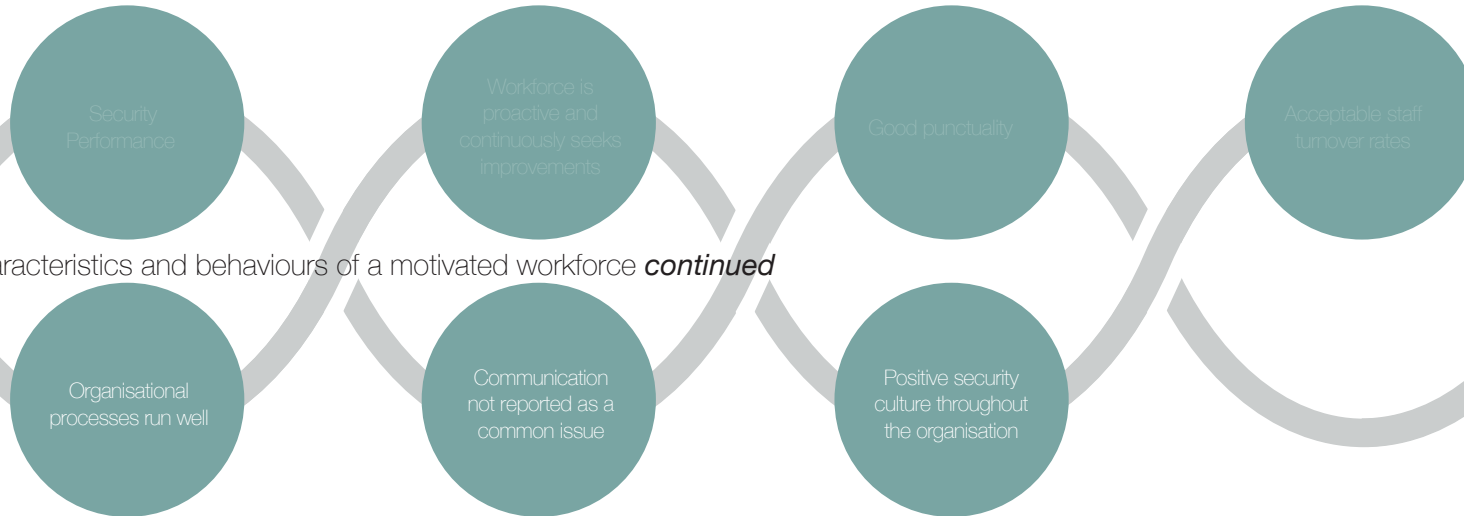


Figure 2: Typical characteristics and behaviours of a motivated workforce



CHARACTERISTICS OF WORKFORCE MOTIVATION

Figure 2: Typical characteristics and behaviours of a motivated workforce *continued*



Organisational processes run well

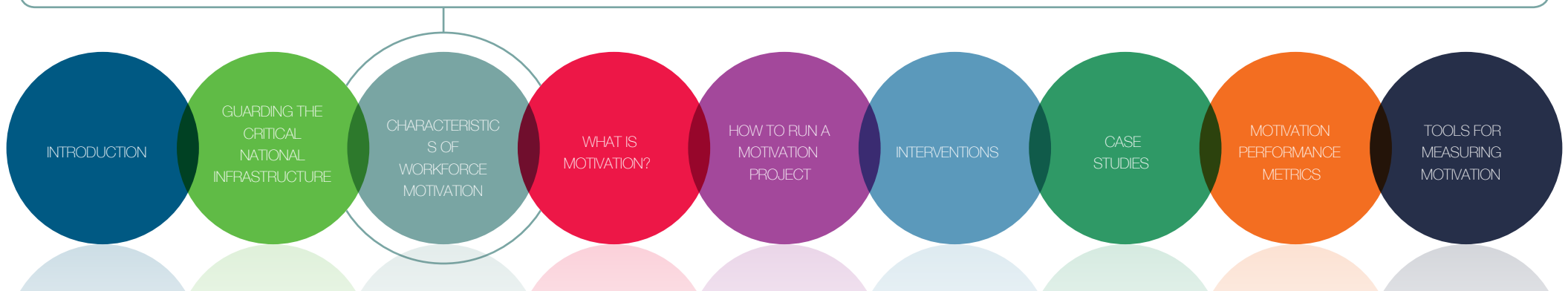
- Easier to obtain shift cover at short notice with staff willing to support
- Staff are aware of the 'bigger picture' issues faced by the organisation and are generally supportive and understanding
- There is limited negativity during team briefings
- Security officers change roles and positions with limited or no complaint
- Team working is not seen as an issue and generally works well

Communication not reported as an issue

- The communication between security staff is positive
- There is frequent and structured communication between management and security officers

Positive security culture throughout

- Security officers take pride in their work and there is evidence to suggest that non-security functions are being influenced to be part of the organisation's security culture
- More frequent individual examples of security officers taking pride in their work and looking for ways to do the job better



WHAT IS MOTIVATION?

Having described the characteristics of a motivated workforce, we now turn to the question 'What is motivation?'

One thing common to all effective organisations is that they can be described as having harnessed the motivation of their employees. But how is it done? Many managers believe that people work for money so higher pay leads to higher productivity, better efficiency and effectiveness. However, research carried out into employee motivation over 50 years shows conclusively that although money has an impact on motivation, there are a number of variables which need to be understood. These include age, gender, personal financial circumstances, the macro-economic circumstances, job design, personality, skill level, attitude and culture. Furthermore, motivation is a complex issue involving a combination of intrinsic (those of the individual) and extrinsic (that which is provided by the environment) factors. This section will describe motivation theories which have been shown to be of particular relevance to security. But first, even though most people have a good understanding of what motivation looks like in practice, it is useful to decide on a definition.

Defining motivation

Definition taken for this project

'The processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal.' – Robbins, 2001

- **Intensity** refers to the amount of effort someone is putting in to their job. This might be physical (how thoroughly they conduct a pat-down search) or mental (how much they concentrate on watching CCTV) or simply the number of hours they work;
- **Direction** refers to what it is they are trying to do. For example, someone might be working really hard on something that isn't important to the organisation;
- **Persistence** refers to how long a person carries on going when things go wrong.

What this means in practice

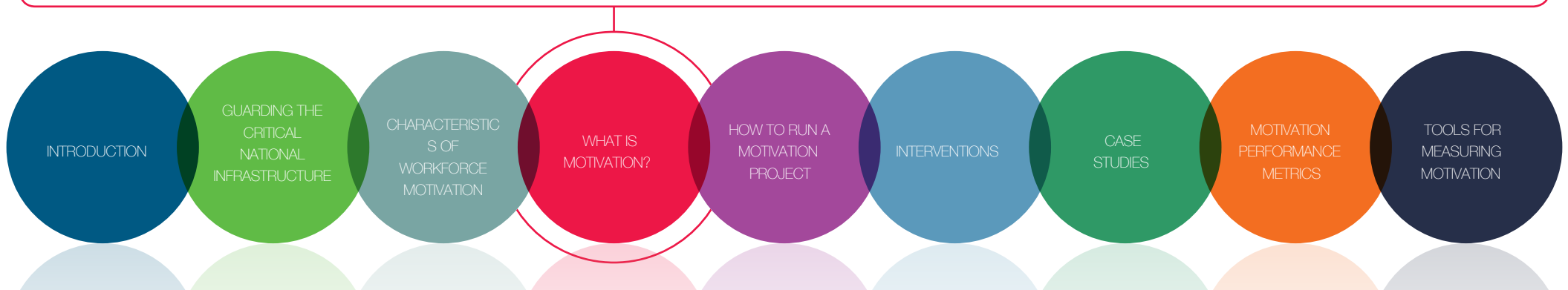
By being aware of these three elements of motivation, managers should be immediately aware of critical elements of motivation. The most common error is to focus on the first element – intensity. Managers urge their teams to work harder, longer hours, move more quickly, be more urgent. They frequently fail to stop and think about whether the tasks they are working on are the most important or whether the tasks might be worked on smarter rather than harder. Managers also sometimes miss the importance of persistence. We all

face challenges when things don't work first time or when the plan seems not to be working. The role of the manager in raising persistence levels will be explored further in this section but can be summarised as involving a compelling, credible vision of what the team is trying to achieve. Motivated staff are able to say succinctly what it is they are trying to achieve and will believe that this is important, the right thing to be doing and achievable. And of course this relates to the 'direction' element.

The difference between job satisfaction and motivation

Job satisfaction is a term that refers to a person's contentment with their job and their perception of how well it provides those things that they view as important. Numerous factors can contribute to an employee's satisfaction or dissatisfaction in the workplace. Such factors can include the work environment, employee relations, shifts and salary.

It might be that employee job satisfaction can lead to increased motivation, which then results in improved performance. However, this is not always the case; an individual can be satisfied by his or her job without being highly motivated or without putting in the required performance. It could be that an individual is satisfied with their role because it allows them to not put in the extra effort, and allows them to 'take it easy'.



WHAT IS MOTIVATION?

Job satisfaction is not a replacement term for motivation, rather it should be seen as one element that can add to the overall motivation picture.

Intrinsic – extrinsic

Motivation is not static: an individual might be very motivated in one particular set of circumstances but not in another. It also varies between people – one person might find a certain task motivating and satisfying whereas another person would not. In other words, there are two elements to the study of motivation; people and work type.

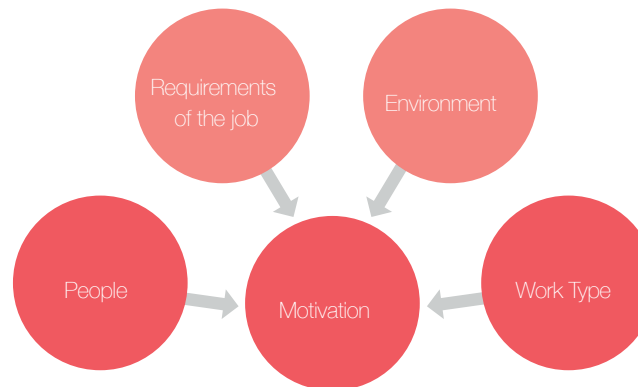
We need to understand:

- what sort of person we are studying – what they value, what they like – and
- the work they are being given to do – the skills required, level of concentration, repetitiveness, and so on.

The overall measure of motivation is whether there is a match between the type of work people naturally want to do and the work they are actually given.

But it is wider than the allocation of tasks to people. Environmental factors have an impact on motivation levels – from the physical surroundings, the way managers treat staff,

the quality and quantity of communication provided and so on. In one situation a worker might not mind at all that the working conditions are scruffy whereas another person might have the nicest, most smartly appointed working conditions and be demotivated. So, motivation depends on the following range of factors:



One useful way to understand motivation is to look at the rewards people get from work in terms of either the extrinsic or intrinsic rewards. Extrinsic rewards are things that the individual receives from some other person in the work setting whereas intrinsic rewards are gained directly as a result of doing a particular job – for example the feeling of achievement after accomplishing a particularly challenging task is intrinsic

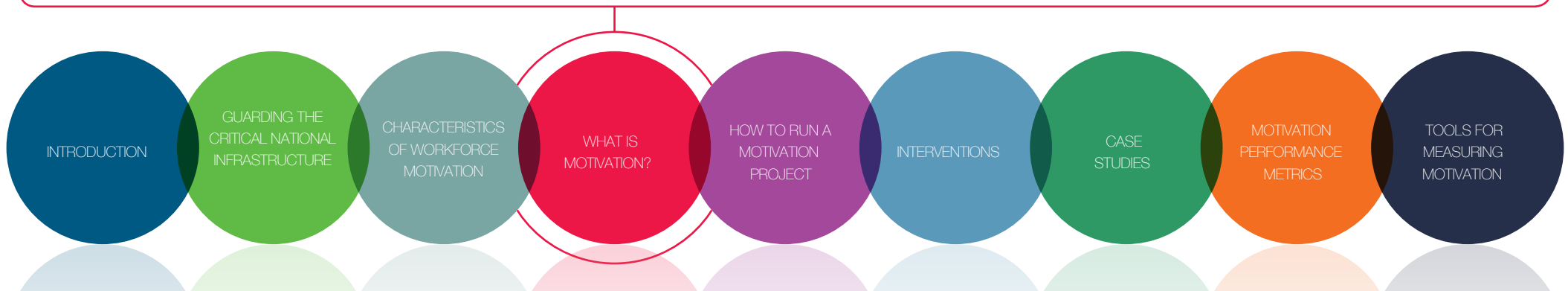
whereas public praise from a senior manager after the task is extrinsic. The distinction between extrinsic and intrinsic rewards is important because each type requires separate attention from a manager seeking to use rewards to increase motivation.

Extrinsic **rewards are positive feedback and other rewards which the individual receives from someone else.**

Intrinsic **rewards are positively valued work outcomes which the individual receives directly as a result of doing a good job.**

Application

Managers can learn whether the task in hand will provide external reward, perhaps in terms of recognition, or whether the individual team member is motivated most by the personal satisfaction of knowing they are doing a good job. Where there is a lack of either sources of satisfaction, team leaders can make sure they show praise for jobs well done and clearly show that good work is being reported to senior managers.



WHAT IS MOTIVATION?

Goals

Results from several major studies into motivation tell us that people need to know what they are supposed to be doing. Common across several major theories of motivation is the feedback that people need to know what is expected of them. Goals can provide this – or at least some of it. In addition, goals provide a focus and help staff know where to put their effort. In a well-run organisation, these should flow from the strategy, so the organisation sets out what it exists for, this is turned into high level performance targets (sometimes called Key Performance Indicators – KPIs) which are then divided into KPIs for each department or unit which in turn divide down into KPIs for teams and individuals.

There are of course shortcomings to setting goals: people can 'play the system' and sometimes the goals don't actually deliver what is best for the organisation. It is vital that the goals are the right ones to deliver what is intended. It also helps a great deal if these goals are easy to understand and are made explicitly clear to everyone, so that they are at the front of the mind of all staff, all the time.

Fairness

People need to feel that they are being treated fairly. We tend to compare our own treatment with those of others and make

comparisons based on fairness. So, to a certain extent, it doesn't matter so much exactly how much we are paid, just that we are paid the same as someone who performs what we regard to be a similar job. This principle is relevant for all aspects of the way we are treated at work – holiday allocation, shift pattern, tasks allocated etc. Managers and team leaders should be scrupulously even-handed in their treatment of staff and make sure these dealings are transparent. So-called 'secret deals' – perhaps awarding some additional holiday or an additional pay increment to one member of staff – are almost certain to leak out and will demotivate.

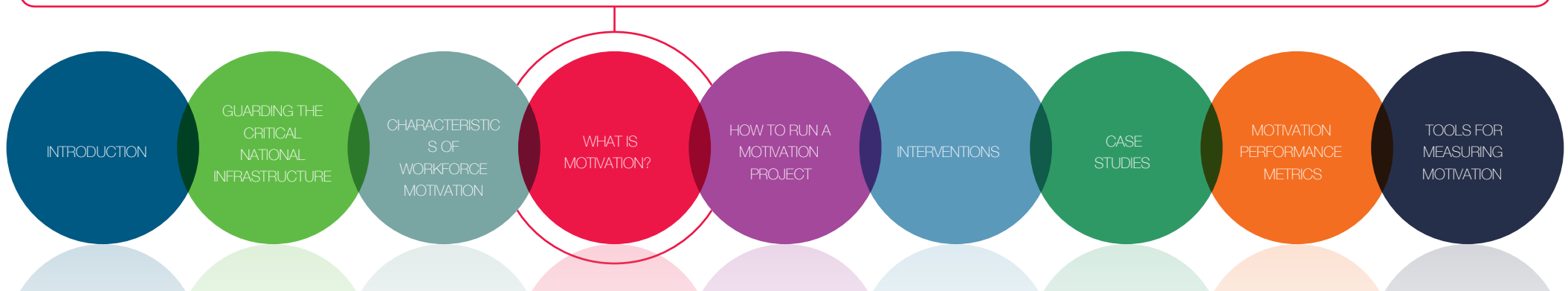
Communication

Communication is recognised as being vital but there are so many opportunities for misunderstanding that getting communication right is enormously difficult. Moreover, modern theories have 'stripped out' layers of management so that leaders spend less time with their teams. As a result, the potential for miscommunication has increased significantly. Although technological advances mean that we are able to communicate more than we used to, be it by text message, email or conference call for example, this does not necessarily lead to better communication. Poor communication can mean goals are not understood – or the reasoning behind them is lost. Poor communication can undermine otherwise good systems of working.

Job design

One of the most famous studies into motivation in the workplace comes from the research of Richard Hackman and Greg Oldham, who defined five key characteristics of the motivating potential of a job:

1. Skill variety – this describes the degree to which a job requires the exercise of a number of different skills, abilities, or talents. Such activities must not merely be different, but they must be distinct enough to require different skills.
2. Task identity – this defines the extent to which a job requires completion of a whole and identifiable piece of work. We might interpret this as being related to the identification level of the individual security officer.
3. Task significance – this refers to the importance of the job; the degree to which the job has an impact on the lives of other people, the immediate organisation or the external environment. Clearly the security task is important but it might not be seen as such or enacted as such in some organisations and the responses of the public might be different in different circumstances.



WHAT IS MOTIVATION?

4. Autonomy – this is the degree to which the jobholder is free to schedule the pace of his or her work and determine the procedures to be used. Clearly procedures are defined but in some environments excessive proceduralisation can result in a feeling of de-skilling and de-valuing a worker's perception of their worth, which is demotivating.
5. Feedback – this is the degree to which the individual doing a job obtains information about the effectiveness of the performance. Feedback does not only refer to supervisory feedback, but also the ability to observe the results of their work. This is difficult in security because you may never experience a terrorist attack, or attempted attack, in an entire career. But you can get feedback on dealing with incidents or on how you perform the tasks.

Motivation and team working

The word 'team' is often widely misunderstood and misused. A team is defined as '**a small number of people with complementary skills who are committed to a common purpose, set of performance goals, and approach for which they hold themselves mutually accountable**' (Katzenbach and Smith, 1993).

So, a team is a very particular sort of group and not all groups of people working together can be called teams.

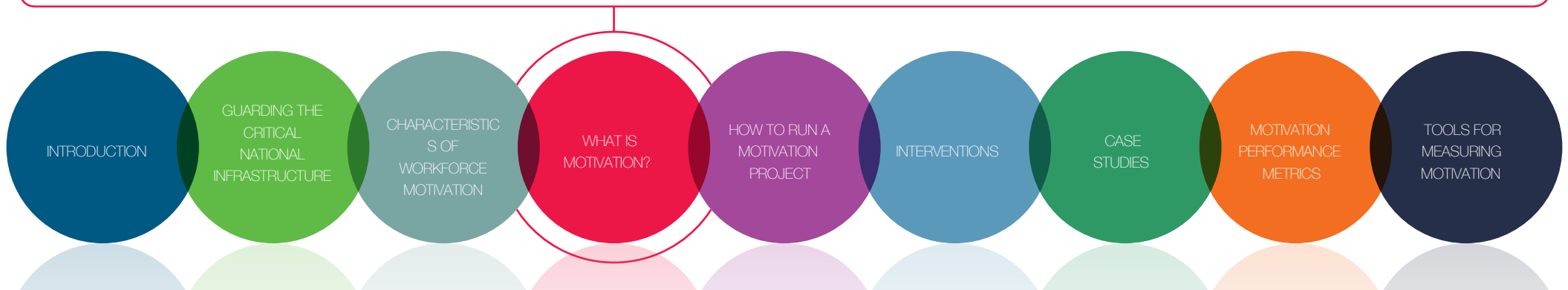
The key feature of this definition is that everyone in the team shares the same goals and holds themselves accountable for achieving them. It might also be argued that there are some specific tasks that an individual can achieve without relying on their team members. The relevance of this to security is that some security tasks could require genuine teamworking, for example central search screening at airports, whereas others (a security officer guarding an entrance alone for example), do not.

It has been found that organising people into teams delivers huge benefits for organisations because in general, teams are more productive, more innovative, and make fewer errors.

However, whilst a great deal of management thinking stems from the knowledge that teams can lead to motivational gains, in fact a great deal of research also shows that people are often less productive when they work in teams compared to when they work individually. Some of these production losses can be explained as a result of coordination problems, but the main reason for this underperformance has been identified as being a lack of motivation. As early as 1911, Frederick Taylor summarised his observations as follows:

'Careful analysis... demonstrated the fact that when workmen are herded together in gangs, each man in the gang becomes far less efficient than when his personal ambition is stimulated; that when men work in gangs their efficiency falls almost invariably down to or below the level of the worst man in the gang; and that they are pulled down instead of being elevated by being herded together.'

The point is, some teams work and some will not. If you have a team of security officers working with individually assigned discrete tasks towards a common goal you can achieve high operational performance, an example of this is in aviation security checkpoint screening. However, when individuals do not have defined tasks and a group of people all share responsibility for the task, then productivity can be affected. In order to avoid these shortcomings and make teams productive, it is useful to understand why teams fail to deliver and there are several factors which contribute to this:



WHAT IS MOTIVATION?

- **Free riding** occurs because team members think that their own efforts are not really necessary because the team will reach its objectives due to other members' efforts. The **sucker effect** is in effect a reaction to the observation of an individual that other team members appear to be free riding leads to a reduction in effort because the individual does not want to be exploited.
- **Social anxiety** reduces effectiveness because team members are anxious about what their fellow team members might think about them.
- **Soldiering** is the term used to describe the reduced effort by most or all team members in protest at the (perceived) unfair treatment, particularly by managers or supervisors. The term has been derived from soldiers marching particularly slowly when they dislike their officer.
- **Social loafing** is the phenomenon that has attracted the most attention. This problem occurs because group members think their individual inputs in a group work cannot be identified. Meta-analyses (i.e. summaries across dozens of studies) reveal that this effect is quite robust and leads to underperformance of teams that translates into substantial productivity losses.

Organisational culture

Working in a team (or not) is a key part of what is known as 'Organisational Culture', best summarised as 'the way we do things around here'. You can usually tell immediately when you enter a building what the culture is like. Clues can be found in the symbols used, the slogans on the walls (are they about profit or caring?), what the building looks like (imposing or down to earth?), how you are treated (off-hand and bored versus efficient and friendly). Organisational culture has been shown time and again to be the strongest driver of motivation there is. Senior executives ignore it at their peril. But, culture is difficult to pin down – a friendly open culture might mask tolerance of poor performance or an aggressive culture could be interpreted as being honest and authentic. Overall, the necessities of the business influence culture but more importantly, the nature of the leadership at all levels in an organisation determines what the culture is. Some aspects are determined by the outside community so an organisation in Germany will almost certainly have a different culture to one in, say, Italy because of the norms of behaviour nationally.

These can also vary between regions with differences observable between (for example) Glasgow and Bristol. That said, managers and supervisors do have an influence over the culture in their organisation although it takes a sustained effort over an extended period of time to change it.

One key feature of culture in the security field which should be tied in to the mission and goals or KPIs is pride in the delivery of a secure site. All these are underpinned by the concepts of motivation described in this section.

We now turn to how motivation is measured and how motivation tools have been used in practice.

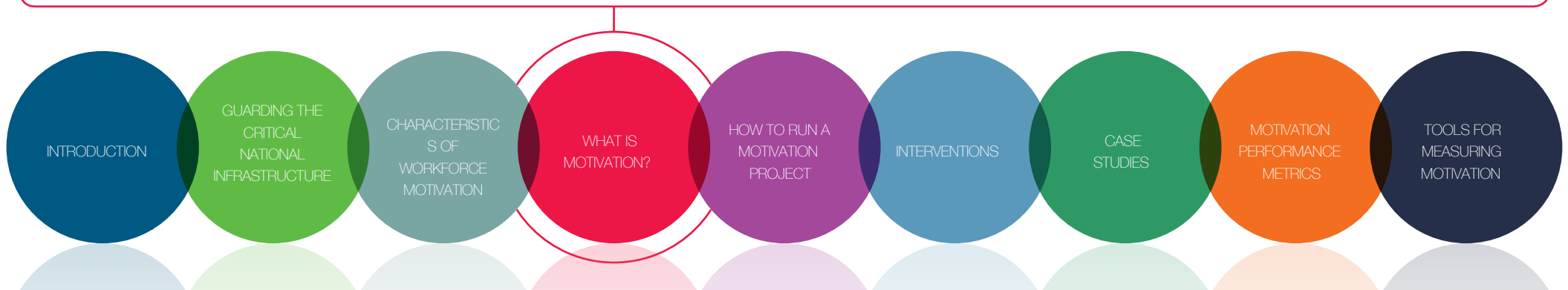
Suggested further reading

Katzenbach, J. and Smith, D., 1993. The discipline of teams. *Harvard Business Review*, 71(2): 111–120.

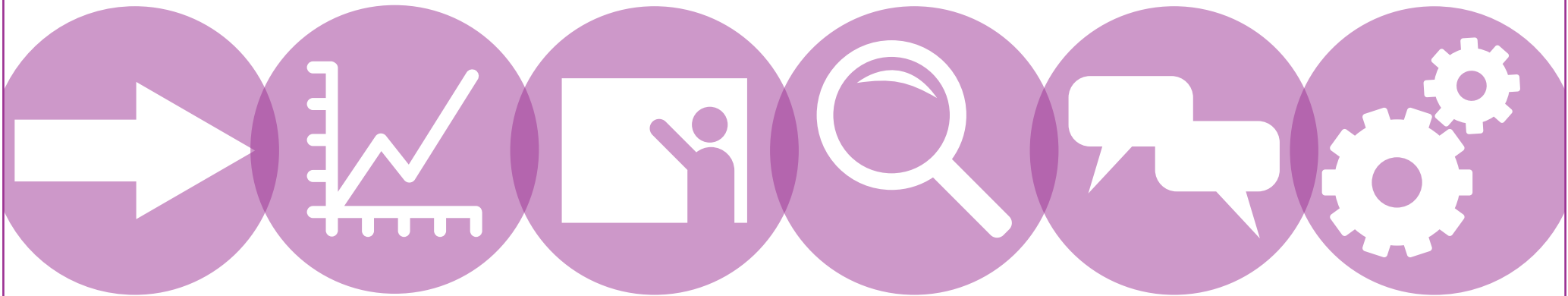
Taylor, F. W. (1911) *The Principles of Scientific Management*. New York: Norton.

Van Dick, R., Tissington, P. A. & Hertel, G. (2009) Do many hands make light work? How to overcome social loafing and gain motivation in work teams. *European Management Journal*, 21 (3), 233–245.

West, M.A. (2004). *Effective teamwork*. London: Blackwell.



HOW TO RUN A MOTIVATION PROJECT



This guidance document provides advice to managers about motivating security officers. The guidance contains a number of sections including those on; what motivation is; why an organisation should look at it; how to measure it; as well as comprehensive guidance on potential interventions to help address any identified motivational issues and challenges.

However, when faced with looking at improving motivation of security officers, this can be seen as quite a complex and daunting task. The aim of this section is to help guide you through the typical steps involved in running a 'motivation' project and provides you with key references and links to the relevant sections in the guidance document.



HOW TO RUN A MOTIVATION PROJECT

Tools to help you plan a Motivation Project

Deciding to run a motivation project can be a significant undertaking. The process of collecting data, analysing and planning interventions requires careful consideration and detailed planning. If you decide to run a motivation project it is important that you understand the necessary steps and that you prepare and manage the process effectively. To help you with this, within this guidance there are three templates that you can use to help plan and document your project:

1. Questionnaire Briefing Template

The first document is a briefing template that you can use and tailor to your specific organisation. The briefing sheet should be attached to the questionnaire and provides the security officers with information about the project, how to fill in the questionnaire and the procedure for returning it. Use this template as a guide and tailor it to your own specific briefing requirements – describe your reasons for doing this, your chosen methods for distributing and collecting the questionnaires.

2. Project Checklist

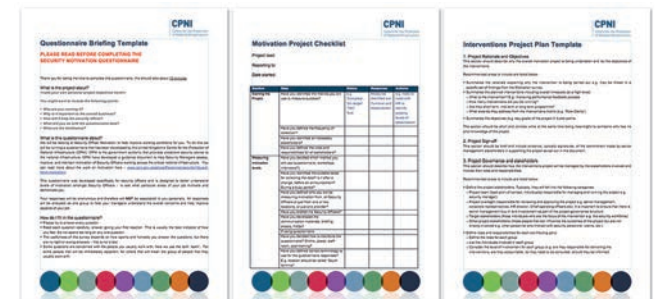
The next document is a checklist that will help summarise the status of the project, what you need to do, and any necessary actions. The checklist details the specific steps involved to help ensure that you have completed all necessary tasks involved in planning the project, preparing the questionnaire, collecting the data, analysing the data and then planning the interventions.

