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RESERVE 1

Reward Management in the Irish Civil Service

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July 2006

Submitted to the National College of Ireland, Dublin

In partial fulfilment of the requirement for the Degree of

BA (Honours) in Human Resource Management



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Abstract

This dissertation set out to examine the Reward Management System which is currently operating within the Irish Civil Service. In conjunction with this, the area of performance management was looked at, and the link between both reward management and performance management was outlined. A review of literature provided the author with a view to what the subject entailed and Michael Armstrong 2002 provided the main source of information regarding an effective reward system.

Based on this information, primary research was conducted in four local government offices in the Kerry area, namely, the Department of Social Welfare, Tralee, the Department of the Revenue Commissioners, the Department of Agriculture and the Department of Social Welfare, Listowel. The hypothesis for testing was: 'The current reward system in the Irish Civil Service and its effect on performance'. Both quantitative and qualitative data was gathered using a questionnaire, the result of which was negative overall. The research highlighted the discontentment felt towards the current reward system along with the dissatisfaction felt towards the new Performance Management and Development System (PMDS) which has been recently introduced into the service.

Little research has been carried out in the area of Reward Management in the Irish Civil Service and the author hopes that her research will be useful in the future.

Acknowledgements

I wish to sincerely thank Mr. Frank Maher, Department of Justice, Equality and Law Reform for his invaluable knowledge and constant support throughout this dissertation.

I wish to thank Ms. Grace O' Malley, and Mr. Serge Bastini, National College of Ireland, Dublin, who supervised this dissertation, for their support and advice throughout.

I wish to acknowledge the support received from all four local government offices, the Department of Agriculture, the Department of Social welfare, Tralee, the Department of the Revenue Commissioners, and the Department of Social welfare, Listowel, in granting me permission to carry out the primary research for this dissertation. I would also like to thank all the staff who participated in the research, by taking time to complete the questionnaire. I would also like to acknowledge the sponsorship received from the Department of Social Welfare, and HEO Mr. Ger Power, whose help made this course of study possible for me.

I wish to thank my family, my parents Carmel and Francis who were a great support throughout the college year. A special thanks to my brother Brendan who lent his assistance when times got tough.

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Glossary of Terms

CEO	Chief Executive Officer
CIPD	Chartered Institute of Personnel and Development
CMOD	Centre for Management Organisation and Development
CO	Clerical Officer
CSPU	Civil and Public Service Union
DBG	Delivering Better Government
EO	Executive Officer
EU	European Union
FOI	Freedom of Information
HEO	Higher Executive Officer
HR	Human Resources
HRM	Human Resource Management
PDP	Personal Development Plan
PMDS	Performance Management and Development System
PO	Principle Officer
PPF	Programme for Prosperity and Fairness
PRP	Performance Related Pay
PSEU	Public Service Executive Union
SMI	Strategic Management Initiative
SO	Staff Officer

Chapter One: Introduction

1.1 Subject

The reward system currently in use in the Irish Civil Service is one which is based upon increments and salary scales, relevant to stature and length of service. Modernisation of the Irish Civil Service is a priority for the current government of the day and improving performance and accountability among Civil Servants is a vital component of the Strategic Management Initiative (SMI), which hopes to improve such areas as customer service, computer based service delivery and expenditure management. This has given rise to the development and introduction of the Performance Management and Development System (PMDS). This new system can be seen as a potential change agent for the current culture of the Irish Civil Service.

The PMDS provides a tool for measuring the performance of individuals within their work roles and it encourages Civil Servants to actively engage in providing their line managers with feedback on how they feel they are being managed and appraised. In the private sector, this type of tool has often gone hand in hand with performance related pay. Upon agreement with the Unions namely the Civil and Public Service Union (CPSU), and the Public Service Executive Union (PSEU), it was agreed that the PMDS would not be linked to financial rewards; instead it exists to serve the intrinsic rewards that individuals derive from a work environment, these include rewards such as on the job training and development and motivation that results from carrying out a good day's work etc.

1.2 Purpose

The purpose of this dissertation was to uncover how Civil Servants felt about the current reward system. The author decided to examine the reward system to see if it supported the Business needs and drives performance. Overall the author's main desire was to "examine the current reward system in the Irish Civil Service and its effect on performance". One aspect of this dissertation was to conduct research into the reward system currently in place in the Civil Service and to explore what the theorists describe as an effective reward system along with establishing how reward relates to the performance of individuals. This dissertation also allowed the author to examine the current PMDS as it relates to rewards in the Irish Civil Service.

The specific objectives of this piece of research were to:

- Define the term Reward Management
- To establish what rewards are currently in use in the Irish Civil Service
- To examine the existing rewards system in order to establish whether it supports the modernisation process
- To examine the relationship between the new Performance Management and Development System and Rewards in the Irish Civil Service.