3. Interventions Project Plan Template

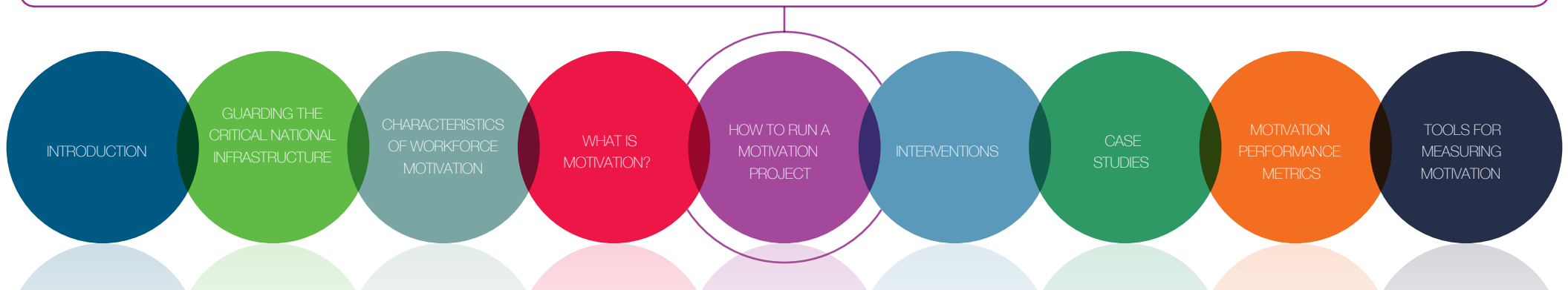
The second template is a project plan for your specific interventions. Once you have analysed the data and identified areas of concern this template will help you to document and plan your interventions. The template includes the headings that should be in your plan and an overview of the content that you should include in each section. The interventions project plan outlines the strategy of the project, how the interventions will be introduced, how they will be measured, and the roles of the team. This report will be useful for planning but will also ensure that senior management and other stakeholders understand the process, the planned benefits and then sign off the interventions.

These templates are supplied as Microsoft® Word documents attached to this PDF.

Click the button below to show or hide the Attachments Pane in Adobe® Acrobat® or Reader®. (This may appear at the bottom of the window or in a sidebar on the left). Double-click on a document to open it in Word. You may then save a copy to your local storage or hard disk and modify it to suit your organisation's individual needs.



Show Templates in File Attachments Pane





Starting the project

Step 1: Starting the project

This first stage is all about the early preparations that are essential in order for this motivation project to be successful.

Identify a principal Point of Contact (POC) for the study

It is useful to have just one person who is responsible for the project in the first instance, this person needs to champion the project within the organisation and also be responsible for managing the day to day activities of running it.

POC to identify indicators of success

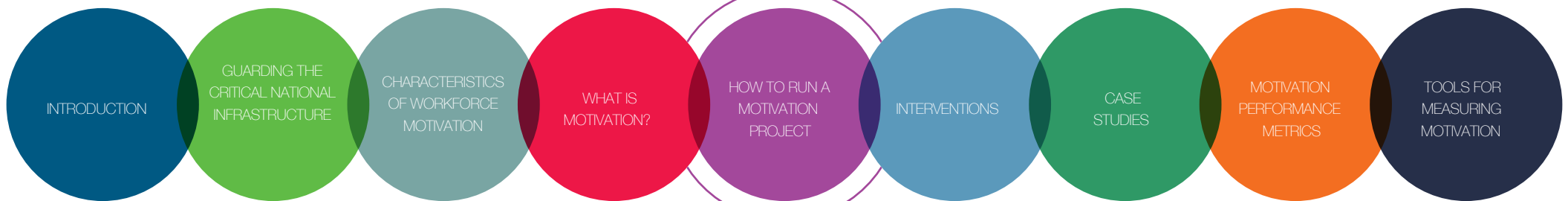
(e.g. business KPIs, changes in staff turnover and absenteeism)

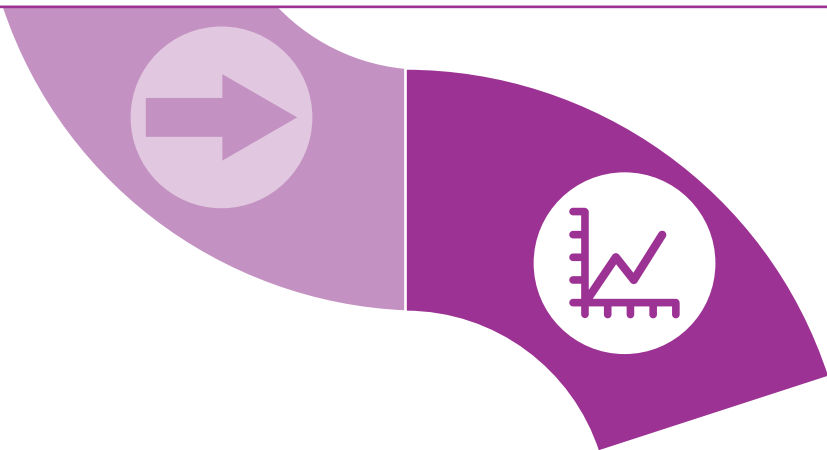
It is important to identify these measures at the very start of the project and address questions of why you are undertaking this, what do you want to see as a result of improving motivation, do you want improved security performance, reduced staff turnover or increased staff satisfaction, etc?

POC to identify stakeholders and interested parties in the study and outline responsibilities

It is highly likely that there will be a number of stakeholders that have an interest in

this project. It is important to identify at the start of the project who is responsible, who will need to be consulted, and who should be kept informed. These stakeholders could include in house senior management, service provider management, Human Resources representatives, union officials, ombudsmen, supervisors or security officers themselves, and so on.





Measuring motivation levels

Step 2: Measuring motivation levels

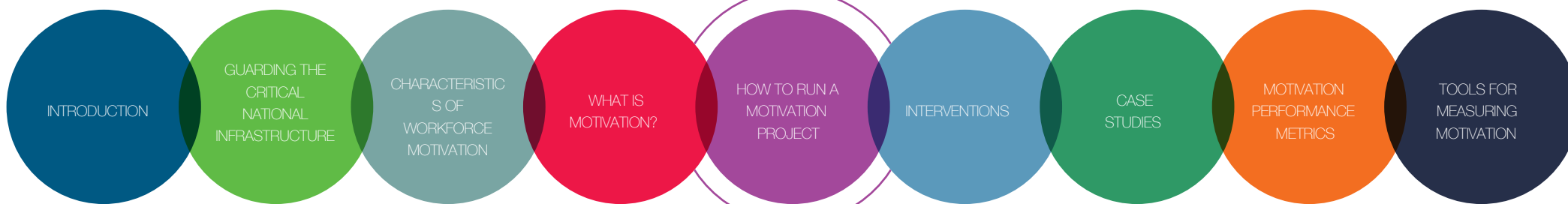
The second stage is about assessing current motivation levels to help identify what you need to do specifically.

Decide on most suitable method of collecting data

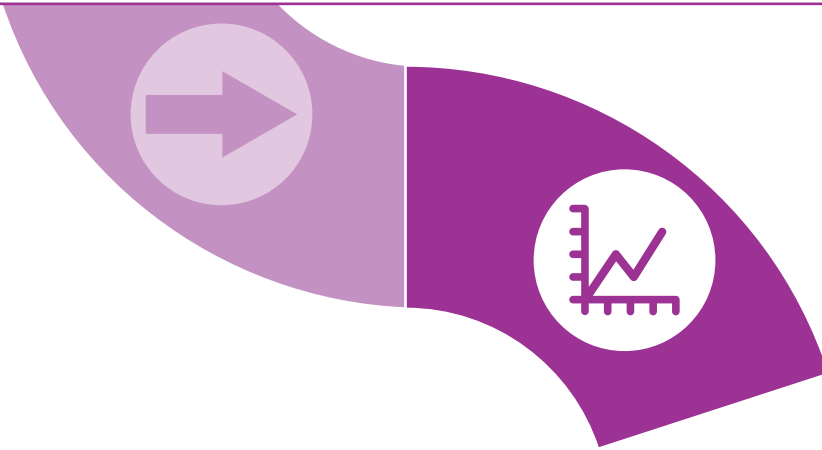
This 'How to' guide assumes that you will be using the questionnaire method to collect data. The motivation questionnaire (discussed in the **Tools section** of the guidance document and accessed [here](#)) was specifically developed for measuring motivation of security officers. However, there are a variety of other methods that can be used to measure motivation; these are also presented in more detail in the Tools section. Ultimately you need to decide which method is best for you in terms of timeframes, logistics, and most importantly the amount of data you want to collect to make your decisions.

Decide on best method for distributing and collecting questionnaires

It is important to identify how you will be distributing the questionnaires to the security officers, and also how they will send them back to you. The questionnaire was designed to be printed out and completed by hand, so once you have printed them off you need to decide how to distribute them and how to collect them. There is no right method, it really depends on what will work best for your organisation in terms of locations, logistics, and timeframes involved. Methods for collecting the questionnaires can include a 'voting box' in staff room, stamped addressed envelopes sent back to HR department, or a PO Box, using a third party to conduct the survey on your behalf, or reserving a room for security officers to come in throughout the day and fill in the questionnaire, asking them to complete the questionnaire following a briefing or training event, and so on. Deciding on which method to use can have a big impact on how many responses you will get back and how well the questionnaires are completed.



HOW TO RUN A MOTIVATION PROJECT



Measuring
motivation levels

Communicating to the Security Officers

It is important to communicate your intentions to Security Officers throughout the project, when issuing the questionnaire some security officers might be sceptical about “another questionnaire”. It is important to brief them on the importance of this and also highlight that this is there chance to feedback on management processes and procedures.

As well as briefing the security officers it is useful to have a cover page on the questionnaire that details the exact nature for running this study. For more information and examples of briefing sheets with typical questions and answers please see the Tools section.

REMINDER – you can access the ‘**Questionnaire Briefing Template**’ [here](#) to help you with briefing your Security Officers.



HOW TO RUN A MOTIVATION PROJECT



Analysing
the data

Step 3: Analysing the data

This stage is about analysing and understanding your data so that you can make an informed decision about the interventions that you can use to help improve motivation.

Enter data using the 'motivation analysis tool'

As part of the Motivation Guidance document we have developed a 'motivation analysis tool' that will allow you to easily enter the results of each security officer's responses. The analysis tool and instructions on how to use it can be downloaded from the NPSA website. Obviously, care needs to be taken when entering the data from the questionnaires into the system; this should be done ideally by one dedicated individual.

Understanding and interpreting the results

Once you have analysed the data and seen the outcome it is important to consider what they mean and try to understand possible reasons for them. Sometimes the results might surprise you, you might have expected differences between locations, or your staff might be more demotivated or more motivated than you thought. Where the results are unexpected it is important to look further, the tables showing the mean figures for the individual statements might reveal more, but also reading through the comments section of the questionnaires can be highly revealing in terms of the main issues of concern. It is useful to consider when the survey was conducted – have you recently upgraded new equipment, have you changed the shift process, these factors can heavily influence motivation levels. If there are still some unexplained anomalies it might be worth conducting follow up workshops (as described in the Tools section) with a selection of Security Officers to understand where the specific concerns lie.

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Planning the interventions



Step 4: Planning the interventions

The fourth stage is about planning targeted interventions, based on your specific results.

Read analysis report and read guidance booklet

The motivation analysis tool will produce a summary output that will clearly show you where your staff are motivated and demotivated overall. The summary will use the same terminology that is in the interventions table (see Interventions section of the guidance document). With this in mind it is now important for the POC and other relevant stakeholders to read the guidance document, specifically looking at potential interventions that could help improve motivation. It might be that you can not change certain areas that come out low (for example pay or shifts), however you should use the results to work out where you want to make a difference. You don't always have to just simply address the low scoring areas, it could be that you develop interventions on those areas that scored high and build on the existing processes that you currently do well. Other useful information is contained in the [Case Studies section](#) that detail examples of organisations' successful initiatives to improve motivation.

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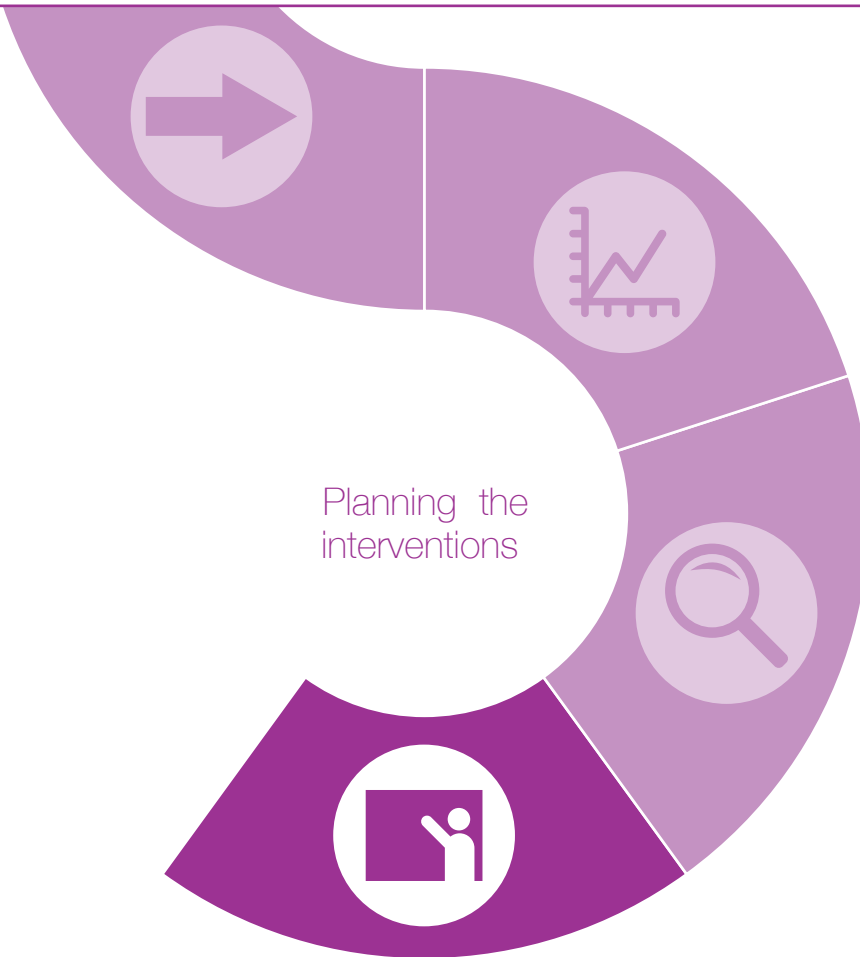
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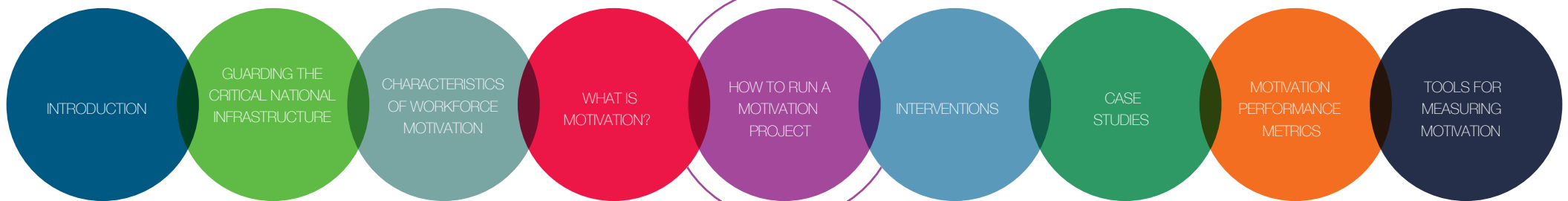
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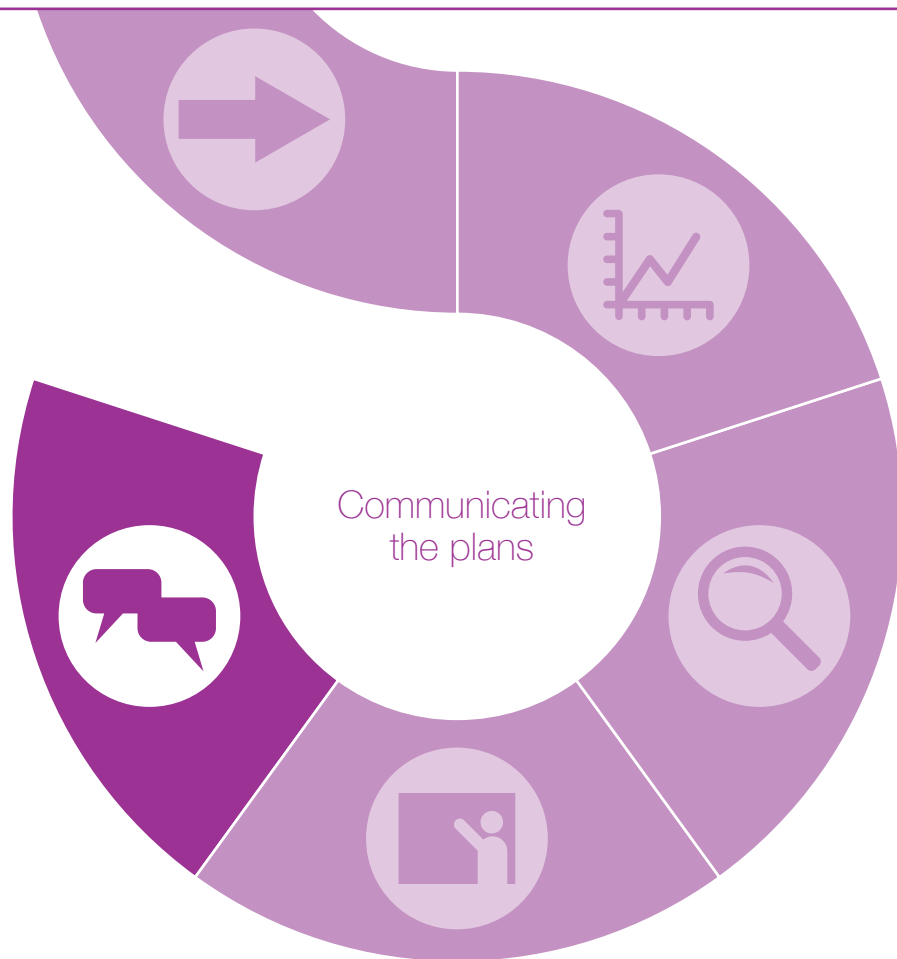
Set up meeting with relevant stakeholders to produce an intervention project plan

It is now time to plan what interventions you feel will work best for your organisation. It is not necessarily the case that you should just look at those areas that were scored low by the security officers and ignore the others. It might be that you have no room for improvement in those low areas and are constrained by what you can do. It might also be that through continuing to improve and enhance those areas where you are motivating security officers you continue to invest in. These meetings should involve those stakeholders that you have identified and as a collective you should ideally come up with short, mid and long term plans for improving motivation.

REMINDER – you can access the 'Interventions Project Plan Template' [here](#) to help you with reporting your chosen interventions.



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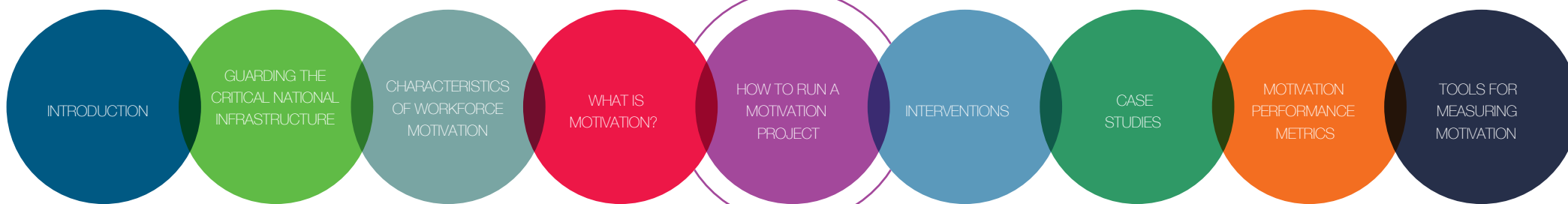


Step 5: Communicating the plans

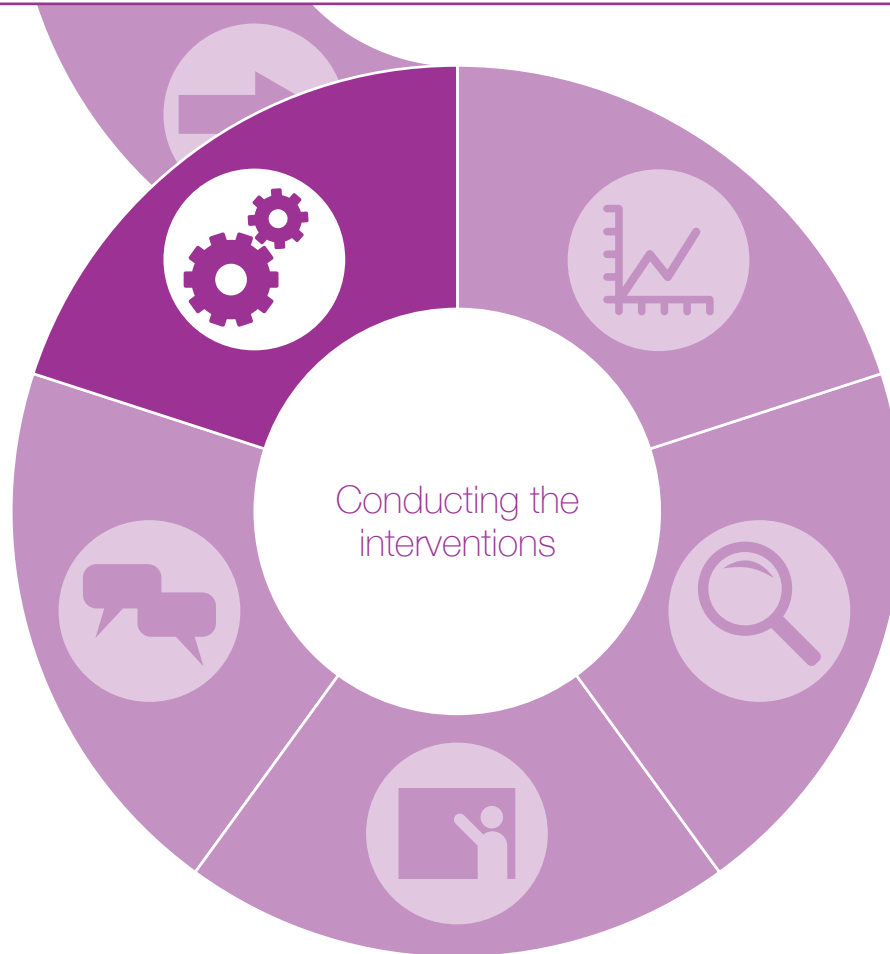
This stage is about communicating your planned interventions to the security officers, and also to other stakeholders.

Decide on best method for communicating your plans to the workforce

Communications will need to be tailored depending on the recipients, whether that is senior management, union representatives, HR, or security officers. You will most likely need to communicate 'why' you are going to run these interventions, how you agreed on these, what it will mean for those involved, and most importantly to ensure that security officers recognise that this will be for their benefit. The change management section [Interventions: Principles of Making Change Work](#) will be useful to understand how to ensure that any intervention gets buy in from senior management and security officers alike.



HOW TO RUN A MOTIVATION PROJECT



Step 6: Conducting the interventions

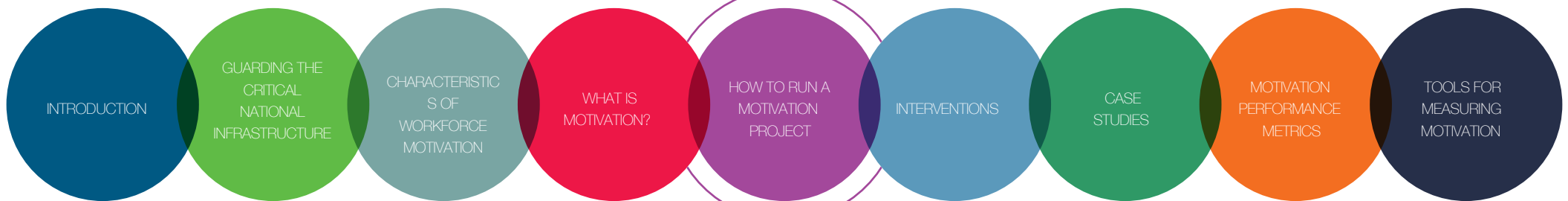
This sixth stage is about conducting the planned interventions and over time, monitoring the impact on your business.

Constantly monitor the initiatives and track the performance indicators

Once you have developed your plans and communicated to the relevant stakeholders and received all necessary agreement and approval from senior management it is now time to run the programs. It is important to not just to set something up and let it go, you will need to continuously monitor it, review it, and possibly amend it as you go on. You will also need to think about how you maintain motivation over the longer term and how you introduce new initiatives over time. It is important at this stage to monitor those performance metrics that you set up at the start of the project and measure them as you decide is best, monthly, quarterly, yearly etc.

Maintain communication with security officers

Again once the interventions are up and running it is important to feedback to security officers and reinforce why the changes were implemented and any feedback you can receive from them on the success of these initiatives.



HOW TO RUN A MOTIVATION PROJECT



Step 7: Measuring motivation levels again

The final stage in the project is about re-assessing motivation levels of security officers to measure the impact of the interventions.

Conduct a second round of motivation questionnaire

Once your initiatives have been running for a considerable time it would be useful to run the questionnaire again to see where motivation levels have improved or if there are new areas for concern.

REMINDER – you can access the 'Project Checklist' [here](#) to help you track the progress of your motivation project.

Please refer to the final section to view the tools and guidance on how to implement them.

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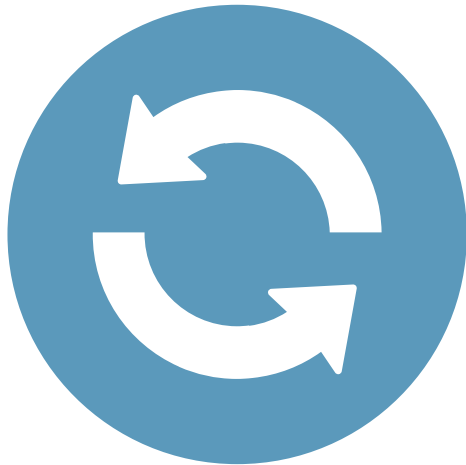
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INTERVENTIONS

This section provides some practical interventions that can be used to improve motivation. This section is divided into 3 areas:

1. Principles of making change work
2. Instructions on how to use the Interventions Grid
3. The Interventions Grid

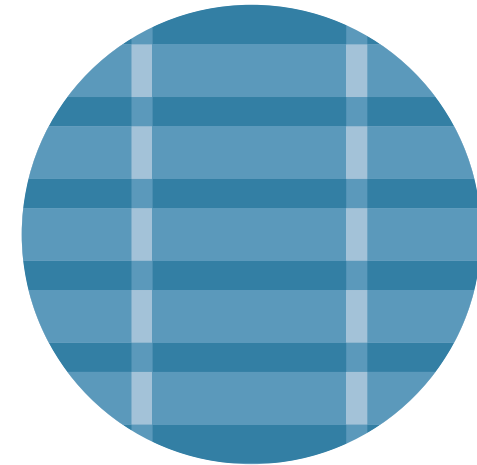
Click the symbol to go to each section.



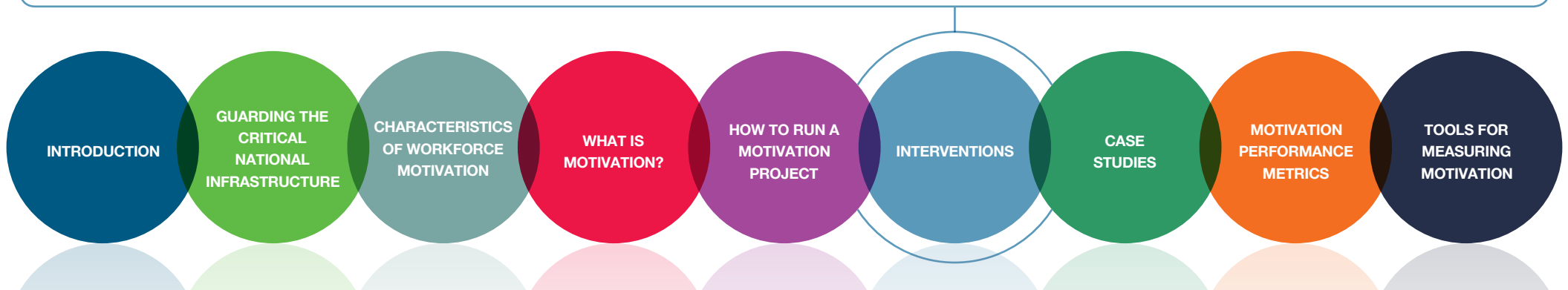
PRINCIPLES OF MAKING
CHANGE WORK



INSTRUCTIONS ON HOW TO USE
THE INTERVENTIONS GRID



THE INTERVENTIONS GRID



INTERVENTIONS: PRINCIPLES OF MAKING CHANGE WORK

Before we consider the interventions it is useful to discuss the idea of 'Organisational Change'. All of these interventions will require a certain level of change within your organisation. Organisational change can take many forms, from small-scale interventions such as a new feedback and reward scheme to wholesale restructuring of departments and teams. Whatever the scale of the change, there are a number of principles which help achieve the desired outcome.

What is change management?

Change management incorporates a set of tools and techniques for engaging and communicating with stakeholders who will be affected by changes to the organisation.

In essence, it is the methodology by which security managers and supervisors will:

- Define the changes that they are proposing;
- Obtain endorsement from leadership and other stakeholders;
- Specify measurable objectives and outcomes; and
- Engage with their staff to begin the process of change.

With any change to an organisation, there is a risk of adverse impact or failure in execution. Change management techniques can minimise adverse impact and help realise the intended benefits.

Change management is not an isolated intervention; rather it needs to be embedded within every activity of introducing new technology, processes, and organisational structures.

Understanding and spelling out the impact of the change on people

Most people will change if they believe that doing so will make a real and positive difference in their lives and those of their customers. The types of change described in this guidance document are geared towards positive impacts on security officers in order to make improvements in motivation. Nevertheless, change of any sort can be met with apprehension and resistance, and so it is important that security managers should be ready to field questions and fully describe the impact on staff.

Impacts on staff can take the form of changes to job roles, positions within the organisational structure and responsibilities; performance objectives and appraisal criteria; employment terms and conditions and working hours; skill requirements, capabilities and knowledge; interactions with other roles and clients, and expectations of behaviours. A clear understanding of the impact of change on the various staff segments will help to ensure that their needs are fully considered and that messages can be communicated to them effectively.

Building the emotional and rational case for change

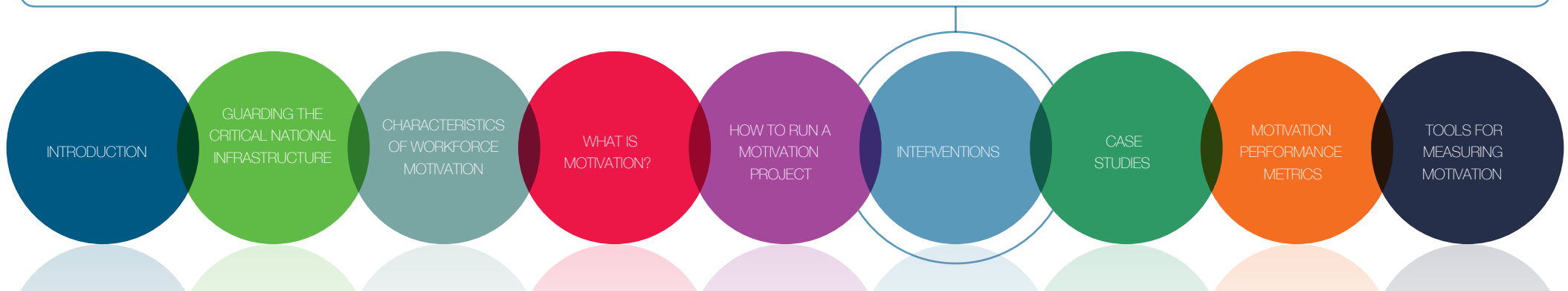
Security managers and supervisors can help successfully build the rational case for change – the practical reasons why security officers should do things differently or be structured differently. However they often omit to link the rational case for change to the emotional case (i.e. they fail to appeal to the individual's emotional need). This is unfortunate, because it is precisely here that the momentum to support or resist change is created. Part of this emotional case for change is a description of what will and will not change, and how it will affect the security officer or indeed the security supervisor. Four simple but fundamental questions are:

- Why are we changing?
- What is changing?
- What are the benefits?
- What is staying the same?

This process can engage staff in the process of change and help them to take ownership of elements, particularly where they can see a positive personal impact.

'Role modelling' the change as a leadership team

Organisational change is typically led from the top, but it also needs to be led from 'in front'. Security managers should model the behaviours they expect from their staff. In one organisation, a



INTERVENTIONS: PRINCIPLES OF MAKING CHANGE WORK

senior director found that it was only when he began one-to-one performance-related discussions with his direct reports that his team began to hold similar discussions with their front-line staff.

Change need not only be initiated by the 'leadership team', however. Site security managers will often identify interventions that they would like to make with their teams, but which require senior level endorsement. In this case, the senior managers are stakeholders who need to be bought into the change – rationally and emotionally – as much as the security officers who will be affected directly. The senior managers are in the strongest position to remove the financial and organisational barriers that might otherwise prevent or delay the change.

Mobilising your workforce to own and accelerate the change

Employees can be resistant to change simply because they were not involved in its design or fully understand the impact.

Resistance emerges as an effect of the 'informal organisation' through which behaviours of individual security officers are reinforced by those of the people around them.

Security managers can effect change more successfully by recognising that their security officers need to be influenced to change their behaviour by those around them as much as they need to be incentivised from the top. The network of peer-to-

peer interactions between security officers and their colleagues is extremely powerful.

The informal organisation is where pride, commitment, and purpose reside. Some team members have particular influence within the informal organisation, even though this might not be recognised in formal structures. By inviting these employees to contribute input and take ownership, security managers can find a powerful way of building momentum for change.

Embedding the change in the fabric of the organisation

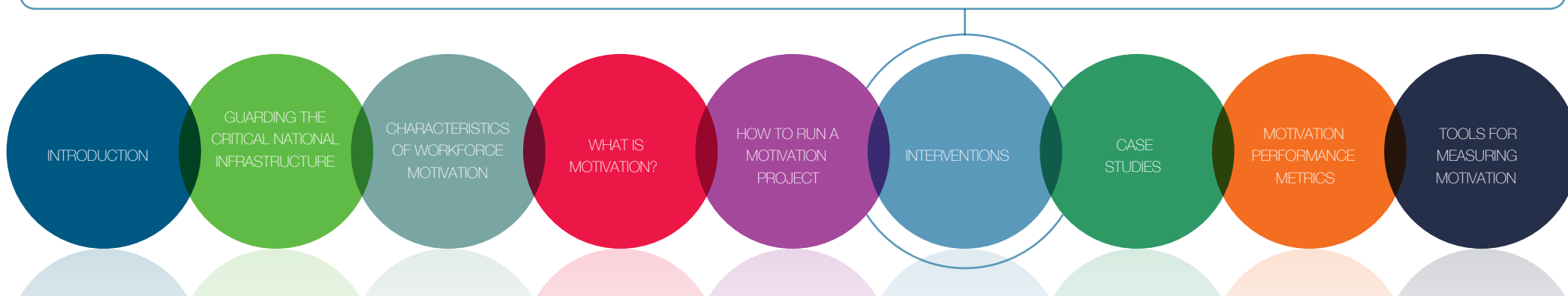
In order to be successful over the long term, change needs to be underpinned by Human Resources processes, structures and systems which are aligned with the objectives of the transformation. In other words, a commitment by senior management to reduce, for example, the amount of short-notice overtime will only be successful if it is underpinned by stronger resource planning, a recruitment strategy, and – potentially – changes to terms and conditions.

If interventions are made and then assumed to be successful without proper support and follow-up, they can often dwindle and fail, with behaviours of security officers quickly reverting to their original state.

Summary

Even small interventions can be considered to be an organisational change which needs support in order to be successful. There are some key principles which security managers should consider when implementing any change that will affect security officers:

1. Understand fully the impact of the change on the security officers, and use that understanding in your communications with them.
2. Explore both the rational and emotional case for change, recognising that security officers are not always persuaded to adapt their behaviours purely on rational grounds.
3. Senior managers and security supervisors need to demonstrate the new values and behaviours if they are to be successfully adopted throughout the organisation.
4. Some security officers can have a powerful influence over their colleagues and should be involved early on in the change process.
5. Long-term change needs continual support, and underpinning mechanisms and processes such as HR may also need to be adapted in order to drive enduring success.



INTERVENTIONS: INSTRUCTIONS ON HOW TO USE THE INTERVENTIONS GRID

This guidance uses an Intervention Grid which helps you to consider some options for interventions based on the results of your motivation questionnaire or assessment. This section describes how to use the Intervention Grid.

It is first useful to describe the components of motivation, as we can then see which interventions will most influence the different components.

Components of motivation

Motivation can be quite hard to categorise. Terms such as morale, drive, ambition, or job satisfaction can all be used to imply motivation. But what does motivation for security officers really mean?

Following an in-depth assessment of security officers' working across the Critical National Infrastructure, we have found four essential components of security officer's motivation:

- Job Satisfaction
- Staff Engagement
- Job Fulfilment
- Pride in Job

Separately, all of these aspects will contribute to what an individual finds particularly motivating in his or her work, and taken as a whole they provide the elements that will impact on an employee's overall motivation.

1. Job Satisfaction

This component is concerned with whether staff feel happy and (intrinsically) rewarded by their job. It also includes the extent to which other people, e.g. members of the public, show their appreciation or dissatisfaction with their activities.

2. Staff Engagement

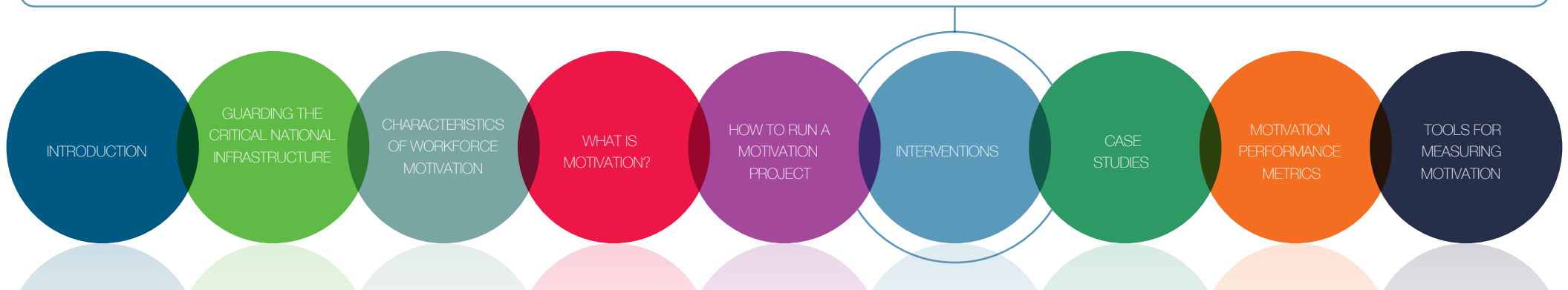
This component is concerned with the extent to which employees feel that they are involved in making the decisions that affect how and how well they do their job and that there is scope for them to develop and be proactive in security operations.

3. Job Fulfilment

This component is concerned with the extent to which employees feel their job gives them the opportunity to work to their full potential. There are several dimensions to this component including the extent to which they think other people, e.g. members of the public, appreciate the value of their work, the quality of the training they have received and the extent to which they are allowed to do as good a job as they could.

4. Pride in Job

This component of motivation has two main aspects. The first concerns whether employees feel that their organisation, or their part of the organisation, is engaged in important work and has high standards. The second concerns whether individual employees believe that their own job is important and that they themselves work to high standards.



INTERVENTIONS: INSTRUCTIONS ON HOW TO USE THE INTERVENTIONS GRID

Using The Interventions Grid

To help you identify some suitable interventions for improving motivation in your organisation we have developed a simple interactive grid system.

These are the **Influences**, those things that you can change and will affect motivation levels. We have divided these into **Organisational Influences** (those things that an organisation can change) and **Management Influences** (those things that a manager can change at a local level). By clicking on any of these **Influences** you will be able to see a description of why this is important and some suggested interventions that have been shown to improve motivation in security, and in other industries.

These are the **Components of Motivation**. Rather than looking at motivation as a whole we have broken it down into the four components that make up motivation for security officers.

This grid shows you the level of impact each Influence has on the different **Components of Motivation**. Through measuring the motivation of your security officers (using the questionnaire) you can identify what particular **Component of Motivation** is lowest, for example if Job Fulfilment is identified as lowest then you can see which **Influences** will have the largest impact – in this case Working Practices, and Manager/Supervisor Behaviour and Performance.

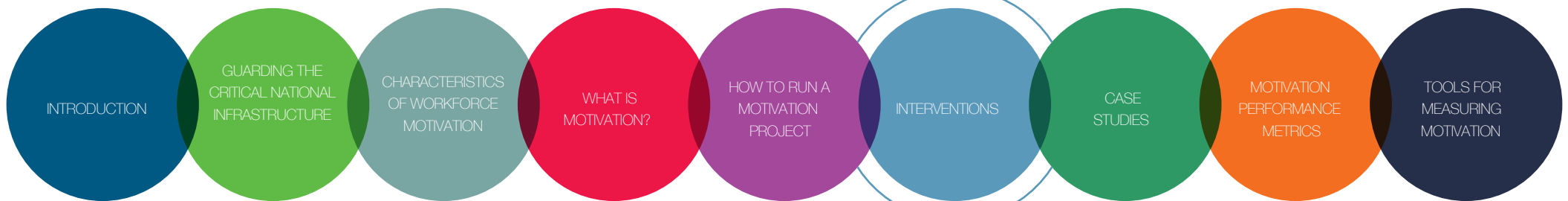
Likewise by measuring the motivation of your security officers using the workshops or interview you will be able to see what **Influences** seem to be generally affecting your staff most, for example they might all raise Equipment and Environment as a key issue. You can then use this grid to see what **Components of Motivation** these most impact on. You can now look at these **Influences** in more detail to identify some suitable interventions for your organisation.

INFLUENCES	COMPONENTS OF MOTIVATION			
	JOB SATISFACTION	STAFF ENGAGEMENT	JOB FULFILMENT	PRIDE IN JOB
Values & Culture	●	●	●	●
Working Practices	○	○	●	○
Equipment & Environment	●	●	○	○
Organisational Characteristics	○	○	○	●
Security	○	●	○	○
Organisation & Team Support	●	●	○	○
Role Clarity	○	○	○	●
Manager / Supervisor Behaviour & Performance	○	○	●	○

Key: ● High impact ○ Medium impact ○ Some impact

Organisational influences (red border) Management influences (green border)

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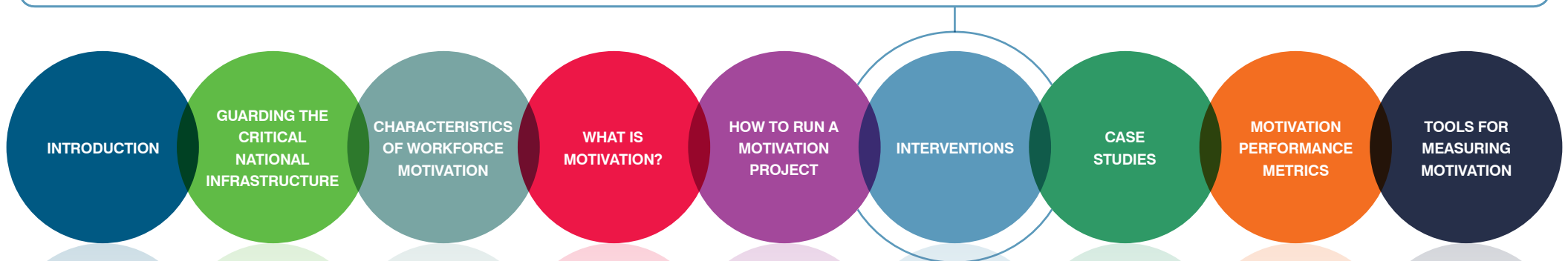


INTERVENTIONS: THE INTERVENTIONS GRID

COMPONENTS OF MOTIVATION

	JOB SATISFACTION	STAFF ENGAGEMENT	JOB FULFILMENT	PRIDE IN JOB
INFLUENCES				
Values & Culture	○	○	●	●
Working Practices	○		●	
Equipment & Environment	●	●	○	○
Organisational Characteristics	○	○	●	●
Team Identity & Functioning	○	●	○	○
Organisation & Team Support	●	●	○	○
Role Clarity	○	○	○	●
Manager/Supervisor Behaviour & Performance	○	○	●	

Key: ● High impact ○ Medium impact ○ Some impact Organisational influences Management influences



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Job Satisfaction

Why is this important?

Job satisfaction refers very simply to the extent to which people like or dislike their jobs. Job satisfaction is therefore an important component of motivation – the more satisfied people are within their job, the more motivated they are likely to be. General job satisfaction can be influenced by a variety of factors, including the quality of relationships with superiors and colleagues, the degree of fulfilment at work and prospects for promotion. Whilst satisfaction is obviously an important component of motivation, it is not the overriding one, as someone can be happy in a role but not motivated to work harder or more vigilantly.

This component is concerned with whether staff feel happy and (intrinsically) rewarded by their job. It also includes the extent to which other people, e.g. members of the public, show their appreciation or dissatisfaction with their activities.

What interventions can a security manager consider?

In the interventions matrix you will see that Job Satisfaction is impacted by all of the Organisational Influences and Management Influences. Job satisfaction is clearly linked to any intervention that a manager might consider; in fact simply by demonstrating that you are listening to your staff and making changes based on their input will have a significant effect on overall job satisfaction.

However, as the matrix shows, the greatest impact can be gained from making changes to the 'Organisation and Team Support' influence. This particular influence covers those processes and structures that need to be in place to ensure that staff have regular feedback, and are recognised and rewarded appropriately.

Please refer to this, and other relevant sections for more guidance and suggestions on interventions for improving Job Satisfaction.

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Staff Engagement

Why is this important?

Organisations need employees who are engaged with their work. In terms of motivation an 'engaged employee' will be one who is fully involved in, and enthusiastic about, his or her work. Security officers' propensity, or natural tendency, to become engaged in their work will be an important component of motivation as it will contribute to how they act in a way that furthers not only their own career but also their organisation's interests.

This component is concerned with the extent to which employees feel that they are involved in making the decisions that affect how and how well they do their job and that there is scope for them to develop and be proactive in security operations.

What interventions can a security manager consider?

The intervention matrix shows that Staff Engagement is affected by nearly all Organisational Influences and all the Management Influences. Within those influences the strongest impact to Staff Engagement will be through looking at interventions in the Equipment and Environment and Team Identity and Functioning influences.

The Team Identity and Functioning section covers a range of interventions that are based around how teams are formed, how they work and how people work together to achieve performance targets. Clearly if a security officer is to be engaged and feel that they can influence decisions then the team that they work with will be one of the most important influences.

The Equipment and Environment influence might not seem as obvious in terms of Staff Engagement, but if someone is prepared to go above and beyond what is expected of them it is essential that they have the basics in place first. They must work with suitable equipment and in an environment that does not distract them. Above all else they must feel that the organisation

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looks after them, before they can act in a way that furthers not only their own career but also their organisation's interests.

If the results of your assessment show that staff have lower levels for Staff Engagement it is also worth looking at 'Organisation and Team Support' influence. This particular influence covers those processes and structures that need to be in place to ensure that staff have regular feedback, and are recognised and rewarded appropriately.

Please refer to this, and other relevant sections for more guidance and suggestions on interventions for improving Staff Engagement.

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Job Fulfilment

Why is this important?

The nature of the work that an employee undertakes is one of the key motivators. Perhaps most important to employee motivation is helping individuals recognise that the work they are doing is important and that their tasks are meaningful and also offer a level of variety. It is important that employees understand that their contributions result in positive outcomes and good security. Job design, job enrichment, and job rotation are all important contributors to improving motivation through job fulfilment. Of course, employees may not find all their tasks interesting or rewarding, but it is important for managers to provide variety and show employees how all tasks are essential to the overall processes that contribute to security effectiveness.

This component is concerned with the extent to which employees feel their job gives them the opportunity to work to their full potential. There are several dimensions to this component including the extent to which they think other people, e.g. members of the public, appreciate the value of their work, the

quality of the training they have received and the extent to which they are allowed to do as good a job as they could.

What interventions can a security manager consider?

The interventions matrix shows that if your staff have low levels in the Job Fulfilment category then all interventions will help to some degree. However within the Organisational Influences the most significant impact will be through look at 'Working Practices'. This essentially covers work life balance, shifts and rostering. If your staff feel unfulfilled in their jobs it could well be due to the balance of tasks that need to be considered.

In the Management Influences the 'Manager/Supervisor Performance and Behaviour' category has the most impact on Job Fulfilment. If your supervisor is not allowing you to work to your potential or not structuring your work accordingly then this will have a significant impact.

Please refer to this, and other relevant sections for more guidance and suggestions on interventions for improving Job Fulfilment.

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Other interventions that can impact directly on Job Fulfilment can include looking at the public perception of security and also training. If security officers feel that the public do not appreciate their work then they will not be fulfilled. Likewise if they are not adequately trained to use the equipment or to understand processes then they will show low levels of Job Fulfilment.

Improving public perception of security

Security officers' motivation at work can be influenced by how important they perceive their own job as well as how others perceive it. It is important that security officers feel valued by their employer, but the public perception of the role is also important (i.e. the perception of those personnel such as CNI staff who are protected by the security guard force and are themselves subject to security checks).

Public perception is influenced by a number of factors including:

- Individual perception of the level of security threat
- Level of inconvenience posed by the security process
- Attitude of the security guard force
- Image of the security guard force

Perception of threat and proportionality of security measures

The security guard force should demonstrate to the public (e.g. CNI site staff) that its activities are proportionate to the security threats to the establishment. Signage, posters, and other internal communications should be used to remind the public of their own responsibilities for security and of the consequences of a security breach. Where appropriate, intelligence briefings should be shared with the public in advance or retrospectively to serve as a reminder of the rationale for having a security guard force and measures in place that might otherwise seem inconvenient and disproportionate.

Security guard force attitude and image

The attitude of security officers towards the public whom they may be searching can have a powerful influence on the perception of the security process. The appropriate balance in attitude between assertiveness and courtesy can, however, be difficult to strike as an organisation and as an individual.

Managers should involve security officers in a process of defining the desired image of the security function. Image can be affected by a combination

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of factors such as interpersonal behaviours and language, uniforms, environment and signage. Many organisations, including airport security providers, have experimented with more friendly, 'customer service' oriented uniforms; however, these can fail to convey the importance and rigour of the security function, potentially causing conflict with non-compliant members of the public, and can even undermine staff's perception of their own role in enforcing security regulations. On the other hand, more official police or military-style uniforms can be perceived by the public as disproportionate to the security threat, and may also encourage security officers to behave in an authoritative rather than facilitative manner.

The image of the security guard force and the quality of its interactions with the public have a significant impact on security officers' perceptions of their own role and their motivation to perform to a high standard.

Training appropriate to tasks

Employees can become demotivated if they are regularly required to perform tasks for which they are ill-equipped or not properly trained. This is compounded when the training has been requested by the employee and recognised by the manager as a legitimate need. In one example, security officers were required to apply for training courses as part of their annual appraisal but the training was never received.

Training can positively influence motivation when it equips staff with skills to deal with situations that can cause them stress and friction. For example, situations in which security officers must screen the general public can readily result in confrontation; however, security companies that have trained their Officers in customer service skills find both that such conflicts arise less frequently and also that when they do, the security officers are better able to resolve the situation with less stress and impact on morale.

Training is also found to have a positive influence on motivation when it provides employees with general skills that they will be able to use as they

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develop personally and in their future careers. Many security companies have used NVQs as a form of personal and professional development to provide employees with new skills that they can put to practice in their work and from which they can benefit personally.

If this is an area that you feel should particularly be addressed then there is a wealth of literature, outside of this document, around training best practices and how to structure and deliver it.

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Pride in Job

Why is this important?

Pride can be an enormous motivator for an individual. It is the pride in the day-to-day work that ensures that someone not only meets the standards but also often has the internal drive to perform beyond what is required of them. Security officers can feel pride not just in a personal job well done but also in playing their part in protecting the Critical National Infrastructure.

However, pride is very much an individual motivator, and is linked to an individual's own internal values and beliefs, and what they feel to be important. Whilst some individuals might show high levels of pride in their role, it can sometimes be that a whole team does not have a collective sense of pride. This, therefore, presents a challenge to managers and supervisors – how can you instil pride in your whole team of security officers?

What interventions can a security manager consider?

In the interventions matrix you will see that Pride in Job is impacted by some of the Organisational Influences and Management Influences. As the matrix shows, the greatest impact can be gained from making changes to the 'Values and Culture'. This particular influence sets the foundations for how an organisation treats their staff and how they demonstrate commitment to security. If this is in place then the staff will feel proud of their role.

Another area to consider is 'Organisational Characteristics', these are the fundamental building blocks that can impact on pride from the very start of employment, such as pay, overtime breaks received.

In the Management Influences, the interventions that will have the most impact on Pride in Job will be around Role Clarity. A security officer's pride can be significantly affected by their understanding of their role and how they help to protect the people and the infrastructure.

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Please refer to this, and other relevant sections for more guidance and suggestions on interventions for improving Pride in Job.

A further intervention which helps to identify pride and encourage pride in the wider team is 'pride-building'.

Pride-building

Nearly all companies have some master motivators – or 'pride-builders' – at the front line – those who are able to achieve exceptional performance with their teams by fostering pride in the work each team member does. Many pride-builders are good security officers, supervisors, or front-line managers, but rather than just linking the work to the overall vision of the company, pride-builders create emotional connections between the work and what matters most at a personal level to their team. They focus on the behaviours required for results, (i.e. the journey) as well as the results themselves (i.e., the destination).

Identifying pride-builders

Identifying pride-builders is a two-step process. The first step is to develop an initial shortlist of potential pride-builders. The second is to select a few true pride-builders on the list and understand how they operate.

Step one: develop a shortlist

- It is usually possible to identify the likely candidates through performance metrics and engagement surveys.
- Many people in the organisation intuitively know who the best pride-building managers or supervisors are therefore a good place to start is simply to ask for nominations from teams, peers, and other managers.
- It is important to look beyond the 'usual suspects' for pride-builders. Many pride-builders are not in formal managerial positions. Often it can be those security officers with long tenure in their current position that are considered the pride-builders and respected by their team members.

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Step two: probe a select few

The purpose of these probes is to filter out the 'good managers' and to identify true pride-builders. These probes consist of:

- Interviews with the pride-builder
- Direct observations of the pride-builder's work.
- Interview and focus groups with team members – it is usually most productive to interview the team as a group, allowing them to hear and build upon each others' insights.

Probes are usually more successful when conducted by people seen as 'outsiders.' Security officers and managers will often be more open and honest when talking to someone perceived as being outside their part of the organisation and without a threatening role in the formal hierarchy.

Common characteristics of pride-builders

There are a number of characteristics that typically distinguish pride builders in any organisation. These themes will usually emerge quickly in the interviews and observations. For example, pride builders:

Are demanding and therefore not easy to work for. However, they generate a 'do your very best' kind of emotional commitment from their people – the sense will be 'has high expectations, but helps you meet them.'

Inspire trust. Their team will use words like 'trust,' 'integrity,' 'honesty,' and 'courage' frequently.

Invest in their teams. They dedicate large quantities of their own time to understanding what motivates each individual. They also provide important opportunities to each person, even when that appears costly or risky in the near term.

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Make their team members stakeholders in the work. As a result, each individual feels a deep responsibility for the team's performance and takes considerable pride in the team's achievements as well as in their individual results.

Focus on one or two key metrics to help motivate their teams. Whether or not they are quantitatively measurable, the goals are clear, as is the method of 'assessment'. Importantly, the pride-builder recognises and takes full advantage of the fact that each person's definition of 'success' is unique to that individual.

Broadening the Impact

In order to grow the community and sense of pride it is important to work with identified pride-builders and get them to identify more pride-builders. As an example, a pride-building team may start out by interviewing, say, 14 managers. Those 14 suggested 40 more, and the group eventually could grow to 150 from internal nominations alone. It may be decided to form a community forum to share ideas and best practices.

Once you have developed the community of pride-builders, they can then act as champions for the wider security team and help get bottom-up input into strategic managerial decisions, or be used by management to identify how best to introduce or communicate a new policy or change in the business.

This group will act as an influential informal network that can change the behaviour of the team by example and peer interactions, strengthen the existing skills of team members, and provide direct connections between management and the frontline.

Although it is vital to have senior leadership support for pride-building initiatives, the most powerful pride is local, and therefore the most powerful motivation capability exists at the front line. Frontline pride-builders must be included as stakeholders in developing programs to spread pride, in order for those programs to take root in the organisation. Pride-building must be learned, it must be felt, and it must be practiced. It cannot simply be imposed from the top.

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Why is this important?

A security officer ultimately needs to know that the organisation they work for values and respects their job and their role in protecting the organisation. If they are working in poor conditions, performing sometimes repetitive tasks they need to feel that the organisation cares about security, and cares about their role. The perceived organisational commitment, can have a significant effect on security officer motivation.

Values & Culture is therefore concerned with the shared attitudes, beliefs and expectations held by staff at all levels within an organisation concerning the way the organisation ought to operate, the approaches it takes to achieving its goals and what is considered important and what unimportant in the activities of the staff. Values and culture are typically long standing and hard, but not impossible, to change.

The Values & Culture can be thought of as a backdrop to everything that happens in an organisation and to influence all aspects of the way things are

done. Having appropriate values and culture is, therefore, extremely important if the organisation is going to operate as desired.

All organisations have one or more cultures operating within them whether or not the Management Team do anything about it. In the absence of a systematic management approach, cultures will grow organically in the organisation based on a range of influences such as the prevailing social culture in the geographical area, the personalities of the most influential individuals in the organisation, past experiences, the attitude of Regulators, etc. The culture that develops may be appropriate for the organisation but it is more likely to be inappropriate. In particular, cultures which are allowed to develop organically themselves are likely to generate counter-productive sub-cultures which can lead to tensions and conflicts between different parts of the organisation. This does not mean that sub-cultures are always a bad thing. The most effective culture amongst security staff is likely to be different to that for, say, marketing staff but such differences should be explicitly recognised and controlled.

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What interventions can an organisation consider?

This section provides interventions that can help change the security culture in an organisation and can demonstrate investment and a positive attitude towards security. Specifically this section provides guidance on how to create or change a culture using CPNI's SeCuRE tool, and also how to demonstrate organisational commitment to security through implementing a security management system.

Using SeCuRE to create values and culture

Organisations need to take a structured, systematic approach to developing the security culture that they want. Note that there is no one right security culture that will work for all organisations. Instead, they need to go through a change management process that is tailored to their own unique situation. The main stages should be:

1. Decide what is the desired security culture of the organisation.
2. Determine which aspects of the desired culture should be captured in the organisation's values.
3. Assess the current culture of the organisation and determine the gap between the desired culture and the current culture.
4. Depending on the nature of the gaps, identify actions that can be taken to bridge these gaps.
5. Develop a change management plan and a migration strategy for moving from the current culture to the desired culture.
6. Develop a communication strategy to introduce the desired culture, values, change management plan and migration strategy and to keep employees engaged in and informed of progress.
7. Review progress and amend the change management plan, migration strategy and communication strategy as required.

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Since the choice of interventions depends on the nature of the gaps between the current and desired cultures, it is difficult to be more precise about the interventions you might use in this guidance note. However, the NPSA SeCuRE tool and guidance can be used to achieve many of these stages. In particular, the tool includes questionnaires which can be used to help decide the desired security culture, assess the current culture and identify interventions which will be effective in producing culture change.

In fact, a number of the interventions which can be used for culture change are closely related to the organisational and managerial influences which affect motivation. Amongst the more important are the ways in which employees are tangibly (e.g. pay) and psychologically (e.g. recognition) rewarded, the ways in which they are involved in decision making and job design and the ways in which they are empowered to make decisions about their own work actions. The full range of culture change interventions can be thought in four categories:

1. Incentives which motivate employees to adopt the desired culture. This can include:
 - a. Reward systems
 - b. Increased staff participation
 - c. Co-option of representatives of key employee groups
2. The ways in which senior managers demonstrate their support for and commitment to the values and cultural goals of the organisation. This can include:
 - a. Facilitation of change
 - b. Support and resourcing of change activities
 - c. Communication
 - d. Negotiation
3. The quality of the technical and management systems that the organisation puts in place. This can include:
 - a. Training and development
 - b. Provision of effective security technology and barriers
 - c. Work organisation and planning

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4. The actions that the organisation takes to encourage employees to feel part of the organisation and to reduce, or help employees cope with, work pressures. This can include:

- Education
- Team and group development
- Welfare arrangements

Security Management System (SeMS)

A Security Management System (SeMS) is a formal, risk-driven method of integrating security into an organisation's day-to-day business operations and management systems. It formalises a range of processes including senior management endorsement of security principles, employee participation and communication, use of audit/compliance data to inform corrective actions, and continuous improvement of security policy. SeMS was first introduced in the aviation industry as an IATA requirement upon airlines.

Essentially, a SeMS is an element of corporate management's responsibility which sets out a company's security policy to manage security as an integral

part of its overall business making security one of the company's core values by developing a security culture. SeMS is a business-like approach to security; goals are set, levels of authority are established, etc. much the same as with Quality Management Systems (QMS) and Safety Management Systems (SMS).

When thinking about SeMS it is important that an organisation implements the system that works best in their specific situation – there is no 'one-size-fits-all' system.

What is included in a Security Management System (SeMS)

In order to have an effective Security Management System, an organisation should include the methods and procedures to achieve:

- Senior management commitment to security
- Appointment of a Head of Security
- Creation of a security department organisational structure
- Promotion of a security culture

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- Training of security personnel
- Security awareness training for all employees
- Regular evaluation of security personnel
- Effective day to day security operations
- Incident and accident investigative reporting
- Continuous correction from the outcome of incident accident investigation report
- Threat assessment

- Risk Management
- Emergency response procedures
- Regular audits and protocols for correction of deficiencies

Many of these will obviously be in place for your particular organisation and security department, however below is a simple checklist that can be used to ensure that all core elements of a Security Management System exist, and where there are gaps it is useful to think of what you can introduce.

SeMS Core Element

1. The highest level management of the company endorsing in writing the security policy of the company.
2. A person appointed as Head of Security, responsible for the development implementation and maintenance of the Security Programme, that has a direct reporting line to the highest management level of the company.

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SeMS Core Element

3. A written Security Programme that includes all the requirements of the State of the Operator, State(s) of operations and security policies and standards of the Operator.
4. A security department organisation chart identifying the reporting structure of all security management personnel. Some management personnel with security roles, responsibilities and accountabilities may have direct reporting lines to other departments, however, their reporting structure within the security department is demonstrated.
5. Job descriptions for security positions that define the responsibilities, reporting line(s) and deputy(ies) for security critical positions when absent from the workplace.
6. A communication system that ensures that all operationally relevant security information can be distributed to the appropriate persons in a timely manner.

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SeMS Core Element

7. A recruitment process that ensures hired personnel have the necessary knowledge, skills, training, experience and background checks to fulfil the tasks of the position as described in the job description.
8. A process to review, update and amend security documentation, as required, based on regulatory and policy amendments and modifications. The process also includes a mechanism to ensure that the current version of security documentation can be distributed to all staff with a need to know from the moment it becomes applicable.
9. A Security Manual that contains guidance material to implement security measures both under normal and increased threat. The Security Manual can be in different parts or volumes and/or use cross-reference to other Operator manual(s).
10. A management and control system of records for all relevant operational security data, which includes, but is not limited to, security incident reports and security staff performance/evaluation.

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11. A process to conduct security audits and inspections to ensure that security functions are in compliance with, and achieve the objectives of the Security Programme.
12. A quality control programme that includes surveys, exercises and tests in order to ensure that security measures are implemented properly and in an effective manner.
13. Procedures to implement corrective actions based on findings from quality control mechanisms and system audits.
14. An oversight mechanism to ensure external service providers (contractors) have the ability to, and provide services that are in compliance with the Security Programme of the Operator, the requirement of civil aviation security authorities and the modalities of the contract.
15. A security training programme that provides initial and recurrent training to all personnel who implement security controls to ensure they have the competence to fulfil their duties. The security

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SeMS Core Element

training programme shall also have a mechanism for testing and evaluating staff member to ensure they have acquired the necessary competence.

16. A security awareness training programme to ensure all appropriate personnel understand basic security preventative measures and techniques.

17. A process to assess security threat levels where operations are conducted in order to be able to implement the appropriate security measures.

18. Security risk management included as part of the corporate risk management activity.

19. An emergency response plan that provides a managed response to security incidents.

20. A process to investigate security incidents and failures to implement security controls.

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Best practice guidance for a successful Security Management System (SeMS)

- In order for SeMS to be successful, it needs endorsement from all stakeholders involved. There is a need for senior management to formally endorse, in a written document, their commitment to security as a central component of the organisations core values.
- Companies should build on existing procedures and practices rather than start all over. SeMS should be seen as an evolutionary tool rather than a revolutionary device.
- Adoption of 'best practice' standards must be the goal.
- Security should be every employee's responsibility and should be an integral part of the management plan. A SeMS must be a company-wide system. Established at the corporate level, the SeMS should then devolve to all departments whose activities contribute to security.

- If some security operations are outsourced, contracts should identify the need for equivalent, auditable SeMS in the supplier. When employing contractors the client should submit appropriate sections of the SeMS to the contractor and ensure that they are willing to be in line with the security culture commitment.
- A clear organisational chart of the security department should be drafted where all necessary responsibilities have a dedicated point of contact.
- Communication of security information, as appropriate, is a very important part of the development of a security culture.
- Security documentation and manuals should be centralised and readily accessible to all employees affected by the document or appropriate sections.
- Security awareness training sessions should be attended by all employees, periodically, in order to promote a security culture.

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- Performance appraisals should be conducted on a regular basis to ensure that all employees perform their functions adequately in a co-operative and constructive manner benefiting both the employer and employee.
- In order to ensure that security measures are in compliance with mandated requirements, both internal and external quality control measures should be put in place.

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Why is this important?

The protection of the UK's CNI is a 24-hour, 365-day activity, reliant upon continuous provision of attentive and vigilant security officers. Security officers have an expectation that their work may involve various shifts including night-time and weekend working. In addition to this they may be expected to work in difficult conditions.

The difficulties arising from these working practices are widely understood and many employers seek to optimise their rosters to find an effective balance between providing the required level of security service and looking after the wellbeing of their employees.

Nevertheless, shift work and working conditions can be a significant source of distress to employees, affecting their motivation, performance, and wellbeing. This is particularly the case where employees are on rotational rather than fixed shifts, i.e. where their duty times frequently change.

This influence area is concerned with the ways in which work is planned and organised and the impact this has on the work-life balance of staff, the effectiveness of working procedures and processes and the ability of staff to work efficiently.

There are a number of interventions that lessen the impact of shift work on security officers without necessarily affecting resource costs. These interventions are discussed in this section.

What interventions can an organisation consider?

Roster design

Roster design is a complex field which requires careful consideration of the individual circumstances and unique requirements. There are, however, some recommended general principles to follow:

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1. The frequency of the shift rotation should be determined with consideration of the preferences of the employees and the nature of the work. A rapid rotating shift pattern (i.e. different shifts every two to three days) can have benefits as can a very predictable roster (see comment under shift predictability).

2. Start and finish times should be socially acceptable as far as possible, taking into account the availability of public transport, the proximity of the workforce to the site, and the safety of the area.

3. A set of night shifts should be followed by a rest period of at least 24 hours.

4. Shifts should rotate forwards; i.e. from day to evening to night, as the body's circadian rhythms can adapt to this change more readily.

Shift predictability

Early awareness of the roster can have a significant positive impact on security officers' quality of life. If rosters are published late or changed at short notice without adequate communication, the ability of security officers to

plan their family and social lives can be severely affected.

Similarly, decisions over security officers' requests for annual leave approvals should be made well in advance so that both the organisation and the employee can plan for the period of absence.

Shift self-administration

Shift systems are often too complex for employees to be given the freedom to choose all their shifts. However, some flexibility in shift allocation is both necessary and desirable. Some companies have successfully implemented online shift self-administration systems whereby, once a roster is published, employees can trade shifts with each other with minimal administration. This gives employees a much greater sense of control over their working time and non-working time, with a resulting effect on their perception of work life balance and their motivation levels. Certain rules still need to be applied to ensure that working time regulations are not breached, that employee safety and performance are not compromised, and that the right mix of skilled personnel is available for each shift.

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Why is this important?

Some of the most commonly voiced complaints from security officers concern personal clothing, quality, appropriateness and availability of equipment, and the environment in which they are required to work. Managers often know of these concerns but are not aware of the extent to which they are affecting their team's motivation and performance. Security managers also encounter financial and administrative barriers to making realistic improvements that their staff desire. Modest investments can, however, yield worthwhile improvements in security officers' job engagement and the relationship between management and teams.

This influence area is concerned with the adequacy of the physical accessories to staff to enable to do their jobs. This can include the quality of tools, clothing, work spaces and facilities and is a specific indicator of how the organisation demonstrates its commitment to its employees.

What interventions can an organisation consider?

Personal clothing

In recent winters, extremes of cold weather have highlighted problems with the standard clothing issued to security officers. Budget constraints prevent security companies from purchasing expensive protective clothing that will rarely be required, whilst complicated procurement practices can make it difficult to respond quickly, particularly where agreement needs to be sought from the CNI client.

The employer's response to situations such as extreme cold weather has a marked impact on security officers' engagement to the company and on their motivation and ability to perform well. A quick response is needed to demonstrate that the employer has listened, is aware, and cares about the security officers' wellbeing.

Organisations should aim to respond quickly perhaps by circumventing normal procurement practices (by prior agreement with senior management and/or the client). A quick response can only be achieved if the decision-making powers lie with local management rather than at a corporate level.

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Faced with an insufficient budget to cover the additional costs of providing warm clothing, one security company involved its staff in finding a solution. It found that many staff were willing to trade employment benefits (e.g. their laundry allowance) in return for warm outdoor clothing.

Equipment

Equipment plays an important role in the delivery of effective security with the ultimate aim of improving performance and/or efficiency. Equipment that is faulty or poorly designed for the task has the effect of reducing the effectiveness of the security process and increasing staff workload. It also serves to undermine the importance that the organisation places on the security function. All of these can have a significant impact on security officer motivation.

Security officers should be given a straightforward and potentially anonymous mechanism for reporting faulty and sub-standard equipment. In the first instance, this makes managers aware of a potential problem with equipment and opens up a dialogue to explore the issue further. A reporting mechanism

also provides an audit trail by collating evidence for senior managers to justify investment in equipment repair or replacement. The reporting mechanism will only be successful, however, if issues are responded to quickly and visibly.

Working environment

The working environment can have a significant impact on security officer wellbeing, morale, and motivation. Three categories of working environment should be examined:

- Outdoor environment
- Indoor environment
- Rest areas

Tasks performed in the outdoor environment typically include patrols, access control and vehicle searches. The provision of basic shelter, designed to be fit-for-purpose and located where it is needed, is often sufficient. However, extremes of temperature require additional measures such as rotating staff between sheltered and exposed posts more frequently, and providing adequate clothing.

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Vehicle searches present a point of conflict between security officer and vehicle occupants even under normal circumstances. This conflict is accentuated, however, during poor weather conditions when the occupants may be required to leave the vehicle while the search is being conducted. Such conflict can have a negative effect on SO motivation, resulting in the task being performed poorly, resentment towards the organisation and management, reluctance to select further vehicles for searching, and deliberately slow searches in order to exert authority over the individual subjected to the search.

Some security companies have found that providing a dedicated shelter for vehicle searches helps to reduce potential conflict between staff and vehicle occupants, whilst bringing a sense of professionalism and formality to the task. Such shelters must be well-designed. However, security officers at one site found that the shelter in place offered little wind protection and suffered from poor drainage.

The indoor working environment can have a substantial effect on employees' performance, wellbeing and motivation, though it can be difficult to quantify the benefits. Factors such as noise and insufficient lighting can act as underlying issues, whereas clean, quiet and well-lit environments facilitate security officers in performing their tasks, whilst importantly communicating the importance of the security process to client staff and visitors who may be being searched. In many instances, improvements to the indoor working environment can be made at modest cost, with valuable payback in the quality of interactions between security officers and customers, and ultimately motivation.

During breaks, security officers require adequate rest areas, conveniences, canteen facilities, and places to store meals. Often, such facilities do exist but are not practically accessible to many staff. For example, canteen facilities might be located far away from the security checkpoint and priced expensively. Remote security posts may not have drinking water facilities or conveniences available. Security officers therefore lose much of their rest time travelling between locations.

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The site security manager has an important role to play in assessing the quality and availability of such facilities, ascertaining the impact on employees, and where improvements are required, presenting a business case for improvement to senior management and the CNI client as applicable.

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Why is this important?

Put simply the 'Organisational Characteristics' are those elements that are the basic building blocks of someone's employment. These consist of their pay (without bonuses), the breaks they receive, and the opportunity for overtime, etc. Before an individual has even accepted the job offer these are some of the fundamental things that they will be basing their decision on. Questions that are typically asked will include: will I be paid enough?; can I earn overtime?; will I receive an adequate number of breaks?, and so on.

These aspects can be key to an individual's motivation levels, if for some reason these are not met, or are changed during their employment then the employee will immediately feel let down by the organisation.

This influence area is concerned with the quality of the employment systems the organisation has in place such as pay, terms and conditions, rosters and rules and the impact these have on security work. It is also concerned with the emphasis given to security by the organisation compared to other organisational goals.

What interventions can an organisation consider?

Understanding the psychological contract

The idea of an organisation providing these fundamental aspects is often described as a 'psychological contract'. The 'psychological contract' is best described as those unwritten expectations between every member of an organisation and the various managers in that organisation.

When a security officer starts a job, for example, they will have unwritten expectations of the organisation about such things as salary or pay rate, working hours, benefits and privileges, etc and the organisation will have certain expectations of the security officer. If those expectations change over time – for example, pay does not increase as expected, or the security officer feels they are paid less than they deserve, or they are not given the opportunity to work overtime, or they do not receive adequate breaks then the 'psychological contract' may be broken and they will lose faith in the organisation. This can lead to a demotivated and unproductive security officer.

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Many organisations try to clarify understanding between employees and the company. Psychological contracts are never explicit, rather they are the beliefs that employees hold about the organisation. If there seems to be issues with the 'job fundamentals' then it could be that all security officers have different beliefs about their contract.

In order to tap into this, organisations may conduct interviews, surveys, or focus groups with their employees to find out what they want from the organisation and what they think the organisation wants from them.

Performing these simple interviews, surveys, or focus groups can help reveal what are the important job related attributes for a security officer, and they may also reveal discrepancies. This process may reveal significant differences between what the managers expect from the security officers, and what the security officers think the managers expect of them.

Benchmarking

One of the key issues around pay in terms of motivation, is a sense of fairness – am I paid enough for my skill set?; or for example, could I earn more working for another organisation providing security? Fairness in terms of management style and approach is looked at in other Interventions sections, however, if you want to ensure that pay or leave entitlement is fair in comparison to the wider security industry and what other organisations might be offering, it is important to conduct a benchmarking exercise. A benchmarking exercise allows an organisation to see where they fit in terms of job fundamentals, breaks, pay, overtime, etc. A benchmarking exercise can help address the question of, do these compare favourably with the competitors.

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Before undertaking a benchmarking exercise, it is important to undertake some key steps:

- 1. Complete your job descriptions.** Ensure you have up to date job descriptions for the role in question, e.g. security officer. They will be essential for matching skills, responsibilities and experience, as salary-benchmarking surveys may not use the same job titles that you do.
- 2. Understand your purpose.** Define why you are conducting this, are you losing top performing security officers or struggling to recruit fresh motivated talent? Establish some goals that you want to achieve, e.g. improve staff satisfaction, improve performance, reduce turnover.
- 3. Outline your budget and resources needs.** Normally, there are two major costs to conducting a market study – salary benchmarking data and HR consultant time. If you plan to do the study in-house, you will only need to understand the budget and resources required.

Developing Service Level Agreements (SLAs) with contractor

Where the security provision is contracted out to a service provider (sometimes referred to as a Manned Guarding Company), the organisational characteristics will need to be built into the Service Level Agreements (SLAs). It may be that some of the organisational characteristics are simply out of scope for the security manager, however there may be some opportunity to influence these through working in close conjunction with the service provider to ensure that both entities are satisfied with the basics being offered in terms of pay, overtime, breaks, training requirements, annual leave, for example.

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Why is this important?

Teamwork can take many forms and even security officers who perform lone guarding duties can be thought of as belonging to a team. The sense of team-working is a critical part of the engagement between the employee and his or her job, and can have an impact on performance indicators such as work quality, customer service standards, and attendance levels.

This influence area is concerned with whether employees have a sense of belonging to a team and a sense of allegiance to a team, and the extent to which their team performs effectively.

Team Identity and Functioning comprises a number of different interventions such as onboarding, empowerment, intelligence briefings, providing a feedback mechanism, developing a sense of 'one' team and providing clarity on their role and identity within the team.

What interventions can an organisation consider?

Onboarding buddy/mentor

Team learning is linked to motivation in several ways and commences the day that the employee joins the company. Training delivered as part of the onboarding process is one of the most powerful ways of developing an employee's engagement with the organisation through affirming his or her personal role and the employer's expectations.

Some security providers have found that providing site familiarisation training is a valuable part of the onboarding process. At sites where this doesn't take place, new employees have found themselves out of their depth and ill-equipped to perform the tasks demanded of them. Some organisations have successfully implemented a 'buddy' system, whereby new employees are allocated a specific colleague to assist them with day-to-day questions until they are settled in. In practice, care should be taken when selecting the buddy to ensure that he or she espouses the values that the organisation wishes to promote.

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Empowerment

Employees tend to be more engaged with their job and with their team when they have a degree of individual and collective responsibility and control. The security guarding task does not readily lend itself to creativity and novel ways of performing tasks. Yet the empowered employee will, given sufficient flexibility, identify different ways of working that may be more efficient or better suit their team's style, whilst operating within the necessary constraints of the task and environment.

Companies work towards empowering their staff by engaging them in decision-making on issues that affect them; by relaxing rules on local issues that do not require company-wide consistency; and by inviting and actively responding to suggestions raised by employees at all levels of the organisation.

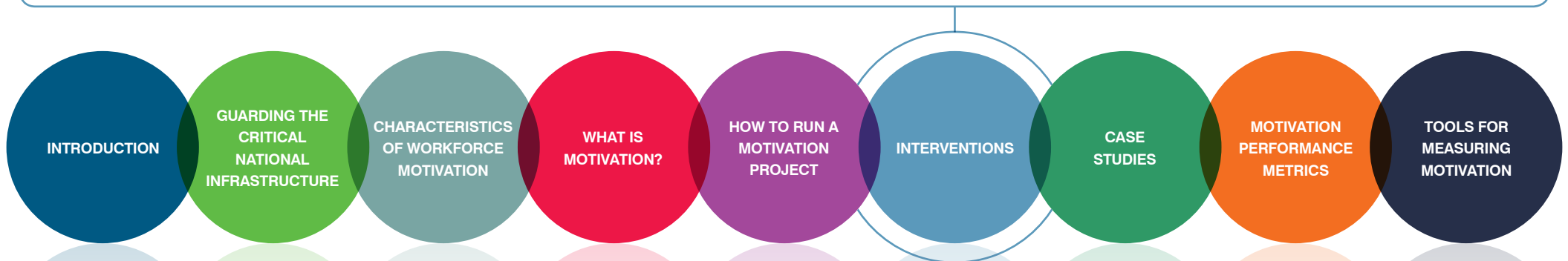
Develop sense of 'one' team

The relationship between the security provider and its Critical National Infrastructure client can have a profound effect on the performance of the security function. Similarly, where sites employ a mixture of contracted and

in-house security staff, the way in which these groups are managed can have a significant impact on their engagement and motivation.

At the contract management level, clients and security providers can benefit from working together to develop a Service Level Agreement (SLA) that is realistic, attainable, and measurable. The SLA can place responsibilities on the client party as well as the security provider, for example providing a mechanism to ensure that the client makes available adequate facilities for security officers, or makes repairs to equipment within an acceptable timeframe. An SLA can also specify acceptable queuing times at checkpoints and pass offices, so that there is clarity between all parties about expected standards of service.

A high quality relationship at the management level, supported by frequent formal and informal interaction, is essential to understanding the demands of the client and the impacts that those demands will have on frontline security officers. Similarly, it is essential in order to communicate the business case and mutual benefits of investing in security officer facilities, training, and equipment.



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In many instances, security officers feel more closely aligned with the facility or company that they are guarding than their security company employer. This alignment helps them to deliver a service that meets the needs of the end user more closely. The understanding of those needs and priorities can be fostered by regular briefings on the client's business objectives, upcoming events, and wider issues that might collectively affect the client's staff as well as the contracted security officers. Many clients require the security company to feature the client logo on their uniforms, which can also strengthen the alignment between the security officers and the Critical National Infrastructure site that they serve.

Where security is provided by a mixture of contracted and in-house security staff, motivation and performance can be adversely affected if the teams are treated differently. Some security companies have found it beneficial to treat the security officers as one team, wearing similar uniforms, involved in the same staff briefings, and with access to the same facilities.

Intelligence briefings

Intelligence briefings can form a valuable part of regular team meetings and pre-shift briefings. They are an effective way of making a direct connection between the actions of individual security officers and the security outcomes. Intelligence briefings should include recent security incidents and genuine breaches affecting similar CNI sites nationally and other local businesses, reinforcing the rationale and importance of the security guarding role.

Intelligence briefings should aim to strike a balance between reminding security officers about low-probability high-impact threats (such as terrorist attacks) and more conventional, high-probability threats (such as trespass, theft, and vandalism).

An intelligence briefing can also include information on forthcoming events such as planned demonstrations, high profile visitors, and local road closures. Regular communication of task-relevant information can strengthen the engagement between individuals and their teams, and reinforce the importance of each security officer's actions in preventing a security incident.

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Security officers should be reminded how their role fits into the overall aims and objectives of the organisation

As part of the regular team or group briefings, security managers should, where possible, remind all security officers how the various security roles support and contribute to overall success. Although security roles are typically spread across various levels of the organisational hierarchy, all security roles should be given equal importance in their requirement. During the team or group sessions it may be useful to emphasise why the security function and the overall organisation needs security in order to meet its business needs and to be successful, i.e. why is security a valued function?

An important part of these team or group briefings is the presence and contribution of senior management. Senior management 'buy-in' is an important factor in developing and maintaining a strong organisational security provision and security culture. It provides assurance to security officers who deliver at the operational level that someone above their immediate superiors takes an interest in their role, is supportive, and is willing to listen.

At the briefings, security managers and indeed the senior management should include current examples of success stories from the security function – for the specific site or across a wider demographic covered by the security organisation. There should be opportunities for security officers to share positive feedback, in particular how they feel they have made a difference using examples from their work as well as to share the challenges they face in implementing the required standards of security.

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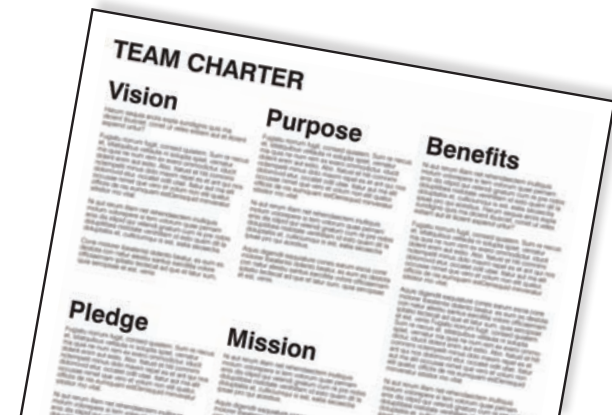
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Security team charter

Security managers should consider developing a security team charter in the form of a poster, which can include the following content:

- **Vision:** The overall objective for security as part of the wider organisation it serves
- **Mission:** Brief statement of how the vision will be achieved
- **Purpose:** Define the what specific elements delivered by the security function
- **Benefits:** Describe the benefits delivered by the security function (consider factors such as costs, resources, efficiency, public confidence, etc)
- **Pledge statements:** include positive statements regarding the role performed by security from the senior management team from the main organisation and the security function, clients, and security officers

- Space for employees to sign acknowledgement (including senior management team, security managers and security officers)
- Space for team photo or image to make the poster stand out



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Why is this important?

Providing timely feedback and recognising good performance can be one of the essential elements to motivating people. We need to know how well we are doing, and where we can improve. If employees do not fully appreciate their strengths, how can they use them to their advantage and will they be motivated to improve them? Where we feel we have done something extra we often need something to recognise and reward this.

Security officers need to know that management has established structures and standardised processes in place that will support the security officer in their career. Specifically this influence area is concerned with how well managers support the activities of teams. Support can take a range of forms including systems of rewards and recognition, and processes for delivering these, consistency and fairness in staff and team management, having effective delegation of responsibility, and effective communication about security.

What interventions can a security manager consider?

Developing a recognition scheme

In order to be truly successful reward and recognition schemes must be designed as part of an overall program. Any ad hoc or unplanned recognition process could potentially be demotivating. Staff need to understand how they can be recognised, and accept that it is fair for everyone and not biased. The key elements of a good programme include:

- Establishing predetermined and specific goals to reward
- Determining the key measurements for these goals
- Linking recognition to performance through consistency and timeliness of the reward

Incentivised goals should be tied to the company's vision, values, and objectives and most importantly should be realistic, measurable, and achievable.

Before building a new recognition program, security managers need to determine why the current recognition methods are not sufficient or not

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working. It may be a lot simpler to change parts of your current programme rather than create an entirely new program, especially if the current programme is providing some positive results.

Be certain to include your supervisors and security officers in developing and making recommendations for changes in the existing programme or to assist in the design of the new program. Involving security officers from the start creates buy-in and empowers them with a sense of control over the program, making it more likely that they will respond positively when they receive a reward.

Elements of a successful recognition scheme

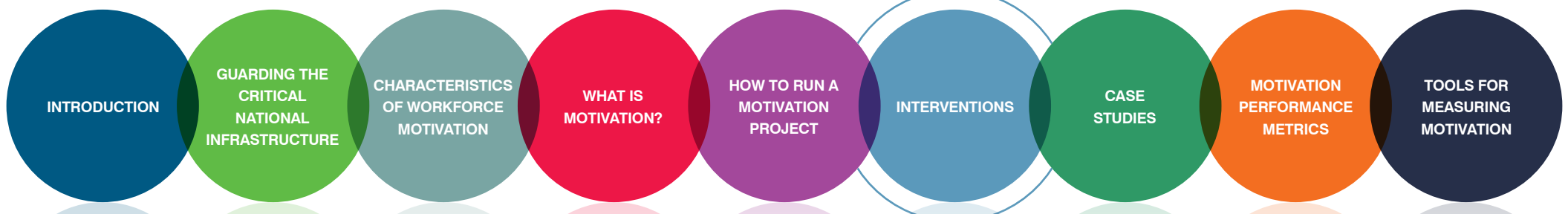
1. Link behaviours that are to be recognised and awarded to the organisational mission.

- Design the programme so employees receive recognition and rewards as soon as possible
- Use a variety of rewards: a mix of monetary, non-monetary and recognition leave
- Find items that are motivating to a wide range of employees in the organisation or provide employees with various choices

2. Train all levels of management.

Some managers are a natural when it comes to the elements of recognition and rewards others need to acquire skills related to recognising employees' contributions and giving effective feedback and positive reinforcement. Thus, all managers and supervisors should be trained on:

- Stressing the importance of the programme and how it can impact the bottom line
- Providing employees with an understanding on how they can impact the organisation's goals and drive the business to success
- Discussing the approach for managing and rewarding both individual and team performance
- Explaining how the programme works and how employees can receive recognition
- Learning ways to motivate and inspire others
- Learning how to communicate needs, expectations and goals clearly



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3. Communicate the program's existence.

This will be dependent on the organisation and the media available but could include training, staff meetings, policy and procedures, intranet, email, newsletter and fliers.

4. Evaluate the program's effectiveness.

All programs should be evaluated at least on an annual basis in order to ensure that the program's goals and objectives continue to be effective, and align with the work unit or agency objectives. It is vital here to get feedback from staff and see what they think about the recognition schemes.

One-to-one feedback appraisals

Performance feedback appraisals are ultimately about how a manager or supervisor can let a security officer know how well they have been doing, and where they could improve. This seemingly simple process should not be underestimated and this is often the only exposure some staff will have to their management.

If done properly, performance appraisals can be a very effective tool to improve performance and productivity and for developing employees. It helps individuals to do better, and raises self-esteem and motivation. Above all it strengthens the management/employee relationship and fosters commitment.

There is much research to show that individuals have a strong need to know how they are doing and where they stand in the eyes of their supervisor. Recognising the importance of performance feedback, it follows that discussions of performance should take place more than once a year. Frequent, regular discussions of performance should occur on an on-going basis. The more formal periodic reviews can then simply be a summary of what has occurred throughout the reporting period.

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As valuable and as desirable as it is, constructive feedback is not a regular occurrence in most workplaces. The most common reasons:

- They usually find it uncomfortable to confront each other about performance issues
- Most people are not sure how to give feedback effectively
- Very few people like accepting negative feedback

Issues to consider

1. **Focusing on the negative** – feedback is not just about correcting problem behaviours or unsatisfactory performance, it should consist of praise where praise is warranted – for example, when a person has exceeded expectations or targets. Negative or sensitive feedback should be delivered in private, where the person is less likely to be defensive or resistant.

2. **Using ‘hit-and-run’ feedback tactics** – commenting about a security officer’s performance via e-mail messages, voice mail, or through a third party does not allow for two-way dialogue. It is important to schedule sufficient time with the Officer to accomplish your feedback goals. This can range from an ad

hoc meeting to a longer session that is planned in advance. If it isn’t possible to meet face-to-face, then a phone conversation is second best.

3. **Giving vague or non-specific feedback** – managers need to be specific in praise, criticism, suggestions, or requirements. Provide comparative or historical evidence that backs up what the person should continue to do, or start doing, and what the person should do less of, or stop doing altogether. For example, ‘you performed a thorough bag search and you also made sure to welcome the person and clearly explain what you were going to do’ is more meaningful feedback than just saying ‘great job.’

4. **Limiting feedback sessions to one annual performance review** – giving regular feedback to security officers is an important and ongoing managerial responsibility. It also allows you and your team to better examine what has happened recently rather than rely on hindsight or memory. Do not overlook the fact that simply showing ongoing attention and interest can be a great motivator, and can reinforce what the person is doing well or better.

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Performance-based reward schemes

There are many ways in which managers can reward good performance, below we have identified a range of these in more detail including bonus schemes, rewards night, newsletters and some low cost ideas that can be implemented.

Bonus schemes

Bonus schemes essentially provide financial rewards to the security officer and recognise them for their overall performance in the past year. Undertaken correctly, performance-based bonuses can be very successful and create a strong bond between a security officer and the company. However, in order for performance-based bonuses to have a meaningful effect on motivation both the security officer and the manager should understand exactly what was accomplished to achieve the bonus or additional pay.

As with any bonus scheme, the real measure of success comes in ensuring that the process is transparent and is communicated effectively to all staff.

Issues to consider

- End of year bonuses, which are not tied to performance, are often seen as 'short-lived motivators'. These are momentary incentives that often do not help with the day-to-day performance of a security officer.
- Bonus schemes that work best are those that incorporate both team and individual goals and rewards.
- The scoring system must be overt, obvious, and easily measurable. In other words – the system must be documented and everyone must agree that it is fair. Security officers need to see what they are being measured on and explicitly what target they need to achieve in order to qualify for a bonus.
- The use of organisational Key Performance Indicators (KPIs) can help structure the performance related bonuses significantly. KPIs can often be at a team level including queue length, results of penetration tests, customer satisfaction, and also an individual level including punctuality, number of compliments or complaints.

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- Use of a wall chart or something similar with the team KPIs, mounted in the staff room with the 'where we are right now', makes it very easy for everyone to know exactly where they are and what they need to do to improve or maintain performance.

Rewards night

The hosting of an awards evening or recognition event that acknowledges employee contributions and high performers can play a significant role in motivating them by telling employees that management is aware of the work they do and appreciate it. These events should be organised to meet the practicalities of the organisation. The important thing is that they should be seen by all staff as something serious, and of utmost importance to the organisation.

Issues to consider

- Ensure that the event becomes part of the organisation's calendar – if the event is organised at the last minute or forgotten one year then it will immediately lose its impact.

- Ensure that all employees are aware of this event – think about the marketing for this, should this be emails, posters, or letters? Give employees plenty of time to save the date, and provide as much information as possible (e.g. location, timings, dress type, entertainment planned, etc).
- Ensure that the events are not so large that employees do not feel part of it – if an annual event is scheduled across a large organisation with thousands of employees, e.g. security officers working across multiple sites, then individuals can often feel that there is no hope of them receiving a reward or standing out from their peers. In these situations it may be important to promote more local awards evening, rather than or in addition to company-wide events.

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- When scheduling recognition events, provide clear criteria for being included – e.g. if the event recognises security excellence, identify the specific targets that participants should achieve (incident reporting, customer service). Establishing clear criteria not only promotes fairness and consistency, but also ensures that those who are not included understand why they were not recognised.
- Consider the age, capabilities and interests of employees when determining the nature of the recognition event or outing.
- Consider the rewards and ensure that they are consummate with performance – if a security officer saves a life or does something truly outstanding they should receive a higher reward or sense of recognition that reflects this.

- Determine how to prolong the benefit of the event – generally, motivation levels increase for about two weeks after the event, then return to their original levels. However, organisations can take actions to prolong this effect, such as posting pictures from the event in an interactive work area (such as the staff room) or on the website so that employees can view them.
- Do not assume that merely holding an event motivates employees – communicate with them to find out how employees perceive the event and what impact it has (if any) on their motivation levels and feeling of connection with other workers and the organisation.
- Monitor the success of events and, if signs indicate that it is no longer effective, consider how changing the type, timing, and purpose of the event might restore its benefit to the organisation.

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Newsletters

Employee newsletters can improve motivation within organisations by sharing information and producing a sense of 'team'. Often security officers can feel isolated in their work locations and offering newsletters describing recent events, performance against targets, case studies, tips and techniques and special recognitions for teams or individuals can help improve motivation and relations between employer and employee.

Security officers, or a selected group, should to be included in the development of this newsletter. In order to motivate them, but also to make sure that they read it and value it. They should be involved from initial design through to writing articles and sections for it, allowing them an opportunity to capture their views.

Issues to consider

- Clearly identify the newsletter's intended audience. This should be for security officers, and should therefore be tailored to them rather than external organisations.
- Choose the format that is both convenient for readers and most likely to be read by them. Think about resources and budget and work out a suitable medium for distributing this.
- Consider the audience and adapt the writing style to suit. Articles should be succinct, avoiding management speech or technical jargon and should be written in conversational style.
- Consider the language used. When a language is not an official one, its wide use within the organisation might justify a version in another language. Organisations have the choice of publishing separate versions of the newsletter in each language, or a single version that has articles in both languages.

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Some low cost ideas for rewarding good performance

It's acknowledged that any interventions the security manager needs to implement will be affected by their available time, resources, and budget, we have therefore identified some low cost and no-cost solutions that can be used to recognise good performance:

- Personal thank you, thank you notes or emails – good deed awards
- Post on 'recognition board', bulletin board, newsletters, web site
- Hall of Fame – pictures of your employees
- Ask a senior manager to attend your staff meeting when you recognise employees for their achievements
- Recognition lunch
- Informal party – coffee/cakes, or drinks
- Gift certificate to restaurant
- Certificate or plaque
- Mugs, pens, tee shirts, etc. with team or agency logo
- Inexpensive gift related to employee's hobby
- Flowers

- Vouchers for music or books
- Cinema tickets
- Inclusion in special project
- Alternate work schedules
- Opportunity for cross-training
- Recognise outstanding skill or expertise by allowing one employee to mentor another
- Include employee in management decisions goal setting and work planning
- Time off
- Enrolment in seminar or additional training
- An excursion for the department – night out for dinner, bowling, sports event, etc.

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Role Clarity

Why is this important?

This influence area is concerned with the extent to which employees are clear about what is expected of them, the standards they have to work to, the degree of responsibility they have, and what they need to do to meet the expectations and standards.

With role clarity being a critical importance to security officer performance and motivation, it should not be surprising then that a significant number of performance related issues stem from an employee's lack of understanding of the requirements of their role. Security officers are likely to perform better and show greater commitment if they are clear on what their role is in relation to their team and the wider organisation.

Lack of role clarity is a common complaint amongst security officers across the critical national infrastructure. For example, poor communication of new or updated security procedures and policies can result in a lack of role clarity if the information is not sufficiently disseminated and understood consistently across

the security workforce. An example from the aviation security industry is where security officers at passenger checkpoints have used different security search procedures as result of not having consistently understood the changes to their role following an update to the security search requirements.

Effective job design and appropriate definition of security roles can improve performance and motivation at all levels within the organisation. The following recommendations should be considered in the context of security officer role clarity.

What interventions can a security manager consider?

Ensure job descriptions are clearly defined at the earliest opportunity

It is recommended that a clear and unambiguous job description should be included at the recruitment and selection stage of security officers. For example, the combination of customer service and security is a growing trend within some security industries. However, advertising a job as predominantly customer service may not be appropriate if the majority of the role is to provide

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physical security patrols or asset protection. Successful candidates will become quickly demotivated due to their expectations of the job not being met. The reverse can also be true where employees think they have taken on a security role only to find themselves performing customer service roles. Both scenarios are based on real examples from the aviation security industry.

It is best practice to base a job description on required competencies and behaviours that are going to help fulfil the role. At the recruitment and selection stage a good job description will typically include:

- The required knowledge, i.e. the information that an employee must possess to effectively perform the required work. This should not include specific knowledge that will be learned on the job.
- Skills and abilities, i.e. the level of expertise reflected in performance in relevant areas. Examples of technical and non-technical skills and abilities should be included here, e.g. use of security equipment, leadership, oral communications, etc.

- Motivations: characteristics that motivate an employee to perform well on the job. For example, a successful security officer may gain job satisfaction through interaction with members of the public.

Once newly recruited security officers have joined the organisation, specific roles and tasks based on the job description should be communicated to them.

Roles should be written in a manner so that employees can understand the requirements and performance expectations of their role

All security officers should be given opportunities to understand and clarify their role or specific elements of it. Doing this in a team or group environment is likely to benefit others (new or established security officers) as team discussion can help to ensure a consolidated and consistent understanding across all security officers.

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Security officers should know and understand how their performance is being measured

As a part of the security officer's personal development programme, there should be clear guidance provided on how their performance will be measured. This will help consolidate their understanding of their role and competencies and behaviours that are required to be successful in that role.

Ensure new or updated security policies or procedures are communicated effectively

The dissemination of new security policies can have an impact on the role of security officers both in the short and long term. Security managers (and supervisors) should ensure that they have understood the change as it was originally intended. Following this, the information should be provided via formal team briefings and written instructions that follow a consistent format. Security officers should always be given opportunity to assess their understanding of the new policy or procedure.

Following such communication, security managers should ensure that the security staff have all consistently understood and interpreted the information. This can be done in a number of ways:

- A short quiz at the end of a briefing.
- A short period of increased staff engagement after the briefing where security managers (and supervisors) are on hand to answer questions.
- A short period of increased presence at the operational level ('walking the shop floor') to provide supervisory support and assess that security officers have consistently understood the new changes to process and hence their roles.

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Manager/Supervisor Behaviour & Performance

Why is this important?

This influence area is concerned with how individual managers and supervisors behave towards their staff. It covers such behaviours as the quality of communication between supervisors and their staff, the extent of contact the staff have with their managers, whether or not supervisors give their staff adequate feedback and recognise the contributions made by individual members of their staff and consistency of behaviour across supervisors.

The role of the front line manager or supervisor is absolutely fundamental to the success and the motivation of the security officers. In this section we use the terms line-manager or supervisor but ultimately this refers to the person that manages the security officer on a day-to-day basis, this might also be a team leader or duty manager. It is this person who is the first and main point of contact for the security officer. They will be responsible for managing them in terms of assigning breaks, approving leave, measuring performance, recognising good work.

Whilst an organisation might have processes in place to recognise staff performance there could be discrepancies between individual managers or supervisors as to how this is carried out. A typical issue encountered in the security industry is unfair treatment with respect to policies and procedures and 'favouritism' or 'special privileges' between line-managers/supervisors and the security officers. This series of recommendations focuses on the methods by which managers/supervisors should and can interact and engage with security officers in a consistent and fair manner.

It is important to consider the level of consistency applied when engaging with security officers throughout the organisation. However, an important prerequisite to this recommendation is to have an effective people management process in place, which includes regular engagement with staff. If robust processes for recognition and feeding back performance are established and adhered to it will help ensure consistency amongst management. Please refer to the 'Organisation and Team Support' section for recommendations on establishing these processes and also specific methods of how to recognise staff engagement.

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What interventions can a security manager consider?

Developing processes to improve consistency in line-managers and supervisors

A good line-manager or supervisor can positively influence security officers and make them follow them and perform above and beyond their role.

Likewise a bad line-manager or supervisor is someone who usually lacks leadership skills, ability, or training. Whilst they might think they are doing a great job, their behaviour and actions will actually have a significant effect on demotivating their security officers.

Signs of a bad line-manager or supervisor:

1. **Bad supervisors lead and manage by intimidation**

These types of supervisors tend to use force and threats to get things done. They try to intimidate others with their tone of voice, body language, and harsh words. They are abrasive, harsh, and severe.

2. **Bad supervisors do not produce results**

They often talk about what needs to be done, complain about what's not getting done, and demand that someone else do it. They rarely ever produce real results themselves and they lack initiative in getting things accomplished.

3. **Bad supervisors lack honesty and integrity**

Character is a vital part of being a great leader, and this is a non-negotiable leadership principle that has been around since the beginning of time. Bad supervisors are dishonest and tend to make unethical decisions. They justify these decisions with excuses like 'Everyone else does it,' or 'No one is going to know' or 'It won't hurt anyone.'

4. **Bad supervisors do not learn from mistakes**

They rarely ever admit they are wrong and their subordinates would faint and fall over if the words 'I'm sorry' were ever uttered from their mouths! Bad supervisors tend to deny their mistakes, making it impossible to learn from those mistakes and become better as a leader or supervisor. As a result, there is a lack of respect among followers.

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5. Bad supervisors lack openness to new ideas or suggestions

These supervisors do not want suggestions or input from others. They take any form of suggestion or input as negative criticism instead of positive ideas. They say things like 'If it's not broke, don't fix it' or 'That's the way we've always done it around here' or 'We've tried that before and it didn't work.'

6. Bad supervisors become threatened by people who pursue learning and self-development

Real leaders support their followers in pursuing continual learning and self-development. Bad supervisors become threatened by subordinates who might get a higher education than the supervisor or who might attend some advanced training in their field that the supervisor doesn't want to attend. As a result, the bad supervisor will often put down training or college degrees, or any form of continuing education.

7. Bad supervisors criticize others

When a supervisor is insecure, they tend to overcompensate by putting other people down, especially in public. They tend to talk down to people to make themselves appear more powerful. They find things to criticize about anyone who is getting positive attention. When they need to reprimand a subordinate, they will often do it in front of other people because they think it makes them look powerful.

8. Bad supervisors do not make themselves accountable

A bad supervisor will make decisions without thinking about the consequences or how the decisions might affect others. Additionally, there is no accountability, especially to those they supervise. Bad supervisors say things like 'If they don't like it, too bad.' Real leaders understand that they are accountable to their followers as well as their supervisors to make principle-based decisions.

Source: <http://www.kimberlyalyn.com/Articles/Top%20Ten%20Signs%20of%20a%20Bad%20Supervisor.pdf>

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The differences in line-managers or supervisors can often be addressed through improved processes and procedures such as:

- Supervisor selection processes – the selection of supervisors should be considered and redesigned to ensure that the right leaders are being selected. This should not be based on tenure but instead on leadership competencies and people skills
- Supervisor Training programmes – these should be designed to consider ways of developing leadership skills in existing supervisors
- Competency based performance model – ensures that all supervisors score security officer's performance using the same standardised criteria
- Reward and recognition scheme – this clearly outlines exactly when and how a supervisor should reward a security officer

- Team briefing processes – standardised performance sheets (outlining recent threats, business KPIs, throughput rates etc.) can be produced that ensure that all supervisors have up to date intelligence and provide the same briefings to all staff at the start of their shifts

Maintaining a consistent approach to fairness within the management team

All security managers and supervisors should use a consistent approach to staff engagement and workplace policies. Senior managers, operations managers, and supervisors need to work together to ensure there is a 'joined-up', consistent, and objective approach for dealing with, but not limited to, the following types of issues:

- Employees' disputes
- Quality assurance of security process
- Ensuring compliance to policies and procedures
- Recruitment and selection
- Reward and recognition
- Breaks, shift rotas, and annual leave; and
- Appraisals and performance review.

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A review of how closely all members of the management team are adhering to the agreed process for ensuring fair and consistent approach should be carried out at each management meeting. This may only be a brief review but any issues can be discussed and consolidated across all members of the management team as part of this forum. It is recommended that any security officer's concerns over unfair treatment, e.g. some security officers being given longer breaks than others, should be taken seriously and investigated where possible – otherwise this is likely to result in poorly-motivated staff.

Developing consistent and balanced relationships with staff

Security managers should avoid putting themselves in a position that could result in an environment of where there is the perception of favouritism amongst staff. Giving preferential treatment to a person, particularly on a non-work related basis, is unfair. Unfairness in the workplace can lead to poorly-motivated staff and increased staff turnover rates. Therefore, security managers should, as far as possible, aim to treat all employees alike. If some employees are better than others are, they may receive rewards and recognition, that is their right, but that does not concur with there being

separate rules for them. Similarly, if certain employees are performing only to the required standard, they need to be treated with as much respect as the ones who perform better. This point also applies to a situation where there is an in-house security workforce, a contracted-in workforce, or temporary security workforce. Oftentimes, contracted security officers will not have the same depth of knowledge or context as the in-house security officers, e.g. based on their temporary posting. This can make for a natural divide between the two types of workforce. Security managers responsible for overseeing both groups should use a consistent and fair approach and process for tackling any issues that fall outside of the contractual specifics of each group.

It may be that a security manager is responsible for a large number of security officers spread out over a wide variety of locations. Clearly, this can provide issues, not just in the logistics for the security manager in trying to see all the security officers, and visit all the sites, but also in terms of trying to maintain a fair approach and consistent regular engagement.

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Introducing Change through looking at Motivation – a case study of how Birmingham Airport used the guidance to change the culture and processes of their security team

Birmingham Airport is one of the UK's busiest airports. The airport is growing and recently introduced some significant changes to their infrastructure – specifically moving the security checkpoint to a new central location. Whilst Birmingham Airport employs contractors for some areas of security, they directly employ and manage over 200 security staff at the checkpoint. The security checkpoint has seen some significant changes recently in terms of redesigning the environment and introducing new technologies and systems to support their security staff.

In August 2011 Birmingham Airport decided to use the NPSA Motivation survey and guidance as part of a wider change management strategy for 2012–2014. In total 208 Officers completed the survey out of which there was return rate of 58%; the results were clear to Birmingham Management, morale and motivation needed to be addressed within the team.

Initial steps following the survey
A letter was sent to all staff advising them of the survey's 'headline' results with acknowledgement of room for improvement. The letter also provided an opportunity for employees to put themselves forward to become part of a Focus Group to concentrate on key areas and make recommendations for change.

20 Officers declared an interest out of which 6 were selected along with 2 Supervisors to form the 'Morale and Motivation' Focus Group. The first Focus Group meeting reviewed the results and agreed on 4 key areas for improvement which would have the most impact. Thereafter, Listening Groups were arranged to enable staff to raise their issues in relation to the 4 key areas to gain an understanding of the messages which lay behind the results.

Key areas

- Performance feedback
- Team building
- Job fundamentals – breaks and rotation
- Fairness and consistency of management decisions

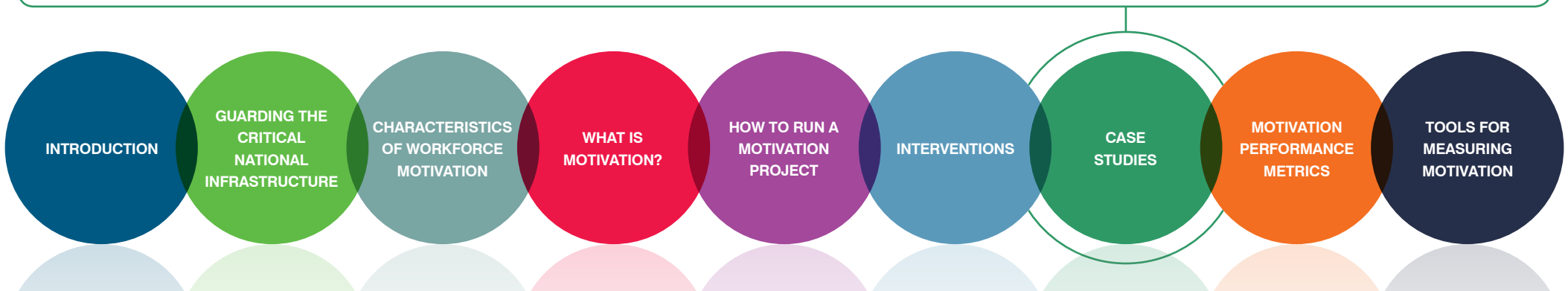


Interventions based on the results of the survey

The survey results and NPSA motivation guidance helped Birmingham Airport come up with a set of short, mid and long term initiatives that are linked to the Security department's overall strategy for 2012–2014.

Step 1 – Security Duty Managers

A decision was taken to re-locate the Duty Managers to work with the Senior Management team allowing autonomy for the front line team of Security Duty Officers in the operation. This meant their physical removal from the Search Area offices. The reason being that whilst they were fire fighting, the Supervisors were viewed only as "caretakers of the tea list" and abdicated all responsibility to the Duty Managers. In turn, the Duty Managers changed from a 4 on 4 off x 12 hours shift patterns to a new shift length and pattern to allow greater sharing of communication between themselves and enable them to build a strong team who take a consistent and fair approach.



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It was also identified that the Duty Managers did not share a common vision of Leadership and therefore, significant investment was made in developing a bespoke training program. The programme encouraged the Managers to think about what affects human behaviour, their motives, personal style, learning and thinking styles, their emotional intelligence and ultimately their individual leadership styles. This gives them focus as to how they currently lead their staff.

The programme was designed to give them more ownership and accountability for the outputs they generate and the behaviours they adopt in achieving them. It also aimed to get them thinking more constructively about what is really important in the role and how they work together as a team, rather than 6 individuals, to achieve one result.

Climate and performance is a key element within the program as the aim is for them to provide a high performance climate and as such, time is spent considering the six dimensions of climate which that have consistently demonstrated the greatest direct effect on individual and team performance i.e. flexibility, responsibility, standards, rewards, clarity and

team commitment. The programme also covered in bite sized sessions; Influencing skills, Managing Change, Decision Making and Manager as 'coach'.

This work is still in its early stages but Birmingham Airport has already started to see a significant improvement and greater unity as a team. Their leaders have a new energy, focus, clarity and a sense of purpose. Teams are more willing to share, support each other and ultimately trust each other. They also see more delegation as their Supervisor teams develop which will allow them to use their own time more effectively.

Step 2 – Job Titles

Job Titles were changed from 'Guard' to Officer and 'Security Duty Officer' to Supervisor. In particular for the Guards, it was a clear statement that Birmingham Airport were changing the culture to one of Guard of the Central Search Area to an Officer who delivers a great security service coupled with great customer service. A significant change of thinking.



Step 3 – Customer Service

To support the culture change, Birmingham Airport looked at a different approach to customer service. Every member of the department attended training which focussed on individual mindsets and personal choices which enables them to adapt their own behaviour to be able to communicate in the best way possible with different personalities.

Step 4 – Supervisors

This role is determined to be one which carries significant influence and accountability therefore, the role was reviewed and following consultation, they were removed from Staff Group with their agreement that they would have no TU representation in future.

The Job Description was re-written to encapsulate the future requirements of the role, the shift pattern was changed with reduced hours and no detriment to pay. Key Performance Indicators have been introduced to apply measurement in areas of customer service, cost, compliance and people management. In return, a reward package has been written into their employment contract along with a performance-related bonus.





Step 5 – Teamwork

Consultation commenced in August 2012 with the staff and TU to move Officers from a 4 on 4 off roster pattern to a 5 on 3 off roster pattern with effect from 1 April 2013. This allows dedicated teams of Supervisors who will consistently work with each other in a team of 3 as well as with other Supervisors in their peer group – “teams within a team”. To prepare for the changes, the newly formed Supervisor teams had training sessions to get to know each other and have begun to understand the importance of a culture which will foster honest feedback.

Supervisors have also hosted “Getting To Know You” sessions with their new teams. Each Officer was sent an invite to the meetings where their new Supervisors outlined how the future would look, what the Management team expected of them and what they expected from their teams. There was also an opportunity for the Officers to outline their expectations of their Supervisors.

From April 2013, Supervisors will have 1:1 monthly meetings with each member of their team and understand

their behaviours to enable them to manage individuals differently. Initially, the content will cover: compliance results, performance feedback, behaviour feedback, customer service assessments, any issues from the Officer, the Officer’s wellbeing and upward feedback.

The purpose of the meeting is to change a culture of suspicion to one where trust and confidence in the Supervisor is built over time, consistency is demonstrated and motivation is understood.

Step 6

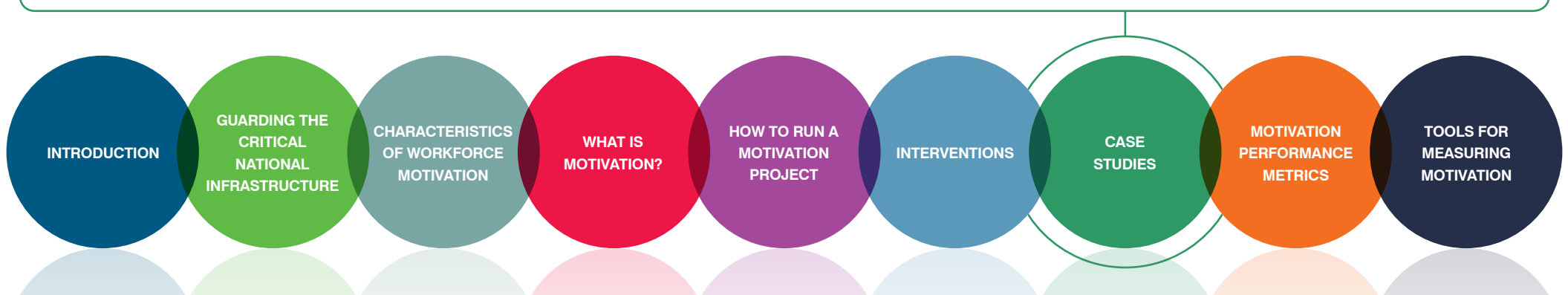
As part of the wider strategy, Security Duty Managers were assigned the following projects which all involved close engagement with security staff:

- Equality and Diversity
- Communication
- Customer Service
- Talent Pool and Succession Planning
- Reward and Recognition
- Staff personal presentation – change of uniform to a less formal style

As part of this wider culture change, the following interventions have been adopted:

- Bonus scheme for Supervisors
- Mentoring
- Job shadowing and “Back to the Floor” working days
- Performance Feedback
- Improved communication
- Improved facilities
- Succession planning
- Intelligent briefings
- Consistent approach to fairness
- Recognition scheme
- Improved working environment
- Duty Managers will play a critical role in supporting and coaching their Supervisors over the next 12 months to embed the culture change
- There will be a strong focus on behaviours linked to our Brand Values
- Fair and consistent performance management

Birmingham Airport are confident that their initial interventions will assist them in their culture change and that the Officers will enjoy an environment that will provide them with respect, consistency, fairness, regular performance feedback and comfort breaks. Birmingham Airport intend to carry out a follow up motivation survey later in the year where the results will form the basis for further actions on improving security officer motivation.





Security with vision: how VSG and Compass Group used the motivation guidance to help improve performance – a case study
VSG is one of the UK's leading suppliers of security services, offering total solutions that encompass guarding, systems, remote monitoring, training and background screening. The company is part of the Compass Group UK & Ireland, a global leader in the supply of support services to blue chip organisations

In 2011 VSG and Compass Group used the NPSA Motivation Questionnaire to assess staff motivation levels and develop an action plan for interventions. In January 2011 VSG worked in close collaboration with their staff to identify their concerns. The results of the questionnaire were then analysed by their security management and revealed three areas which were highlighted as potentially problematic:

1. Fairness.
2. Poor Communication.
3. Poor Uniform/Welfare Facilities.

In an attempt address these issues the following initiatives were undertaken:

Fairness

1. Quarterly 1-to-1 meetings between line managers and officers, addressing welfare, performance and any issues raised by individuals.
2. Daily 'welfare and well-being' visits to staff by senior site management.

Communication

1. Confidential suggestions box in staff welfare room.
2. Daily bulletins on individual duty rosters.

As a result of the in-house suggestions box two suggestions in particular were acted upon.

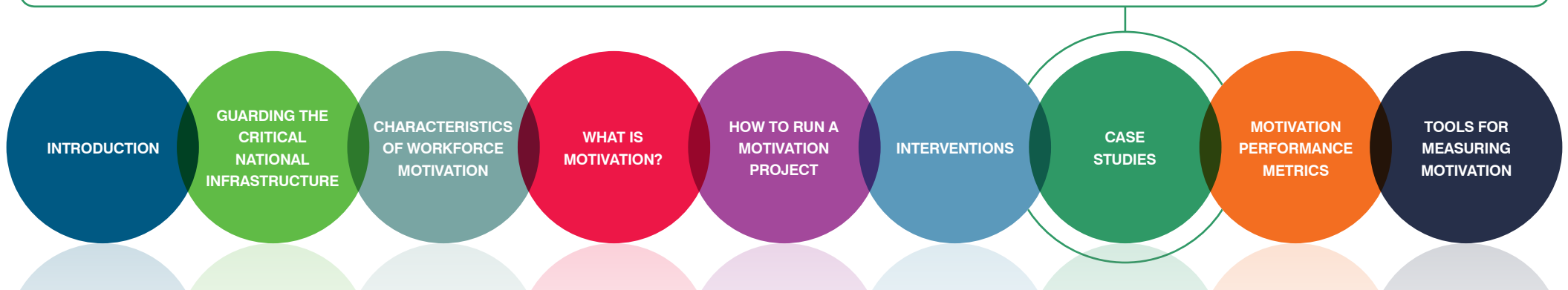
The first was to afford the facility for Muslim officers to work night shifts during the period of Ramadan (because of summer timings this meant officers were undertaking a 17-hour fast). This was widely supported by all staff and very successful.

The second was to change the shift rota patterns so that officers did not have to undertake a quick turnover from a weekend 8pm finish to a 6am start.

Poor Uniform/Welfare Facilities

1. Complete refurbishment and re-equipment of welfare facilities completed July 2012.
2. New uniform re issue March 2012.

The impact of these changes were then reflected in the NPSA Survey which VSG/Compass undertook in November 2011. The survey allowed management to see how their interventions had improved staff motivation in the key areas and also provided them with further recommendations for improving motivation. They intend to 'stagger' the second round of improvements so that there is a constant controlled improvement. This will give the management team greater ability to fine tune improvements and give the staff constant improvement over a longer period rather than one hit which is quickly forgotten.





Creating a Security Excellence Culture – A case study of how MITIE uses the motivation guidance with a number of their clients to improve culture *MITIE Total Security Management (TSM) have developed a programme ‘Creating a Security Excellence Culture’(CSEC) that involves the client, staff and MITIE working in collaboration to create a vision and set of supporting values in line with what the client is trying to achieve in terms of service standards and behavioural expectations. From these values, performance standards are set so that every member of the security team fully knows and understands what criteria they will be measured against.*

Once agreed, a course is designed and delivered to help motivate the security team to embrace the new vision and values, additionally giving practical guidance on how to demonstrate the values, therefore helping the security team to achieve the vision.

The first stage

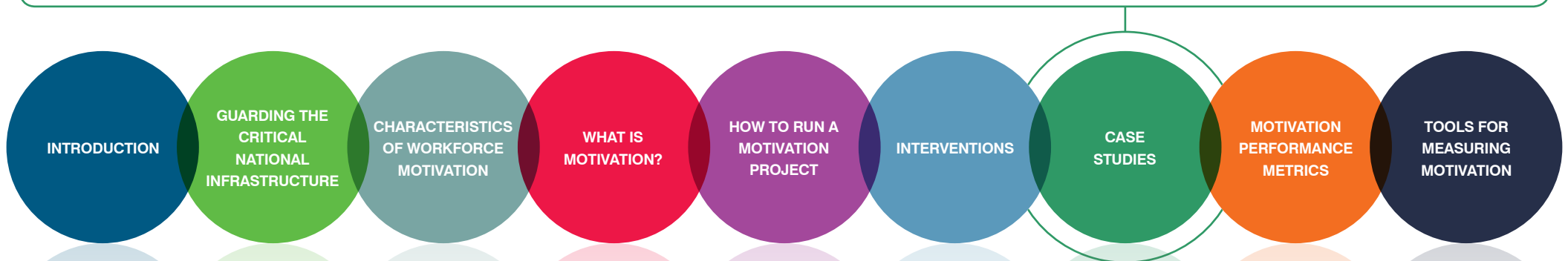
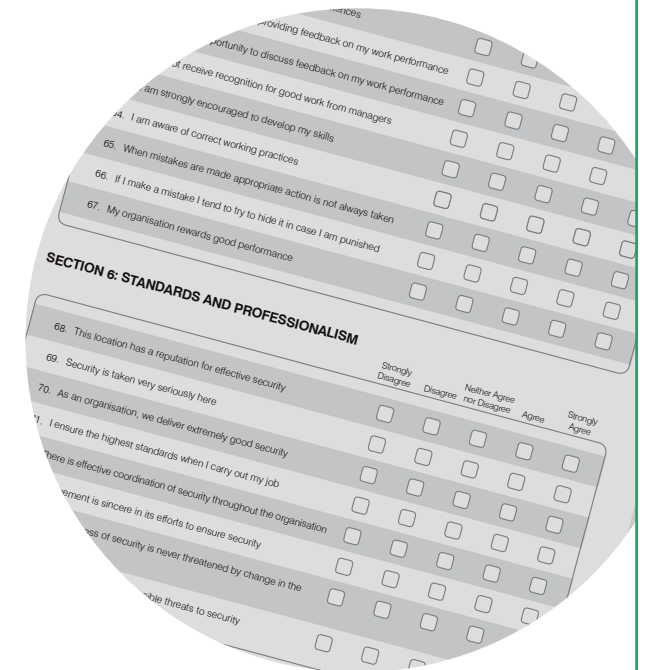
The first stage is all about understanding the existing levels of motivation amongst the security team on the contract. MITIE send out a copy of the NPSA ‘Motivation within the Security Industry Questionnaire’ to every security officer on the contract to complete and post back to them in a supplied prepaid stamped addressed envelope. The analysed results help them to identify what changes are required to help improve and maintain motivation on the contract.

The second stage

The second stage of the programme is a workshop at a nearby conference facility where the vision, values and performance standards are designed and agreed. The workshop takes place over one day and involves a selection of staff, the client and MITIE TSM management. The results of the questionnaires are also discussed here, helping to get a more motivational and achievable security vision and values for the contract.

The third stage

The third stage is a follow up meeting with the client to discuss their views of the workshop and to confirm in their own words the agreed values performance standards. This meeting is filmed as an interview and used as part of the training that follows – the fourth stage.





The fourth stage

The fourth stage is the design and delivery of a one day course to communicate the new vision, built in partnership with MITIE TSM people and the client, to help all involved really get behind it and improve service excellence on the contract. Delivery of the course is normally on site using a suitable room.

The overall objective for every CSEC programme is to achieve delivery of security excellence through the frontline teams. The uniqueness and advantage of this model is that the definition of security excellence is tailored to each client and specific objectives set in terms of meeting the defined vision and values. The setting of the performance standards allows for individuals' performance to be measured more effectively by their manager.

This programme leads to best working practice as the vision and values element engenders a world-class security culture for each bespoke contract. Because officers are included on the vision setting workshop they buy in to it and want

to demonstrate the values in their day-to-day duties. By demonstrating the values they are contributing towards the vision. MITIE Stars, a reward and recognition scheme, plays a big part in helping MITIE TSM and the client to reward and recognise people demonstrating the standards.

Where MITIE have introduced this initiative it has contributed greatly to the quality of their service delivery and has had significant influence on client retention rates.

They have recently completed the fourth stage of this project with Santander, whose Head of Security said:

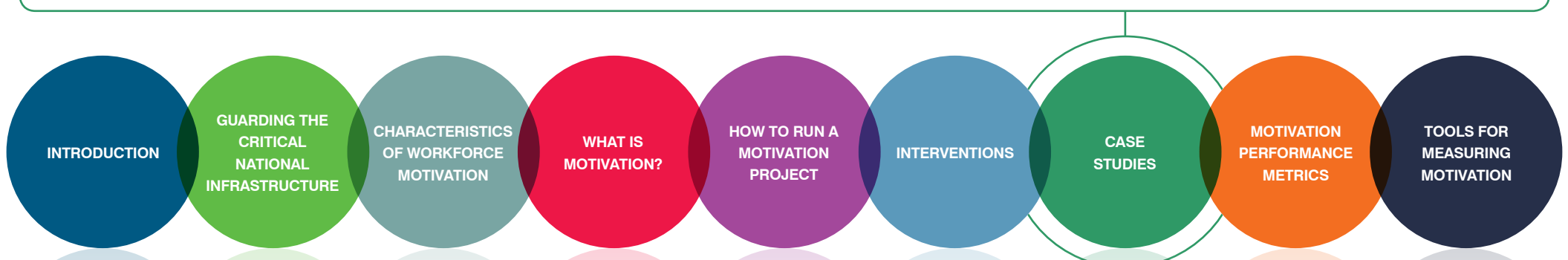
'The vision and values setting element of the training was an excellent day with great support from everyone coming forward with ideas. What was particularly gratifying is that the ideas from the officers and managers were in tune with mine, which proved we were all striving for the same thing. We have never documented anything like this before and the result of doing so is an achievable vision that we are all bought in to. The vision and values we created meets all of our objectives and really hits the nail on the head!

I have worked in the industry for 30 years and have seen that customer expectations can become diluted by the time they reach the officers delivering the service. This is the first time

I've seen the customer and supplier come together to develop a clear, achievable vision. It's been excellent!

Great service is key to Santander and this training programme has helped us to understand what great service is and how to deliver it. This is a long term strategy for Santander and MITIE TSM in order for us to exceed our customers' expectations and we want to lead the way with this ethos.'

For more details please contact Terry Cheese, Training and Performance Specialist on +44 (0)1908 572440 or email terry.cheese@mitie.com



CASE STUDIES

Cable&Wireless
Worldwide



Hearts and minds – a case study: how Cable & Wireless and Mitie motivated its security staff

Cable&Wireless Worldwide is a leading global telecoms company providing a wide range of high-quality managed voice, data, hosting and IP-based services and applications to customers both in the UK and globally. Its network stretches to more than 500,000km, enabling connectivity to 153 countries. In order to protect its infrastructure assets, it employs security staff throughout the UK.

In 2010, working closely with Mitie Security, Cable&Wireless Worldwide developed a motivation programme – Hearts & Minds – specifically for its contracted security staff. The company identified the crucial link between motivated colleagues and effective security.

The first step was to work with the security officers to define a vision for the security team. To do this, the managers organised an off-site workshop for all security colleagues to discuss what motivated them.

During the workshop the security officers developed an overall vision for security at Cable&Wireless Worldwide and the four principal values which support it – Professionalism, Customer Focus, Passion and Pride, and Effective Teamwork.

Key to achieving the vision was to understand what was expected in terms of performance. The programme therefore developed a recognition system linked to each of the values, with managers defining what behaviours and competencies security officers should demonstrate to support them.

Over time, once a security officer had demonstrated appropriate competencies he/she was awarded with a pin badge for that particular core value (the pin badges are

different colours, representing each core value). Excellence in all four values resulted in a separate silver pin badge.

Security officers who were awarded the silver pin badge were also invited to a management-hosted gala event in a hotel to celebrate success stories and reward those who had made an outstanding contribution to security. In order to communicate this process efficiently, the managers also developed a one-day training course to present the 'Hearts & Minds' ethos and run team exercises.

The results of this intervention programme were almost instantaneous and generated significant increase in positive client feedback, increased performance against operational indicators, and a reduction in absenteeism and turnover.



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Figure 1: Example competencies for each core value

The success of this programme came from empowering the security officers, listening to them, and working together as a team. This simple but effective approach ensured that officers bought into the programme and supported it – with their 'hearts and minds'.



- Never late
- Demonstrates a positive attitude at all times
- Effective at thinking and planning ahead
- Smart appearance at all times
- Trained and competent to do the tasks required



- Meets and greets
- Focused on creating an excellent first impression every time
- Understands the client
- Helpful and supportive to all, every single day
- Exceeds customer needs and expectations
- Listens effectively
- Focused on building relationships



- Cares about others and about the quality of work done
- Housekeeping is of the highest standard at all times
- Treats people with dignity and respect
- Always happy to help
- Takes ownership of tasks, ensuring that they are completed correctly
- Goes the extra mile



- Communicates effectively
- Demonstrates consistency
- Enthusiastic and motivated about working in a team
- Shares best practice
- Wants to get to know others
- Demonstrates respect for colleagues



CASE STUDIES



Sydney Airport and SNP – a case study of success from collaboration

Sydney Airport is Australia's national aviation gateway; it handles 43% of all international passengers and over \$36 billion of airfreight each year. In 2010, 35.6 million passengers travelled through Sydney Airport. SNP security is the largest privately-owned security company in Australia with over 85 years' experience in providing protective security with security officers and mobile security patrols. SNP has successfully provided security services at Sydney Airport for over 38 years. SNP has over 700 professionally-trained staff delivering highly professional and effective security screening at Sydney Airport, 24 hours a day, seven days a week.

Airport security

Airport security is a critical component in the complex system of the multi-billion dollar aviation industry. Sydney Airport aims to be seamless, swift and safe; a controlled gate not a barrier, moving people as efficiently as possible while ensuring rigorous, efficient and effective screening. Sydney Airport Corporation has made significant changes since 2005 by adopting a collaborative approach with their security partner, SNP.

Changes to Sydney Airport's security model meant that security officers needed to be better equipped, more resilient and adaptable to meet the needs of the dynamic environment they worked in. Customer numbers were growing and improved screening technology was being introduced.

Collaborative model

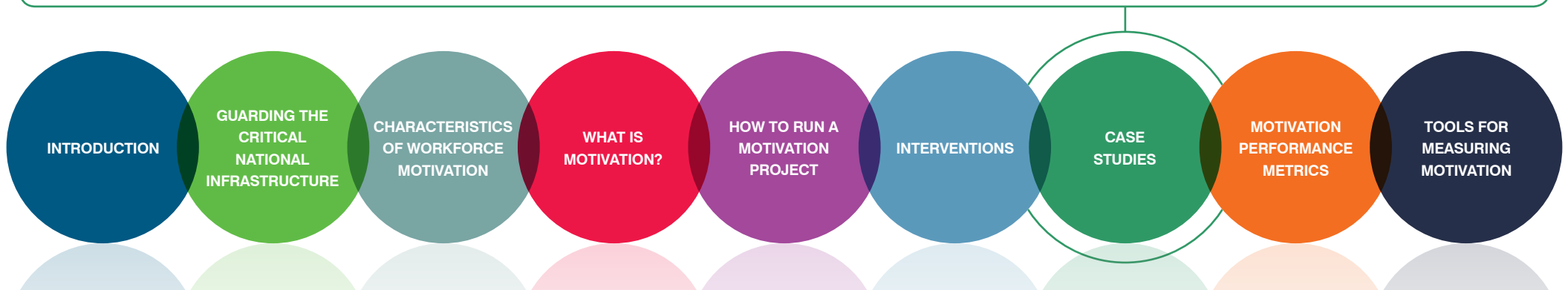
Sydney Airport has achieved improvements in security provision by embracing a collaborative model – 'one security team with one security outcome'. It moved from a traditional master-servant culture, dominated by penalties and an authoritarian approach within the Service Level Agreement, to a collaborative, relationship-based culture



that recognises the critical importance of people in delivering a secure airport. This shift required the development of strong relationships between the National Regulator (Office of Transport Security), the Authority (Sydney Airport Corporation limited) and the security provider (SNP).

A secure aviation industry relies on design, engineering, technology and, critically, people. Sophisticated screening systems, clever design and expert engineering cannot deliver a secure environment without skilled people who care about their role and take pride in it.

The SNP journey to achieve this has been shared with Sydney Airport. The one team leadership charter guides the behaviours of both entities. They have worked together to build a transparent performance model with the vision of 'professional security with service and integrity'. The strength of the model is in the strength of the alliance between SACL and SNP. Their purpose of 'changing the way people see and experience aviation security' means that people are at the core of the strategic relationship.



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Both SNP and Sydney Airport recognised that the people and the culture of the organisation – the human factors – underpin success. It means providing staff with the right skills to do their job well. It means building an environment that values diversity. It means developing strong, ethical leaders and a culture that is accountable and fair, and takes responsibility for its actions and outcomes.

The team approach is based on five strategies directly addressing human factors:

- Committed security professionalism and high standards;
- Absolute operational security outcomes and consistency;
- Vibrant customer service with a friendly and caring attitude;
- Personal integrity and ethical behaviour; and
- Continuous measurable improvement.

How did the security team engage the workforce in this journey?

Critical to its success was a vision shared by senior management in both organisations. They embarked on a rigorous and confronting executive leadership programme. The outcome was the creation of the 'one team' concept, and this now drives their relationship. The initiatives and activities which have followed are already delivering tangible results and improved outcomes at Sydney Airport.

The collaborative senior management team puts people first, using six drivers for change: people, work, opportunities, quality of life, procedures and pay.

People – it was critical to value staff and leaders at the front line of service delivery and in management. They also valued the customers; aligning a focus on compliance with providing customer service. SNP was keen to enhance the company's reputation so that it became a place people wanted to work.

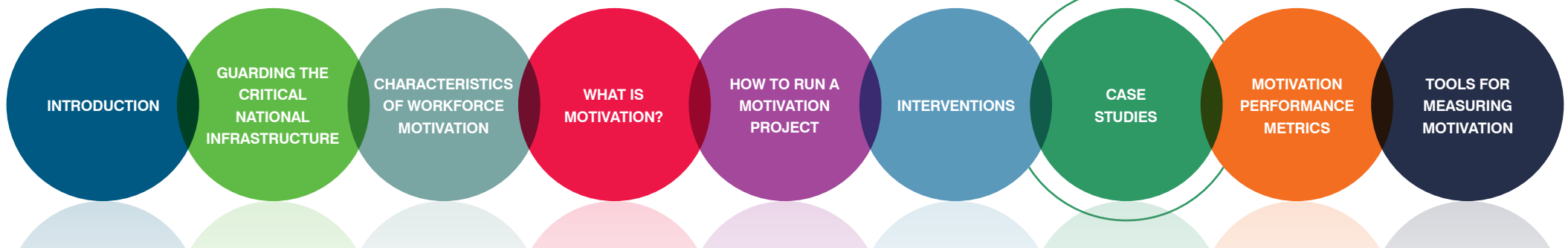
Work – the team wanted to ensure that work was engaging; that it provided a sense of accomplishment and made people feel good. They wanted to 'catch staff doing things right!' So they reviewed work activities, processes and resources to give people variety, a sense of autonomy and control over their work. According to Sydney Airport the

results were 'astonishing – people did more, did it more effectively and did it more willingly'.

Opportunities – the programme looked at opportunities for a career, not just a job; opportunities to be recognised for skill and ability; and opportunities for training and development which encouraged people to map out career aspirations. These opportunities helped build a sense of belonging and improved staff retention.

Quality of life – the programme worked hard to build a team that reflects its community, with a range of policies to encourage sensible work/life balance and, particularly, to encourage women to join the traditionally male-dominated security industry.

Procedures – SNP and Sydney Airport worked hard to ensure supportive and enabling policies and practices. They introduced an open, development-focused performance management system and a robust process to model appropriate workplace behaviour. All this is complemented by a strong, no-tolerance approach towards conduct that is inconsistent with the values of personal integrity and ethical behaviour. The leaders in both entities are governed by a consistent leadership charter.





Pay – it was important to ensure that everyone received appropriate compensation for their skills, and that good performance schemes were built into the change management process.

Building on the six drivers, they also introduced a range of initiatives to make the Sydney Airport security team a better place to work. These included strategies to include the workforce in its own management, such as workforce planning committees and team-based rostering, and strategies to foster inclusivity and embracing diversity, including women’s networking groups, a female recruitment and retention strategy, the concept of a ‘just culture’ and a diversity programme. They introduced a strong code of practice and were firm in helping people who didn’t share the values to find alternative employment.

What were the benefits of introducing these initiatives?

Sydney Airport now claims to have a security team with a clear behaviour and competency framework, career paths, talent identification and succession planning, and improved standards of training and leadership. The success of the initiative has been shown through many different benefits:

- Voluntary turnover has decreased from 22% to 14%
- Absenteeism has reduced from approximately 700 days per month to an average of 290 days and averaging 3.3 days per person per annum
- Staff are more engaged, with over 15% taking formal qualification development programmes
- Over 80% of frontline managers have qualifications in management of people
- Numerous frameworks for reward and recognition,
- More compliments than complaints

Sydney Airport maintains that its ‘one team’ must ‘continue to develop, adapt and lead, building their success on the strength of our culture and our people.’

It is this partnership approach that is open, transparent, accountable and fair which is helping to demonstrate that Sydney Airport and SNP are at the forefront of enhanced security service provision within the airport security environment.





Developing a joint approach to security – a case study of how Mitie and Eurostar created a 284-strong team that is passionate about delivering service excellence

In 1994, Eurostar changed the way people travel to Paris, Brussels and Lille forever. Today it has over 100 links to Europe, branching out from three UK terminals: Ashford, Ebsfleet and St Pancras International. The aim is to offer more than a journey, making sure every part is stress-free and enjoyable: and this all starts at departures. This is why, on seeking a new security partner, Eurostar wanted to work closely with a like-minded company. With over nine million customers passing through the terminals every year, security is a top priority for Eurostar, who wanted to achieve the same diligence and processes as you would expect at an international airport.

Integrating the team

Mitie's first priority was to understand the client's requirements and vision, and build a strong working relationship. As a result Mitie was able to help Eurostar achieve its aim of providing a premier travel experience.

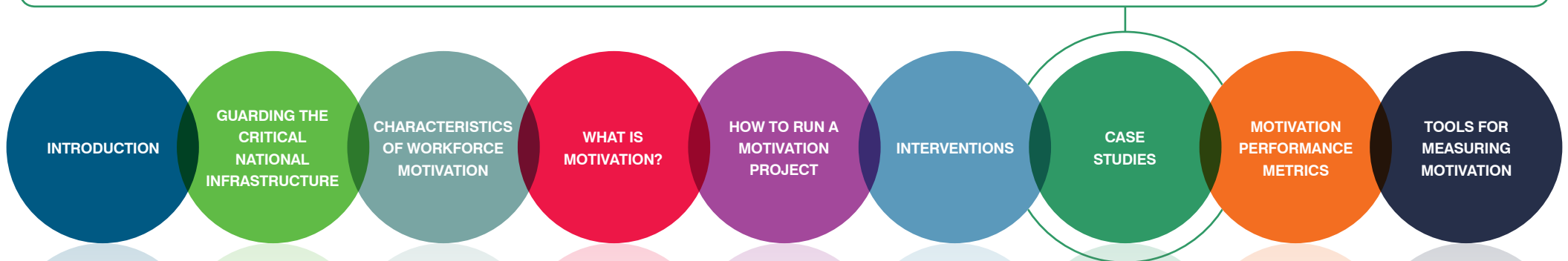
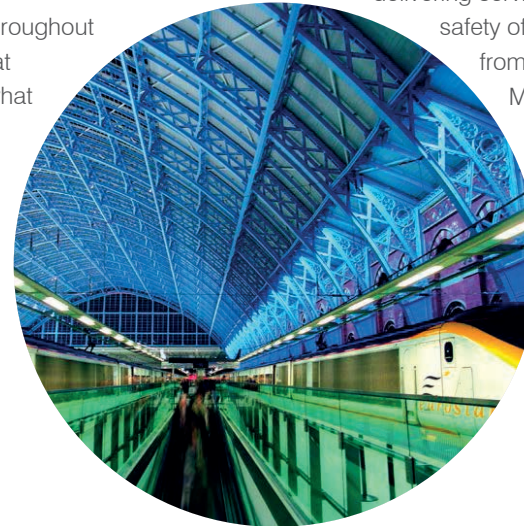
Mitie approached the project with confidence based on sector expertise and passion for people. Most of the existing staff were retained, and to make sure the transfer process was seamless, Mitie held individual meetings and produced a bespoke information booklet for all staff involved. Regular surgeries were conducted throughout the transition period to make sure that everyone, including Eurostar, knew what was happening at all times.

To mark the start of the new contract, a new uniform was developed for security officers, in keeping with a customer-friendly approach. On day one, every

officer wore a Marie Curie Daffodil in support of the Great Daffodil Campaign and each officer received a small gift to welcome them to the Mitie team. All of this was in keeping with Eurostar's commitment to its communities and desire to give something back.

The result?

Eurostar benefits from the experience and knowledge of a 284-strong team – all of whom are passionate about delivering service excellence whilst ensuring the safety of every Eurostar passenger travelling from the UK. Together, Eurostar and Mitie defined KPIs and a service level agreement which is met monthly, meaning that Eurostar has peace of mind that Mitie is delivering what it says it will, every day.





Motivation within the LNG Critical Infrastructure – How OCS and Dragon LNG used the Motivation Guidance to support their existing motivation programme.

OCS Group UK Limited is the 5th largest supplier of security services in the UK delivering security to over 600 clients in over 800 locations. They deliver a wide range of security including manned guarding, mobile patrols, event security, cash and valuables in transit, remote monitoring, security screening and CCTV. OCS is ranked in the top 5% of SIA assessed companies. The Security Service Stream supports their security business through the identification, development and spread of best practice through their integrated management system which provides data on:

- *Operational performance measurement and reporting*
- *Holding customer focus groups to identify their key success factors*
- *Providing national security forums to encourage and spread best practice*
- *The publishing of in house security newsletter, Protect*
- *Benchmarking against national standards, customers and market trends*

OCS at Dragon LNG

OCS wanted to investigate the motivation levels of their staff at Dragon LNG. Liquefied Natural Gas (LNG) has been used in the UK for over 40 years. Natural gas is used to generate household electricity for heating and cooking in our homes and businesses. Liquefied natural gas (LNG) was first imported into the UK in the 1960s; however from the 1970s the North Sea gas fields have supplied most of the UK's natural gas requirements. The ability to import LNG is a significant component within the UK's long term energy strategy. Dragon LNG's import, storage and regasification terminal is situated on the shores of the Milford Haven Waterway in Pembrokeshire, South West Wales. In 2010 OCS took on Security at this site and as such many of the existing Security Officers were moved across from a different contract.

Upon initial contract hours on site had to be reduced by 400 per week and each officer dropped income £3 – 4,000 per annum. This was a difficult requirement to manage as this amount of income for any worker to lose is substantial. It was therefore essential for OCS to develop initiatives to help improve motivation how positive levels could be achieved was something we that required some work.



CASE STUDIES



The team consisted of a Manager, 3 Supervisors and 15 Security Officers who were all notified of the reduction during the tender phase. The first 12 months required operational staff and management to support manage and gain the trust of the team and build a working relationship that would build a foundation for a successful contract. In addition as a contract they had to maintain a high level of service delivery.



Initiatives that were undertaken were:

- Extensive Management Consultation, this included management spending many hours speaking individually to officer and in group meetings of an informal nature. This allowed them to listen to concerns and offer advice or help when possible.
- Financial Initiatives, they negotiated with the client at Dragon to allow an initial pay rise at contract rather than on year 2. They also provided no interest company loans to cover the first months of wage deduction.
- Cover/Holiday Restructure, they decided that allowing the site to self-cover holidays and reduce relief staff to the site would allow core team officers to increase overtime opportunity.
- Enhanced External Support, they increased senior management visits to site each week which were utilised for officer contact and one to one discussions when requested.
- Improved Training, they have introduced NVQ qualifications, management training and provided in house ISPS training to comply with the regulations.
- Change of uniform, they provided uniform similar to Dragon employee's which would bridge the gap between contractor and customer relationships. This was something they felt was a necessity.

Using the NPSA Motivation Guidance

In November 2012 Dragon LNG notified OCS of the NPSA scheme. Having been through a transition with the team they saw this as an opportunity to see if the work and initiatives had impacted the team positively. Deciding not to carry out the process immediately as it needed to be understood and notice given to the team to ensure all were educated on the scheme, OCS first reviewed the supporting documentation and to help plan its potential. OCS then issued the questionnaire to all staff members on site in February 2013. Having scored all questionnaires, OCS then discussed the results with Dragon LNG. The debrief was comprehensive and extremely informative and very useful to depict the feeling of the team. The results were entered into the Motivation Analysis Tool which provided clear indication of where the staff were motivated and gave an overview against a benchmark figure. The results were very close to benchmark guidelines and overall OCS have seen a significant improvement from the initial days of contractual reductions.

OCS intends to enhance their relationship with the NPSA and utilise their advice on targeting areas that were highlighted in the survey. In addition OCS see the value of this process as extremely innovative and will be using the questionnaire and guidance nationally on their security contracts to measure motivation and give their staff an additional method of conveying thoughts and valued feedback to management.

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Case study: How OCS used the NPSA motivation guidance with their aircraft secure clean operatives

About OCS

OCS Group is an international total facilities management (TFM) provider employing more than 77,000 people in 40 countries worldwide – around 26,000 in the UK – with a turnover in excess of £710 million.

The company offers more than 70 individual services from catering, cleaning, horticulture and waste management to security, maintenance and hygiene. These services can be delivered individually or as part of a fully-integrated FM solution. OCS manages and delivers services to organisations across the public and private sector.

Within the aviation industry, OCS employs staff at airports across the world. In the UK this includes Heathrow, Gatwick, Birmingham and Manchester airports where, within the security remit, they deliver services including aircraft search

and guarding, hold baggage screening and aircraft supplies screening. Of the 1,800 OCS staff at Heathrow Airport, 1,100 undertake an aviation security function. Staff undertaking aircraft search do this as part of the combined clean of the aircraft in a service known as 'secure clean'.

Assessing motivation

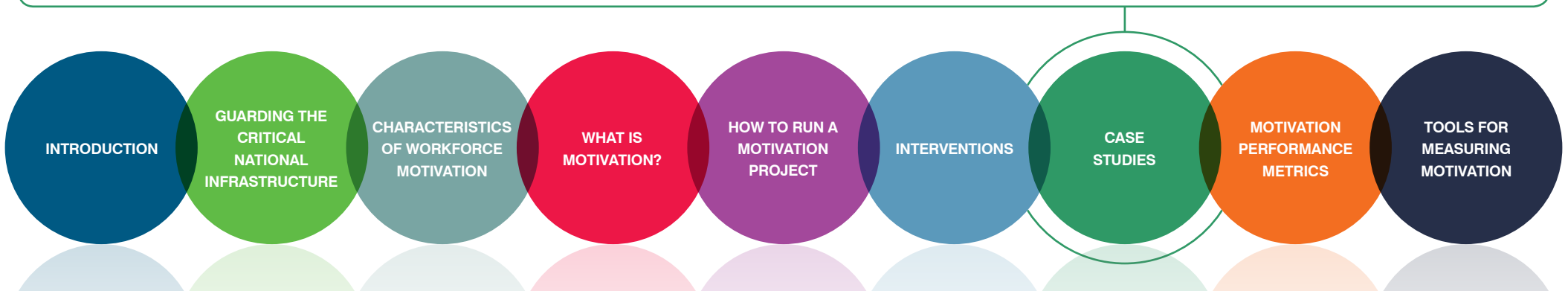
In 2011 OCS used the National Protective Security Authority (NPSA) guidance on workforce motivation to measure their security staff's motivation levels. The Guard Force Motivation tool helps organisations guarding critical national infrastructure to assess levels of motivation among the security workforce; understand the benefits of a highly-motivated workforce; identify the drivers of motivation and how to influence them; and to implement practical and sustainable changes that result in improved security personnel motivation.



OCS wanted to see if the guidance material and questionnaire could be used by staff who perform security functions as part of their role, but do not spend all of their time completing security duties.

OCS distributed the NPSA questionnaire to 'secure clean' staff at Heathrow and Manchester, and staff undertaking aircraft supplies screening at the company's consolidation centre in Feltham. Some of the airport staff were originally recruited solely to clean aircraft, with the aircraft search part of their role having been introduced over time as aviation security regulations evolved to meet the increasing terrorist threat.

Overall staff felt able to complete the questionnaire and apply it to their role, even though many may not have considered themselves to be security officers.



CASE STUDIES



The results of the questionnaire demonstrated that staff were performing above the industry benchmark in most categories, although there were noticeable differences across individual sites. Common themes emerged around fairness, rostering, briefings and management training. This analysis helped OCS's management to prioritise and plan their interventions, not just for the three sites surveyed, but across the national aviation operation.

Planning interventions

As a result of the survey, OCS developed a number of training initiatives using the NPSA guidance document as a reference. Interventions focused on improving the security culture and employees' understanding of their role; greater emphasis on supervisors' training; and encouraging managers to reward success. They are already proving successful in improving the security culture within OCS aviation staff.

By this summer, OCS will have delivered six bespoke aviation security managers courses at Heathrow, Gatwick and Manchester. Thanks to the valuable input from the Department for Transport and NPSA, these courses have ensured that security is now ingrained into all airport managers roles. The increased awareness of suspicious behaviour and items has changed the behaviour, not just of the airside operation, but also of terminal cleaning staff and those providing support to passengers with reduced mobility. These courses have been supplemented by ad hoc briefings for team leaders and supervisors to ensure that key messages are communicated to operatives.

At Gatwick, OCS worked closely with the airport police to deliver a condensed version of the successful one-hour Operation Griffin briefing. This alerts staff to potential threats, reconnaissance and crime at the airport and ensures OCS staff act as the police's additional 'eyes and ears'.

OCS has also run a series of initiatives to reward success. These include: a more consistent approach to covert tests, with improved financial rewards for successful finds and a transparent stepped approach to missed tests; a new category for Greatest Contribution to Aviation Security has been introduced to the annual Heathrow Awards; and

aviation staff are increasingly being nominated in OCS's national awards scheme. Work is underway to improve the consistency of supervisor feedback through restructuring and focused training.

These initiatives are the first step. OCS intends to resurvey the three sites before the summer and is considering a wider use of the Guard Force Motivation tool across their manned guarding operations.



CASE STUDIES

Sainsbury's *Try something new today*

Trying something new – how Sainsbury's motivates its security partners/colleagues – a case study

Sainsbury's has over 800 stores in the UK. In order to ensure that its stores are safe and secure it employs security officers through a contract with a manned guard service provider.



Integration

Sainsbury's has worked hard to integrate its security officers with the rest of the staff, introducing initiatives to help motivate security staff and ensure that they are part of one team. Where they were once seen as separate from the rest of the store employees, the security officers are now included in day-to-day operations. All store managers are expected to know the security guards' names and to get to know them; the guards themselves are also provided with Sainsbury's ID badges and are involved in the 'huddle'.

Responsibility

In order to motivate the guard force and ensure vigilance levels remain high, security officers have been given greater responsibility and have been enrolled in Project Griffin. This is a police initiative to protect cities and communities from the threat of terrorism. It aims to bring together and coordinate the resources of the police, emergency services, local authorities, business and the private sector security industry to help share information and intelligence. Police report that the involvement and participation of private sector security personnel has dramatically increased awareness and increased the reporting of hostile reconnaissance and other suspicious activity.

In conjunction with the police and other stores, the guards are also part of Facewatch – an operation to collect CCTV images of suspects in order to build a 'rogues' gallery' database.

Training and equipment

The guards are provided with sophisticated digital CCTV equipment – the right tools to do the job properly – and the training to use it. They are also given detailed training in how to confront people acting suspiciously.

Sainsbury's has also invested in training for security guards and has provided them with the opportunity to take NVQ Level 2 in Providing Security Services. This course is aimed at individuals working as static and patrol guards, door supervisors, CCTV operators and reception and retail security guards.

There is also an option for guards to go to the UK's Crime Academy. The Crime Academy offers over 70 different courses to over 7000 students a year, aiming to furnish students with the knowledge, skills and related specialist techniques to 'reduce crime and pursue and bring to justice those who break the law'.

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Motivational drivers: how Enterprise Rent-a-Car motivates its staff – a case study

Enterprise Rent-A-Car is an internationally-recognised brand with more than 7,000 locations in the United States, Canada, the U.K., Ireland and Germany. The company prides itself on being known for 'exceptionally low rates and outstanding customer service'. In order to maintain this level of customer service Enterprise knows that it needs motivated employees. Motivation programmes are central to its approach.

Culture and motivation

At Enterprise the emphasis is on creating a positive work environment. All Enterprise managers and team leaders are expected to ensure that employees are engaged and motivated. This is achieved through the organisational culture, and specifically through:

- **Good relationships** – managers take care of their employees. They find out about the expectations of their employees. They are required to give clear directions and the team has fun together.
- **Clear communications** – clear goals and expectations are set and plans are shared. Reasons for doing things are clearly explained so employees can see how they fit into the big picture.
- **Adequate resources** – managers make sure that materials, equipment and information are provided and fit for purpose.
- **Encouragement** – employees are praised for getting things right. Frustrations and problems are acknowledged. The focus is on working towards goals.
- **Recognition** – effort and good performance are rewarded. By establishing best practice, it is possible for Enterprise to measure branch culture against the benchmarks or standards it has set.

Recognition system – ‘The Vote’

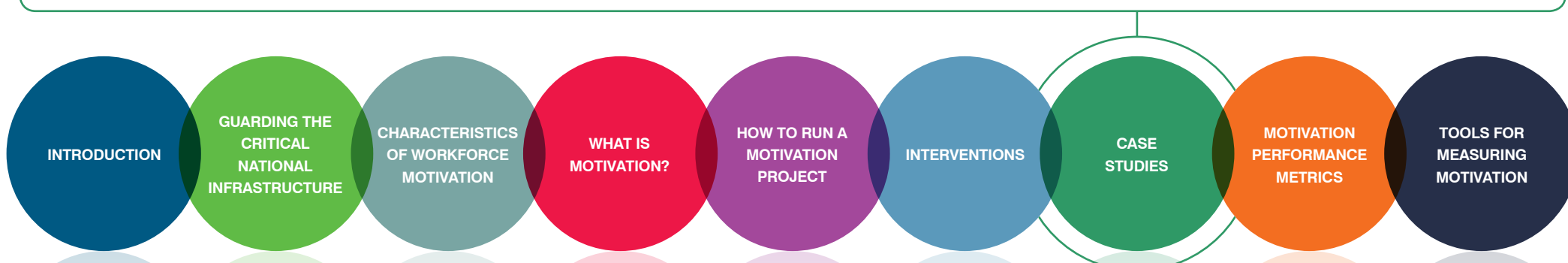
Enterprise has introduced an employee recognition system called ‘The Vote’. This works on the basis of co-workers providing assessment on themselves and each other.

All employees in rental branches rank everyone in their team, including themselves, in terms of their customer service efforts. This provided a constructive explanation of the rankings given. These are then fed back to all employees.

The names of the best performer and most improved employee are communicated to all employees in the region. This is a way of recognising those employees who are delivering exceptional service and identifying those who may need additional motivation.

‘The Vote’ helps to achieve high customer satisfaction performance scores because:

- Everyone is involved in suggesting improvements to others
- Only constructive feedback is allowed
- Progress reports are issued regularly to remind fellow employees on how to improve
- Improvement is valued as much as overall performance





Training the managers

Within Enterprise, managers are trained to identify and reduce the demotivating factors within their branches.

The training that managers receive provides a checklist of actions which managers may take with employees. This may be by something as simple as saying 'thank you' in public or formally publicising exceptional effort resulting in a satisfied customer.

In order to help the managers identify those employees who are disengaged and therefore need further action, Enterprise developed the following simple criteria:



Actively disengaged

- Are unhappy
- Undermine what their colleagues accomplish
- Add costs to business activity

Not engaged

- Sleepwalk through the day
- Only show minimum engagement with their work
- Put in their time without energy or passion

Engaged

- Work with passion
- Have a strong bond with their business
- Introduce new ideas and move the company forward





Every little helps: how Tesco motivates its employees – a case study

Tesco is one of the leading supermarkets with over 2,500 stores employing more than 287,000 people in the UK. In order to maintain its position in the market and retain its staff Tesco has invested heavily in motivation programmes in line with some of the leading theories of motivation.

Employee reward programme

As well as implementing financial reward packages, Tesco has worked hard to develop non-financial rewards which motivate their staff in both their personal and working lives.

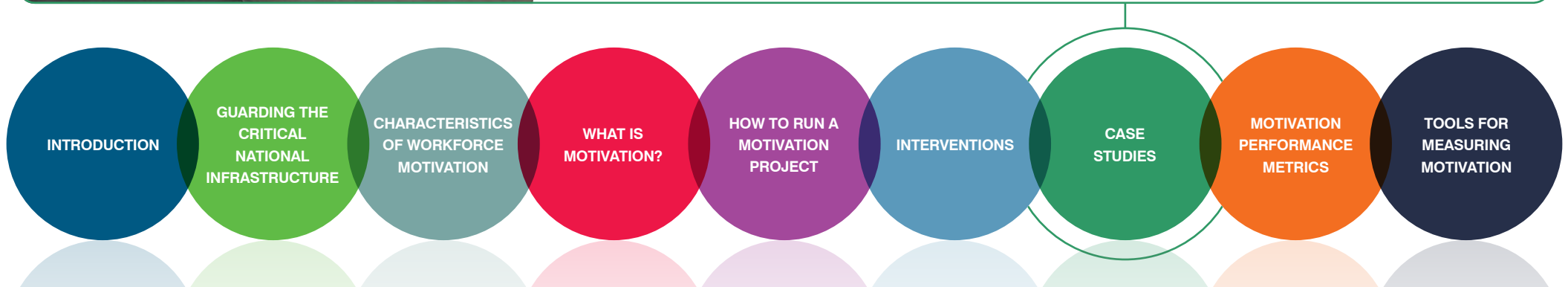
Tesco 'Values'

Tesco prides itself on its value scheme. The Values are central to all their business, and stand for how they work and how all staff should behave. The Values were developed from discussions with thousands of staff on what they thought Tesco stood for, and what they wanted it to stand for. They are:

- Understand customers
- Be first to meet their needs
- Act responsibly for our communities
- Work as a team
- Trust and respect each other
- Listen, support and say thank you
- Share knowledge and experience

Tesco has a Values Awards system that allows staff and managers to recognise good performance linked to the values. The awards are at four levels:

- **Individual/customer award** – these can be used by any staff member to say thank you to a colleague. Customers can also use these awards to say thank you to a member of staff.
- **Team** – managers and team leaders can use this award to say thank you to a team. It can either be displayed on the Values Board or in their department.
- **Pocket** – if managers are visiting a store or depot, they will carry Pocket awards which they can give to any team member when they see them performing an act which particularly demonstrates one of the values.
- **'Super Star' award** – this is an occasional award given to employees who really have gone the extra mile. They might have organised an event, helped launch a new initiative or even raised an unusual amount for charity.





Giving staff a voice

Every year Tesco conducts a staff satisfaction survey called Viewpoint which gives all staff an opportunity to express their views on their jobs. The results help Tesco make sure it is offering the right things to its staff to keep them motivated.

Communications

At Tesco communication is seen as an extremely important factor in motivating employees through keeping them updated about any changes. This may be done by:

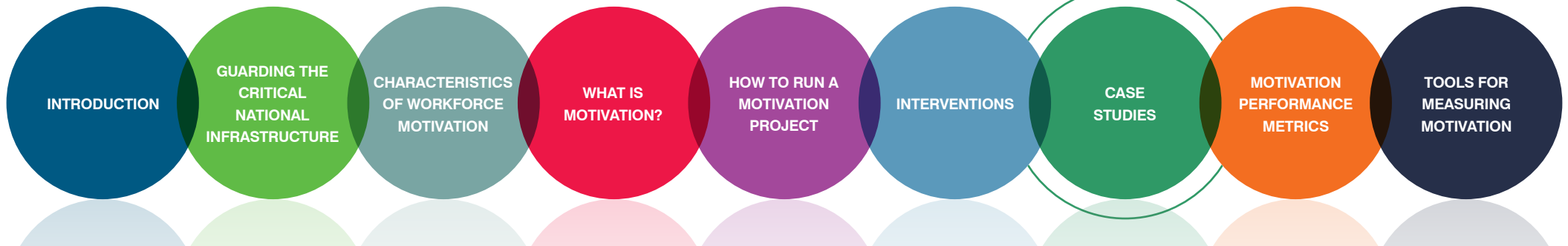
- 1-to-1 discussions with managers
- Company intranet
- Newsletters
- Appraisals
- Staff forums allowing involvement in company decision-making, e.g. pay rises
- Daily team meetings from line managers to update staff on what is happening for the day and to give out Value Awards.

Development opportunities

All staff have access to the training they need to do their job and also leadership training to grow within the company.

Most importantly all staff have a Personal Development Plan against which they are assessed every year, based on 360-degree feedback from a selection of people with whom they work (their peers, managers and those that they might manage). The idea of the programme is to 'Take People with You' and 'To Gain the Hearts and Minds of Others'.

This personal self-assessment approach enables individuals to take responsibility for their development and also enables managers to offer meaningful feedback to employees to help provide opportunities for continuous personal development. This two-way relationship ensures that the employee is committed to the values of the company and that they work together to improve the business, but also to meet their own needs.



MOTIVATION PERFORMANCE METRICS

Introduction

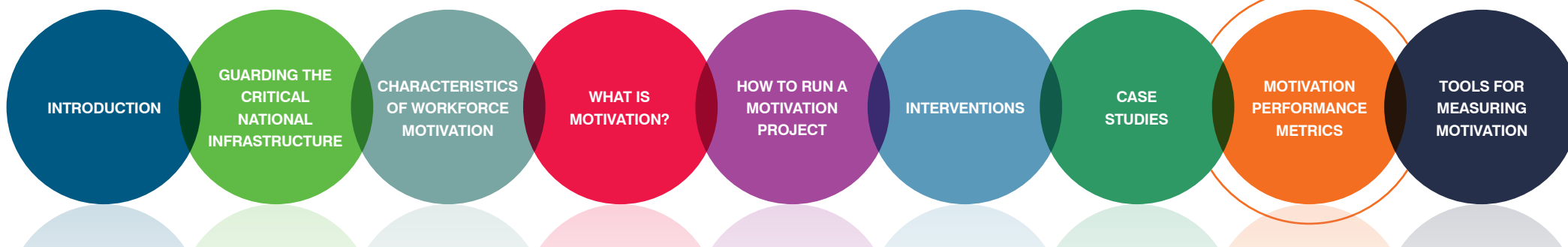
The NPSA Motivation Questionnaire provides a measure of the factors which underpin levels of motivation and motivated behaviour in security officers and other staff whose role is security related. Scores on the questionnaire's scales provide an indicator of the likelihood that staff are motivated and that they will behave in a motivated way.

The questionnaire is a tool for use in a process aimed at improving motivation amongst security staff. The full process involves (at least) the following stages:

1. Measuring where staff lie on the key psychological components of motivation.
2. Measuring staff perceptions of how well their organisation manages the key influences on motivation.
3. Identifying interventions which can address areas of motivational weakness.
4. Implementing those interventions.
5. Reviewing whether the interventions have been successful.

Analysing how scores on the questionnaire change over time is one way of checking whether interventions are having the desired effect. However, organisations are interested in the motivation of their staff because of its relationship to organisational performance. For an organisation to commit resources to a motivational intervention, it must be sure that the intervention will deliver benefit.

To be sure that their interventions are effective, organisations need to identify metrics which can be used to determine whether desirable changes in behaviour and performance are occurring. Making the right choice of metrics is crucial. They must be clearly related to the motivation of security staff, important to the organisation, measurable in a reliable way and practicable.



MOTIVATION PERFORMANCE METRICS

Choosing Metrics

Why is motivation important to your organisation?

The assumption is that level of motivation is an important predictor of staff performance but to establish the effectiveness of interventions you need to be clear about which aspects of performance you want to affect. In some cases, organisations may choose to use the NPSA Motivation Guidance tools because they have already identified performance issues which are very likely to be related to motivation and they want to understand more clearly the causes of the problem. For example, it may be that absenteeism is very high amongst an organisation's security officers and it is looking to identify the underlying causes of this and steps it can take to improve the situation. Under such circumstances the organisation may simply choose to monitor what happens to absenteeism rates after an intervention is made.

However, absenteeism is usually associated with other sorts of performance and behavioural problems. Finding ways of reducing absenteeism will often have knock-on effects on other metrics of interest to the organisation and it will usually be worth checking whether other benefits are being delivered.

In other cases, organisations may have no specific performance problem in mind but be generally interested in ensuring that staff are highly motivated and in achieving the associated benefits. Whatever the reasons are the organisation needs to give serious thought to which metrics will be most meaningful and valuable to them.

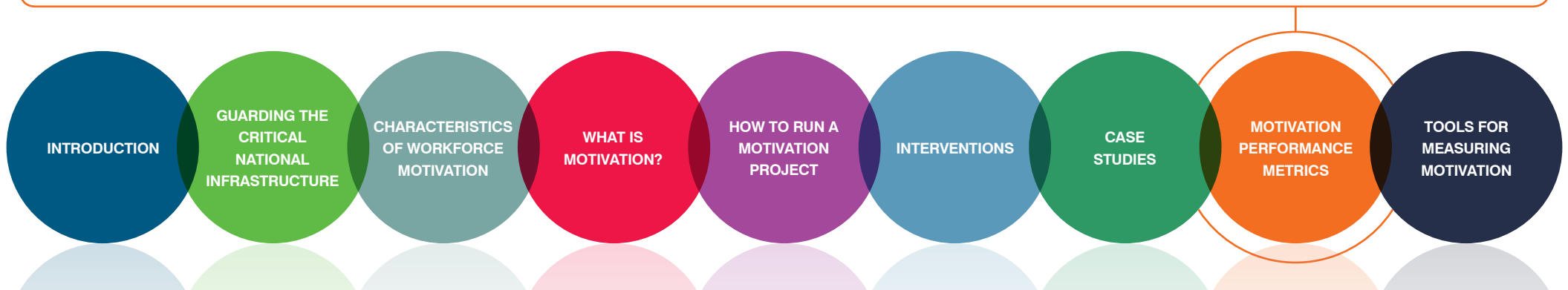
Choosing assessment dimensions

In order to improve the accuracy and reliability of the measurement of performance factors it is important to identify more than one measure of each factor because human performance is multidimensional. You must choose a variety of measures, and ones that correlate with each other.

The choice of measures should be based on consideration of what is important to the organisation. Typically this will involve three dimensions for security staff:

- Performance, (e.g. productivity, efficiency, detection rates)
- Governance, (e.g. process effectiveness, compliance, security breaches)
- Staff Capability, (e.g. competence, well-being, availability for work).

The key is to identify metrics which are both clearly related to the organisation's strategic goals, have long term consequences and are applicable to the staff groups of interest.



MOTIVATION PERFORMANCE METRICS

Choosing types of data

When choosing metrics you must also think about three main points:

1. The data quality and diagnostic value of the data,
2. The level and type of motivation, and
3. the ease in which you can collect the data.

Data Quality

A number of factors affect data quality. One key distinction is between lead and lag indicators.

- Lag indicators are the real outputs or targets, these can include financial performance, safety incidents, security breaches, and so on.
- Lead indicators are typically input measures (e.g. how many man hours are being spent achieving this) or process measures, (e.g. how compliant is practice with the rules and regulations).

Lead indicators tend to be easier to collect, and be more suitable for statistical analysis given the amount of data. They also tend to be more useful where early warning of problems is important, such as security breaches. Lag indicators tend to be less frequent and more difficult to obtain. Many lag indicators refer to rare events, e.g. security breaches, and are

unsuitable for detailed statistical analysis because the data can be unreliable.

Many lead indicators are qualitative rather than quantitative. Hard, quantitative measures are usually better if they are available but the interpretation of quantitative data is not always straightforward. For example, judging the optimal level of staff turnover for an organisation is difficult. Typical turnover rates vary hugely from sector to sector and from occupation to occupation. Too high turnover will almost always be a bad sign but too little turnover can be an indicator of organisational stagnation.

Level of motivation

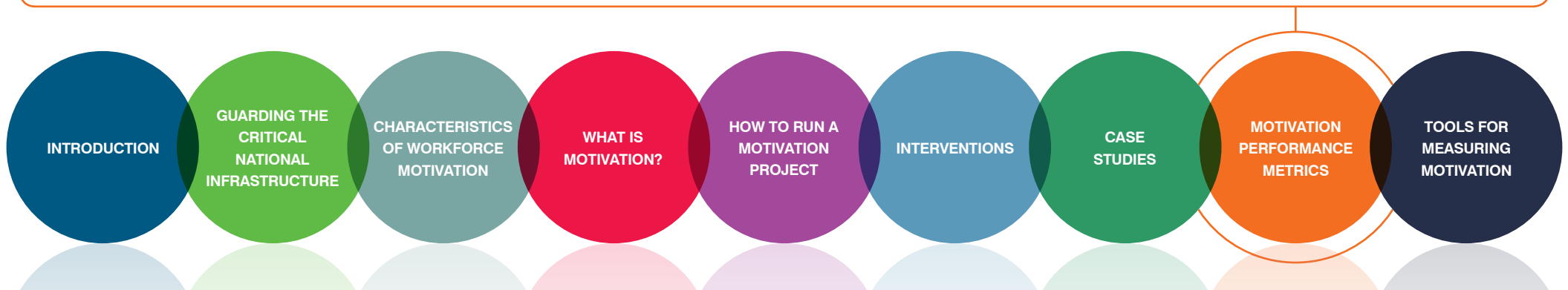
The level of motivation in an organisation has implications for the choice of metrics. Different metrics become relevant at different levels. For example, slightly below average motivation may be reflected in below average productivity but not in absenteeism rates or levels of staff turnover. A marked increase in staff turnover may not appear until you have a significantly de-motivated workforce.

Related to this, the type of motivation is also important. Staff can be highly motivated but for the wrong reasons or their motivation can be targeted on the wrong things. For example, staff may express high levels of job satisfaction and,

therefore, have high levels of motivation but management expectations of their performance may be very low or misguided so that the organisation does not get the level of performance expected. Alternatively, staff may be highly motivated to behave in ways which are not conducive to good organisational performance. In the more extreme cases, staff may be motivated to behave in counter-productive ways which may be manifested in a range of insider activities such as high levels of theft, fraud and information leaks. At least one metric relating to such activities (contra-motivation indicators) should be included in your set to check whether staff motivation in your organisation has reached this stage.

Ease of collecting data

From a practical perspective, you should consider the practicality of collecting data. It is better if you can use meaningful metrics which are already collected for other purposes. It is also better if you use metrics where the directionality of the measure is unambiguous. For example, a simple measure of volume of training is difficult to interpret. High levels of training can be a sign of good staff engagement and enthusiasm but can also be an indication that there are serious motivational and performance problems. Lastly, it is always better to use metrics where you are clear what sorts of actions you might take to improve the situation.



MOTIVATION PERFORMANCE METRICS

The selection of metrics

So, the approach to adopt in selecting metrics is to:

1. Identify a small number of conceptually different high level strategic organisational goals which are likely to be affected by security staff, e.g. performance, governance and capability.
2. Identify, for each of these high level strategic goals, a manageable set of specific, measurable indicators.
3. Choose indicators which include a mixture of lead and lag indicators.
4. **Not** use indicators which provide fundamentally unreliable information. Any indicator which is based on very rare data occurrences will be of this type.
5. Choose indicators which are appropriate to several levels of motivation, though, depending on the circumstances of the organisation it may not be necessary to have indicators for all levels.
6. Choose at least one indicator which identifies contra-motivation.
7. Make sure that the individual indicators chosen measure sufficiently different aspects of organisational performance so that they add value to each other.
8. Choose indicators which are relevant to the work that your security staff carry out.

Potential metrics and indicators for measuring motivation

The tables on the following pages present a list of metrics and indicators from which you can choose the most appropriate for your organisation and your security staff. There are a number of points to note:

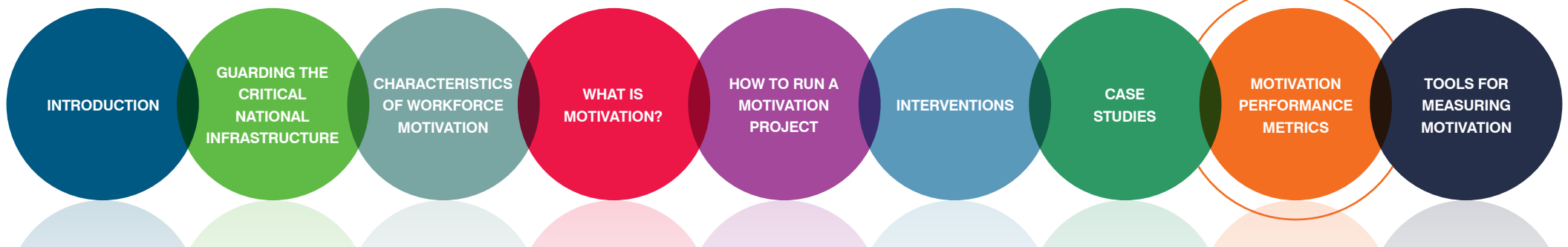
- The tables also identify indicators that are appropriate for different levels of motivation within an organisation. These are separated into items for:
 - slightly lowered motivation levels (under-motivated staff),
 - markedly lowered motivation levels (de-motivated staff)
 - and situations where there is a significant amount of misplaced or misguided motivation (contra-motivated staff).
- Well motivated staff would be expected to produce good values on all of these indicators.
- The list in the tables is not an exhaustive set of indicators. It is intended to identify the more obvious candidates for use but for any particular organisation there may be more appropriate, organisation specific indicators.

List of metrics and indicators

Precursor Indicators

Precursor measures are those which indicate characteristics or attributes of the workforce which are assumed to underlie motivation levels and motivated behaviour. These include surveys which examine specific aspects of motivation, such as the quality of communication, culture surveys, and other types of staff survey (e.g. the staff engagement surveys). Note that the NPSA Motivation Questionnaire is designed to identify the likely level of motivation. It is not specifically designed to identify whether significant numbers of staff are contra-motivated and who might be engaged in counter-productive behaviours such as insider activities, although particularly low scores on certain items may be related to such behaviours.

- NPSA Motivation Questionnaire Scores
 - Organisational influences
 - Management Influences
 - Components of motivation
- Other motivation related measures.



MOTIVATION PERFORMANCE METRICS

Performance

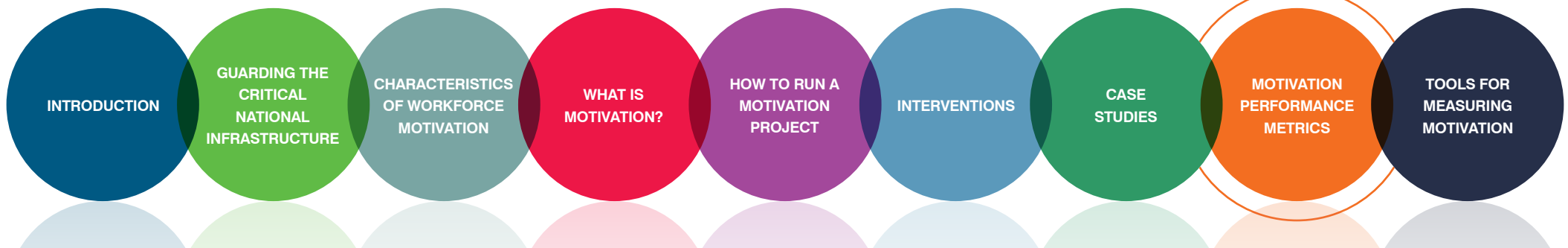
	Under-motivated staff	Demotivated staff	Contra-motivated staff
Lead indicators	<ul style="list-style-type: none"> Measures of efficiency, e.g. <ul style="list-style-type: none"> Time spent in non-productive work Time taken to perform tasks compared to baselines Need to deploy staff from other areas Measures of customer/public satisfaction with service 	<ul style="list-style-type: none"> Amount of service downtime Amount of working of unnecessary overtime 	<ul style="list-style-type: none"> Customer claims against the organisation Level of staff complaints
Lag indicators	<ul style="list-style-type: none"> Measures of productivity, e.g. <ul style="list-style-type: none"> Proportion of deadlines met Average delay on completing work Extent of work backlogs Failure to complete necessary paperwork or produce reports on time Quality of work, e.g. <ul style="list-style-type: none"> Failure to conduct security checks properly Rework costs, (e.g. having to redo checks) Failure to complete necessary paperwork or produce reports to standard Financial costs, e.g. <ul style="list-style-type: none"> Sales volumes Revenue levels Costs of service provision Volume of customer or public visits 	<ul style="list-style-type: none"> Measures of customer or public reaction, e.g. <ul style="list-style-type: none"> Customer retention Customer complaints 	<ul style="list-style-type: none"> Deliberate damage to the organisation's reputation



MOTIVATION PERFORMANCE METRICS

Governance

	Under-motivated staff	Demotivated staff	Contra-motivated staff
Lead indicators	<ul style="list-style-type: none"> Level of covering up of mistakes Level of adherence to policy 	<ul style="list-style-type: none"> Acceptance of responsibility by staff, e.g. <ul style="list-style-type: none"> Willingness to take on supervisory or management roles Misuse of organisation facilities, e.g. <ul style="list-style-type: none"> Overuse of telephones for personal calls Overuse of postal or other office services Misuse of expense accounts Attendance at briefings and team events 	<ul style="list-style-type: none"> Extent of substance abuse amongst staff (alcohol, drugs, etc.)
Lag indicators	<ul style="list-style-type: none"> Non-compliances, e.g. <ul style="list-style-type: none"> Failure to undertake all required search procedures Amount of supervision time required 	<ul style="list-style-type: none"> Volume of safety or security incidents Extent of petty pilfering 	<ul style="list-style-type: none"> Levels of insider acts or security breaches by staff, e.g. <ul style="list-style-type: none"> Levels of theft or fraud Levels of sabotage or deliberate damage Levels of information leaking



MOTIVATION PERFORMANCE METRICS

Staff Capability

	Under-motivated staff	Demotivated staff	Contra-motivated staff
Lead indicators	<ul style="list-style-type: none"> Measures of enthusiasm, e.g. <ul style="list-style-type: none"> Willingness to take on extra responsibilities Levels of volunteering Willingness to work extra, unpaid hours Levels of creativity Number of staff suggestions for improvement Tendency to be reactive (and not proactive) Personal grooming/dress Desire for promotion 	<ul style="list-style-type: none"> Levels of absenteeism Levels of staff complacency, e.g. <ul style="list-style-type: none"> Error rates Amount of poor timekeeping Extent of job hunting Tendency amongst staff to blame others for poor performance 	<ul style="list-style-type: none"> Evidence of poor staff interaction, e.g. <ul style="list-style-type: none"> Levels of rumour spreading and gossiping Levels of abusive or bullying behaviours Levels of harassment or aggression Amount of "skiving" or shirking of work, e.g. <ul style="list-style-type: none"> Taking excessive breaks
Lag indicators	<ul style="list-style-type: none"> Level of demand for or interest in training or development Need for coaching of trained staff Staff availability for duty Pass rates in training Learning time in training Response times 	<ul style="list-style-type: none"> Staff turnover Volume of re-training required 	<ul style="list-style-type: none"> Numbers of dismissals



TOOLS FOR MEASURING MOTIVATION

As part of this guidance document we have developed a set of tools that can be used to measure the motivation of your security officers. The tools were designed specifically for the security industry and are based on in-depth research and industry consultations across the national infrastructure.

Questionnaire

This questionnaire was developed specifically for the security industry and is based on leading motivation theories and existing questionnaires.

Using the questionnaire is the most suitable method when you want to...

accurately gauge levels of motivation for all security officers and identify those areas or 'levers' in which your staff are particularly motivated or demotivated.

Interviews

The interview guides provide a sample of key questions developed from research and industry consultations.

Interviewing security officers is the most suitable method when you want to...

identify the specific motivations of individual security officers.

Workshops

A workshop is a means by which security managers can engage directly with security officers.

Workshops are the most suitable method when you want to... quickly engage with security officers in a forum designed to elicit key issues and concerns that may have an impact on workforce motivation.

Quality circles

A quality circle is a volunteer group of security officers who meet at regular intervals to identify, review, and present work-related problems to security managers.

Quality circles are the most effective method when you want to... help improve and maintain workforce opportunity and motivation by giving employees a mechanism to voice their consolidated concerns.

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Questionnaire

Development

As part of this guidance booklet, we have developed a Motivation Questionnaire specifically for the security industry. It is the intention that this questionnaire will be distributed by security managers and supervisors to quantitatively assess the level of motivation with their guard force. In the following sections we provide guidance on how best to use this.

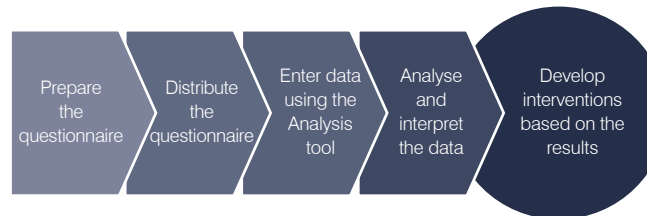
The questionnaire is based on leading research into employee motivation and through consultations with security officers and security managers from across the United Kingdom's Critical National Infrastructure. The final questionnaire is made up of 92 statements, each of which requires the security officer to respond using a five-point scale from:

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree

The results from using this questionnaire will allow you to gauge levels of motivation for security officers and

identify which areas your staff are particularly motivated and demotivated in. It will also enable you to identify those 'interventions' that may best support the changes and improvements that will be important for you, your workforce, and your organisation.

You can assess motivation levels of your staff, using the questionnaire, in 5 simple steps.



1. Prepare the questionnaire

The Security Officer Motivation Questionnaire can be accessed [here](#) printed, and then handed out to all your security officers for completion. The questionnaire is self-explanatory and comes with instructions on how to complete it.

It can also be best practice to provide a simple briefing note with the questionnaire from your management – this should provide some simple answers to Frequently Asked Questions (FAQs), these can include:

What is the project about? – why are you assessing motivation, what do you want to improve? Explain how this is the security officer's chance to anonymously feedback on aspects of their work.

What is this questionnaire about? – why are you using this questionnaire, what will you do with the data? Explain the importance of this and what you hope to do with the responses.

How do I fill in the questionnaire? – provide some simple guidance on filling in the questionnaire; this could include the following points:

- Please try to answer every question.
- Read each question carefully; answer giving your first reaction. This is usually the best indicator of how you feel. Do not spend too long on any one question.
- The usefulness of this survey depends on how openly and honestly you answer the questions, but there are no right or wrong answers – this is not a test.
- Some questions are concerned with the people you usually work with, here we use the term 'team'. For some people that will be immediately apparent; for others that will mean the group of people that they usually work with.

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What do I do once I have finished it? – provide clear instructions on what they should do with the completed questionnaire.

CPNI
Centre for the Protection
of National Infrastructure

Motivation within the
security industry
QUESTIONNAIRE

SECTION 3: FAIRNESS

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
41. Everyone is treated equally	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42. Poor performance is dealt with consistently across all staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
43. When mistakes are made they are dealt with fairly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
44. The organisation tries to be fair in its actions towards employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
45. I am not encouraged in my work by praise, thanks or other recognition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
46. I feel that I put in more effort than most of my colleagues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION 4: YOUR TEAM

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
47. I feel that I am part of a team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
48. I know who is in my team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
49. Our team meets together regularly to discuss work issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
50. I do not see my team leader everyday	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
51. My team meets to reflect on how the shift has gone	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
52. The team is able to take action to make changes to the way we do things	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
53. Teamwork exists in name only here	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
54. I believe that overall my team is not performing well	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
55. My shift/team leaders are very supportive of me and my team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
56. My shift/team are able to decide how we go about a reasonable amount of our jobs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
57. My shift/team does not know how well we are doing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
58. I do things that are accepted by one supervisor but not another	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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2. Distribute the questionnaire

In terms of how you distribute it, this really depends on what works best for your particular site and business operation. The types of methods you might consider here are:

1. A supervisor hands the questionnaires out to security officers who then either return them back to the supervisor, or leave them in a 'returns box' in the staff room, canteen, or main security office.
2. Posting the questionnaire to all security officers' work or home addresses, with a prepaid stamped addressed envelope for return.
3. Using a third party organisation to distribute, collect, and analyse the data.

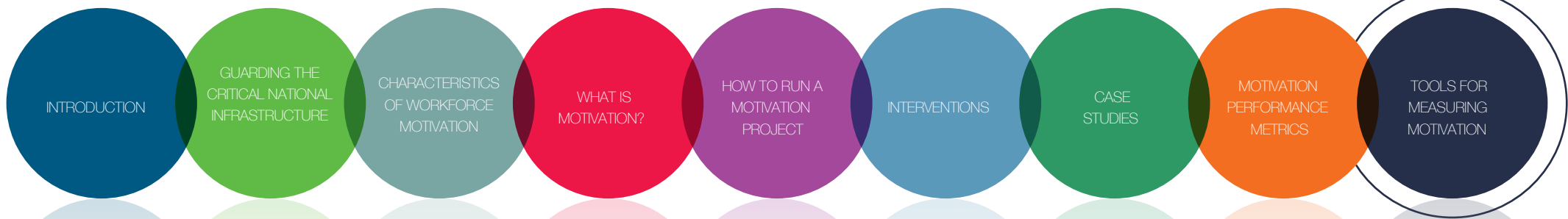
Any of the methods will work; it simply depends on what is the most pragmatic and easiest for you.

3. Enter data using the Analysis tool

To help analyse and understand the results of the questionnaire we developed the 'Motivation within the security industry: Analysis tool' – this is an Excel file that can be accessed on the NPSA website that will allow you to fill in your data and will then provide automated analysis and interpretation of the results.

When entering your questionnaire data into the Motivation Analysis Tool it is imperative that it is entered correctly and, we recommend, double checked. Given that data entry can be quite a significant task (if this 92-item questionnaire is completed by 100 security officers there would be 9,200 data points to enter), you may therefore choose to outsource this. There are many companies available that can provide this service.

The Analysis tool will also allow you to enter data in for different locations, or contractors or even levels of staff. Specific instructions on how to enter the data are provided with the Analysis tool itself.



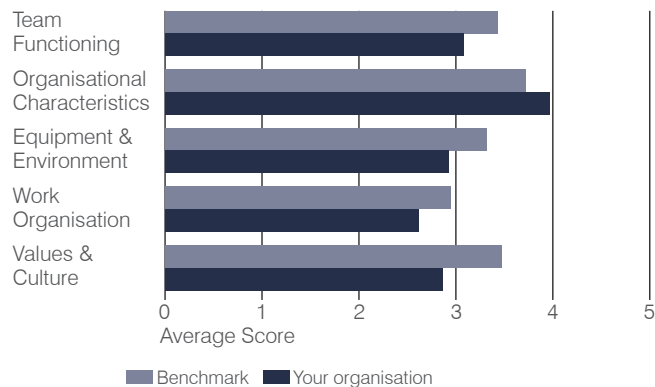
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4. Analyse and interpret data

Once you have entered the data you will obviously want to see what it all means. By running through the simple analysis process within the spreadsheet, you will be able to see where your staff are most motivated, and also see the areas where they are demotivated.

The output will provide you with graphs for the demographics (age, length of service etc) and also the motivation levels for each of the different Organisational Influences, Management Influences and also the Components of Motivation. These graphs will also show how you compare with the benchmark of other security organisations.

Organisational Influences on Motivation



The output will also show you the average scores for each item, these will be colour coded. So for example if you find out that Equipment & Environment scored lowest you will be able to see the average score for each question that makes up this category. This will then help you pinpoint why the staff feel particularly demotivated by this aspect.

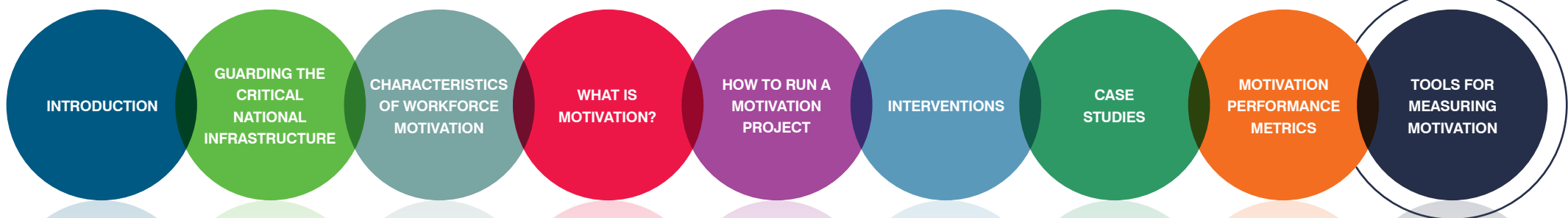
Equipment & Environment		Your organisation	Benchmark
B21	I get the right equipment/ clothing for the work I need to do	3.04	3.31
B22	Working conditions allow security tasks to be carried out properly	2.76	3.28
23	Equipment/clothing is not well maintained	2.82	3.09
B24	The organisation have created a safe working environment	3.34	3.64

Average Item Score	Interpretation	Colour coding
>3.33	Good	Green
3.01–3.33	May need some improvement	Yellow
2.67–3.00	Weak	Orange
<2.67	Very weak	Red

The instructions within the tool will help you interpret the results and understand where the greatest differences are and where you could prioritise your efforts.

5. Develop interventions based on the results

Once you have analysed and interpreted your data, you should refer back to the [Interventions section](#) in the guidance document to help you develop your specific initiatives.



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How to use the NPSA Motivation Analysis Tool

Click the 'screen' on the right to see our video on how to use the NPSA Motivation Analysis Tool.

Your browser will open and show the video on YouTube.

The video is approximately 12 minutes long. (You must have a connection to the internet to view the video).

Pride in Job								Benchmark
A9	I am able to do a good job							4.35
F68	This location has a reputation for effective security							3.85
F70	As an organisation, we deliver extremely good security							3.95
F71	I ensure the highest standards when I carry out my job							4.38
G93	I play an important part in protecting national security							4.06
G96	I believe my job is important							4.36

12:11

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Interviews

The use of the full questionnaire to all security officers is something that you may consider using only periodically, say, once a year. However, if you want to get a sense of the issues and challenges currently facing the security officers or indeed how various interventions are working, or if you want to talk to your staff directly, rather than run the questionnaire we have identified a set of questions selected from the Motivation Questionnaire that will help you. These questions were chosen as their responses give the best indication of where the particular issues might lie, both in terms of the 'Components of Motivation' and also the 'Influences'.

These questions can be used as part of an interview. Conducting interviews with security officers can be done in two different ways depending on what you want to achieve.

1. Quick sample interviews

If you have a small team of security officers and you want to quickly get a general feel for where the issues might lie, without distributing and analysing the full questionnaire then you can use these questions as part of an interview with security officers.

So, for example, you can ask the security officer during the interview to answer the questions using the 5-point scale –

Strongly Agree, Agree, Neither Agree nor Disagree, Disagree and Strongly Disagree.

2. In-depth interviews

If you want to talk to individual security officers and get a feel for some of their personal motivation issues in more detail then you can use these questions as a starting point to help guide and structure your interview.

The interview should use the questions provided as a basis. Ask the security officer during the interview to answer the questions using the 5-point scale – Strongly Agree, Agree, Neither Agree nor Disagree, Disagree and Strongly Disagree. Then for each point the interviewer should also develop follow-up questions allowing them to probe some of these issues.

Remember, do not use leading or interrogative questions when following up on a point, i.e. if after the first question 'do you enjoy the work you do?' they have answered strongly disagree don't ask 'why don't you like working here?', rather, ask 'what are the main challenges you find?'

With this one-to-one interview you will want to uncover and explore what the main issues are for a security officer, and what you as a manager can do to address them.

You can choose to ask all the statements below or just a selection. The purpose of this is for you to design your interview structure that best suits your organisation's needs. Below are the main questions that best represent each category:

Job Satisfaction

- Do you enjoy working as a security officer?
- Do you enjoy the work you do?
- Do you enjoy the challenges this job provides?

Job Fulfilment

- Do you like working for this current organisation?
- Do you sometimes not see the point in some of your tasks?
- Do you feel that your training prepared you for this job?

Staff Engagement

- Do you feel you are developing new skills?
- Is there opportunity for you to participate in decision making where it affects your work?
- Does everyone gets involved in reviews of procedures?

Pride in Job

- Do you ensure the highest standards when you carry out your job?
- Do you feel that you play an important part in protecting national security?

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- Do you believe your job is important?

Values & Culture

- Do you believe that security is taken very seriously here?
- Is the effectiveness of security ever threatened by changes in the organisation?
- Do you feel that everyone wants to achieve high levels of security?

Working Practices

- Do the shifts you work make it difficult to plan your life?
- Do family commitments fit well with the shifts you work?
- Do the rules and procedures that you have to follow make it difficult to respond flexibly to incidents?
- Do you feel that you put in more effort than most of your colleagues?

Equipment & Environment

- Do you get the right equipment/clothing for the work you need to do?
- Do working conditions allow security tasks to be carried out properly?

Organisational Characteristics

- Do you think this is important work?
- Do you feel the pay here is good for the work you do?

- Do you receive breaks at appropriate times during your shift?

Team Identity and Functioning

- Does teamwork exist only in name here?
- Do you feel that you are part of a team?
- Do you know who is in your team?
- Does your team meet together regularly to discuss work issues?

Organisation & Team Support

- When you do well, does your team leader/manager recognise this?
- Do you believe that everyone is treated equally?
- Is there good communication about changes to security?
- Are you strongly encouraged to develop your skills?
- Does this organisation learn from its experiences?

Role Clarity

- Are you clear how your work contributes to the overall security of this location and its users?
- Do you understand what is expected of you?
- Are you aware of correct working practices?

Manager Behaviour & Performance

- Do you know who to report new ideas about procedures to?

- Does your shift/team know how well they are doing?
- Do you receive recognition for good work from managers?
- Are you aware of the overall performance targets?

Interpreting the results

Depending on the responses given by the security officers, you will be able to see a broad range of what the issues are.

Look through the responses, either for individual or for the whole group of security officers you have interviewed and you will be able to see where the greatest issues are. Look for where they have said Strongly Agree or Strongly Disagree most, to identify where the main issues lie for that individual, but importantly for a group of security officers.

For example analysis might reveal that most of the security officers interviewed made negative responses when discussing those questions in the 'Working Practices' section.

Once you have identified the main areas of concern you can read about some suitable recommendations in the

[Interventions section](#)

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Workshops

Methods for identifying and understanding issues affecting workforce motivation are not limited to the comprehensive distribution and subsequent analysis to all staff of the questionnaire. As a security manager, if you feel you have a good rapport with your frontline staff you should be able to notice issues through routine staff engagement processes. However, this alone may not be enough to provide sufficient depth of understanding required to adequately respond to, clarify, and resolve potential issues that impact motivation.

We have provided here are a couple of ideas to help you run structured workshops. These can be used in addition to or instead of the questionnaire survey, to help gauge levels of workforce motivation and, of course, to help identify issues and challenges.

A structured workshop, in the context of this guidance material, is a means by which security managers can engage with security officers in a forum designed to elicit key issues and concerns that may have an impact on workforce motivation.

A number of workshops may be required to ensure that a sufficient number of security officers have had the opportunity

to take part. The workshops can be run when required, i.e. based on some indication that there may be issues arising or just routinely once or twice per year.

This section contains a suggested workshop format to help elicit issues that may have an impact on motivation. However, underpinning this process are some general principles that should be observed:

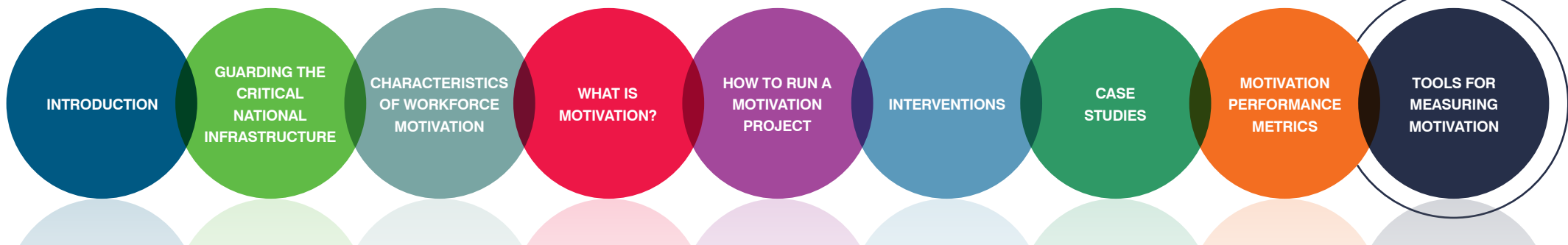
- Security managers should act as facilitators, focusing on data collection and not offering solutions or directly responding to issues which are being raised during the workshop. However, they should feel free to prompt for more information and examples of issues which are affecting motivation. This is a most important point.
- The composition of workshop attendees should contain employees from the same job level – mixing groups of supervisors and security officers is not recommended. This can have a tendency to inhibit security officers from freely sharing their views and opinions. Also, in situations where some of the security officers are more outspoken than others, the facilitator should seek to give specific opportunities to other members of the forum to share their views.

- For some cases, depending on the nature of the relationship between security staff and their management, it may be appropriate to get someone independent to run the workshop and feed back anonymously to the security manager or security supervisor.
- The purpose of the workshop is to gather general themes and trends, not to focus on individuals. This should be made clear by the security managers right at the beginning of the meeting and repeated if required during the workshop activities.

Proposed Workshop Format

Resources:

- Two security managers are available to help run the workshop.
- Workshop attendees: it is recommended that between 8 to 16 members of staff attend.
- Two flip charts and pens.
- A room large enough to support the workshop and enable two break-out groups either side of the room (one flip chart each).



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Process:

1. Short presentation by the security manager to attendees outlining the following:

- Purpose of the workshop, (i.e. to establish a forum for security officers to share and discuss issues that are affecting motivation). Also, state that the purpose is to collect general themes and trends and it is not about an individual.
- The role of the security manager during the workshop, (e.g. to act as a facilitator – not to provide answers/direct responses to issues or get into discussions on potential solutions).
- Overview of the process for the workshop.
- Allow some time for questions regarding the process of the workshop (note that 'next steps' and 'what happens with the outputs' is covered at the end of the workshop).

2. Assign two break-out groups

The security manager should randomly assign attendees into two groups. One group should focus on positive factors and one group focus on negative factors. The two security managers should facilitate one group each. The facilitator of each group should ask for a volunteer to act as the scribe for the flip chart and for someone to be willing to feed back on behalf of the group to the other group at the end of the session.

3. Each group lists factors which impact on motivation in the workplace. Recommended duration 20–30 minutes.

Each group is required to list the factors that they feel impact motivation. Once they have developed their list, they should be asked to identify the top three priorities/main contributing factors.

Example for positive group

The positive group should list experiences, behaviours and processes in the workplace that help maintain and enhance their motivation, e.g. security supervisor and manager walking the floor every day and interacting with security officers.

Example for negative group

The negative group should list experiences, behaviours and processes in the workplace that reduce their motivation, e.g. lack of communication between security managers and their security staff or inadequate equipment.

General advice for this part of the exercise

As part of the exercise, the facilitator for each group should prompt and encourage discussion but maintain a listening role, taking their own notes if required. Discussion within the group should be encouraged and general consensus items should be recorded on the flip chart. Relevant chapters

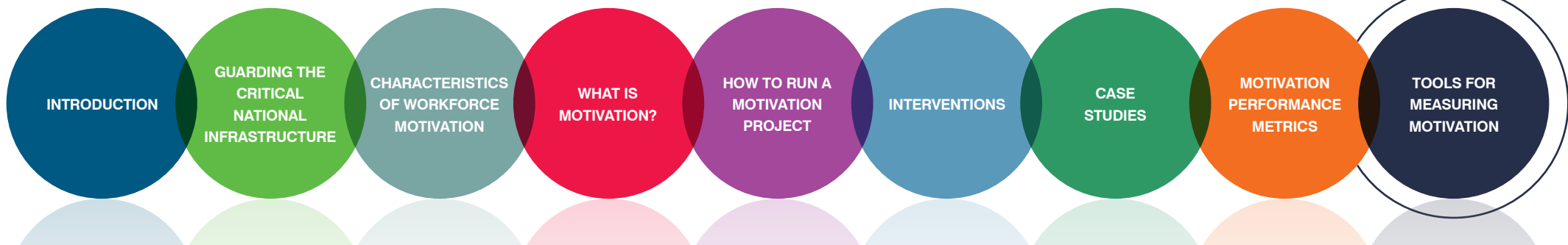
of this guide can be used to help prompt discussion if conversation in one or both groups starts to dry up before the allotted 20–30 minute period.

Although it may be tempting for participants in say the positive group to start listing negative issues (or vice versa for negative group), this should be discouraged. It should be made clear that the each group will have the opportunity to review the outputs from the other group and comment/update them.

4. Group feedback (recommended duration approximately 20 minutes – 10 minutes per group)

The groups should take it turns to provide feedback to one another (it makes no difference which group goes first). The nominated speaker should provide the feedback, i.e. not the security manager. This level of empowerment helps to create a more inclusive environment and sense of team amongst the security officers.

The feedback should be a brief summary of the discussion, and overview of the items recorded on the flip with a focus on the top three areas identified. Each group should be given the opportunity to provide observations to the other group and too add issues or factors they feel are missing.



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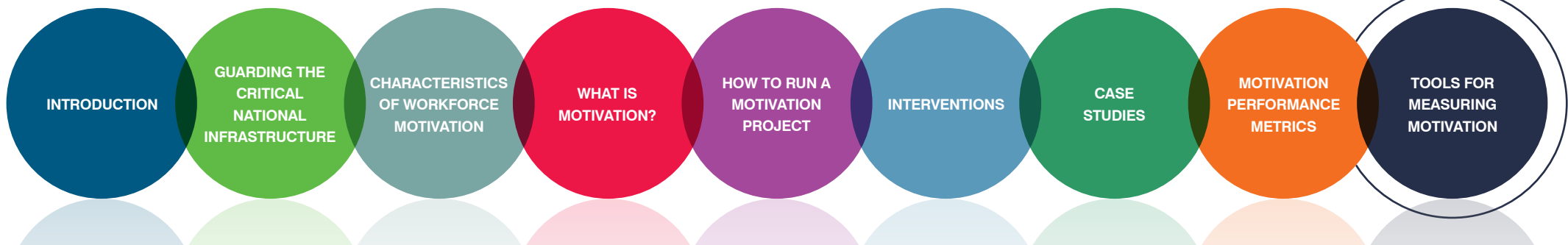
5. Next steps

The security manager should outline what will happen with the outputs – who will see them and how they will be used to help review and improve motivation in the workplace.

There should be a clear indication of the timeframe in which the security manager(s) will come back to this forum and the wider workforce to feedback on the findings and outline potential initiatives for how to improve motivation. Where possible, security managers should seek to share the results with senior management and obtain buy-in and endorsement for any initiatives to enhance motivation.

6. Using the outputs

The output of the workshop should give a clear indication of the areas that motivate staff, and also those that demotivate them. For negative areas managers should consider the recommendations from the [Interventions section](#). In order to find the most suitable interventions that can address these issues you should look at the list of 'Organisational Influences' and 'Management Influences' and decide which ones best fit the areas that security officers raised, e.g. 'Equipment and Environment', or 'Performance Feedback'. By accessing these 'Influences' managers can look at a range of interventions and choose those which they believe will be most effective in their particular situation.





Quality circles

A quality circle is a volunteer group of security officers who meet at regular intervals to identify, review and present work-related problems to security managers. This has the potential to improve the performance of the security function and motivate and enrich the work life of security officers.

Quality circles operate on the principle that employee contribution to problem solving has the potential to improve the quality of work and workforce motivation. For quality circles to be effective the following needs to be considered:

Volunteers

Quality circles should consist of a group of security officer volunteers, ideally individuals that are not from any one known social group or 'faction' from the workforce.

Defined rules and priorities

The volunteers should be willing to represent the broader issues that affect the majority of the workforce and should not be there to represent their own individual concerns (unless they are aligned to the issues raised by the majority of staff). All outcomes need to be reached via a consensus amongst the group. All members of the circle should be trained on the rules and parameters within which the circle will operate.

Partnership with security managers

The circle needs to work in partnership with security managers and not deliberately set out to cause a divide. All outputs should be constructive and forward looking.

Empowerment and senior management buy-in

Terms of reference should be agreed and endorsed by senior management and the volunteers should be empowered to act to raise any significant issues affecting workforce motivation.

General implementation guidance

If implemented effectively, quality circles can help improve and maintain workforce opportunity by giving employees a mechanism to voice their consolidated concerns. In order to ensure that the quality circle initiative is successful, the following points should also be considered:

- All volunteers and management have fully understood the terms of reference, purpose, benefits and limitations i.e. not a decision-making body, rather a group that consolidates key issues and communicates them to management on behalf of the workforce.
- All involved understand that the initiative is a working partnership with management to address issues in an objective and constructive manner.

- Senior management and security managers maintain an interest in the forum and engage on the issues being raised, providing a clear rationale as to why an issue raised by the quality circle can or cannot be addressed.

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