1.3 Scope and Limitations

The primary research for this dissertation was carried out in four separate local government offices, based in Co.Kerry. These offices were made up of the Department of Social Welfare, Tralee which employs sixty Civil Servants, the Department of Agriculture, Tralee,

which employs forty Civil Servants, the Department of the Revenue Commissioners, Tralee, which employs one hundred and twenty Civil Servants and finally the Department of Social welfare, Listowel which employs fourteen Civil Servants. It was not the intention to reach an overall conclusion on this topic due to the vast size of the Irish Civil Service.

A second limitation experienced by the author was one pertaining to the level at which the PMDS has been introduced into the four departments. The Department of the Revenue Commissioners has been more advanced with its development of the PMDS system compared with the other three remaining departments. This department has already provided training relating to the new scale system which will be used in the future to rate each Civil Servant.

The author was conscious of the possibility of a lack of co- operation from any of these offices in circulating the questionnaire.

1.4 Plan of Development

Chapter Two reviews literature relating to the research question and is presented in a number of sub- sections corresponding to the particular aspects of the dissertation. These sub- sections include Reward Management, Performance Management and the Performance Management and Development System. The author explores the opinions of the theorists on the subject of reward management; she discovers what reward management is about and how it relates to the performance and motivation of individuals within an organisation. The author goes onto describe what performance management consists of and how the

performance management and development system is operating within the departments of the Irish Civil Service.

Chapter Three outlines the background and history of the Irish Civil Service along with its Culture, Human Resource policies and the current Training and Development policies.

Chapter Four presents findings from the primary research conducted on Reward Management, Performance Management and the PMDS within four different local offices in Kerry.

Chapter Five and Chapter Six brings together the key findings of the research which the author will analyse and discuss. Chapter seven, the final chapter of the dissertation, draws conclusions and recommendations from the analysis and discussion of the research.

This study was prompted primarily by the author's own personal interest in what appears to be a performance management system which contains many flaws and has been poorly implemented within the Irish Civil Service. The author believes that in order for the PMDS to be a success it needs to be linked with both intrinsic and extrinsic rewards, and that line managers need to be equipped with the necessary management skills in order to carry out the roles of assessor of performance.

It is hoped that this dissertation will prove useful for future research in the area of reward management pertaining to the Irish Civil Service, while at the same time contributing substantially to the author's own knowledge and practice in the field of Human Resource Management.

Chapter Two: Literature Review

A substantial amount of my research took the form of documentary analysis. The extent of the reading can be seen in the references, at the end of the dissertation. The literature reviewed for this dissertation presents various discussions on issues which are directly related to the study. The review of literature concentrated on three main areas:

- 1) **Reward Management:** Firstly, the author explores the subject of Reward Management outlining what types of rewards exist, the objectives of rewards in an organisation, and how they impact both positively and negatively on the performance of workers. The author found that a large amount of literature on rewards existed in psychology books. She found one book in particular to be invaluable to her research; "Employee Reward," by Michael Armstrong (2002).
- 2) **Performance Management:** Following on from rewards and how they affect performance the author looks at the concept of performance management, outlining its effects on individuals and the organisation.
- 3) **Performance Management and Development System:** the author will describe what the PMDS is, how it came about and what it entails for Civil Servants. The author will discuss findings from a previous survey that she conducted on the PMDS. The majority of the author's literature came from Government websites and internal circulars.

2.1 Reward Management

What is Reward Management?

Armstrong (2002, p.3) describes employee reward as “how people are rewarded in accordance with their value to an organisation”. He says that employee reward is concerned with “financial and non – financial rewards”, and “embraces the philosophies, strategies, policies, plans and processes used by organisations to develop and maintain rewards systems”.

Gunnigle, Heraty, Morley (1997, p. 118) stress that:

Reward Management is a critical component of work- force management strategies particularly in helping to attract and retain employees and also in influencing performance and behaviour at work.

Armstrong (2002, p. 351) tells us that both intrinsic and extrinsic rewards exist in organisations. Intrinsic rewards are self generated, they are factors which encourage or motivate individuals. Not every employee will be motivated by the same variables. Some will be motivated by the need for recognition, or achievement or the desire to do a good job. He says that intrinsic rewards are “factors which induce people to behave in a particular way or to move in a particular direction”. Extrinsic rewards are mainly financially orientated. However extrinsic non- financial rewards could include feedback given to individuals or to the team. According to Gunnigle, Heraty, Morley (1997, p.120) because extrinsic rewards are a tangible outcome of the employment relationship between

an employee and an organisation “they are the obvious target for discontent with the employment relationship”.

Kopleman (1986, p.26) agrees with Armstrong, however he uses the term reinforcers instead of rewards and says that intrinsic reinforcers are “reinforcers that come as an inherent consequence of doing a task”. He describes responsibility and achievement as intrinsic reinforcers. Extrinsic reinforcers he says are “reinforcers that are not an inherent consequence of a task”. He describes pay, promotion and fringe benefits as extrinsic reinforcers. Kopleman says that primary reinforcers are “those rewards that are innately satisfying to the individual because they reduce basic physiological drives”. He says that “secondary reinforcers are consequences that are satisfying because they were initially paired with primary reinforcers”. He describes secondary reinforcers as being learned rewards as opposed to being innately satisfying. Rewards in organisations are secondary reinforcers.

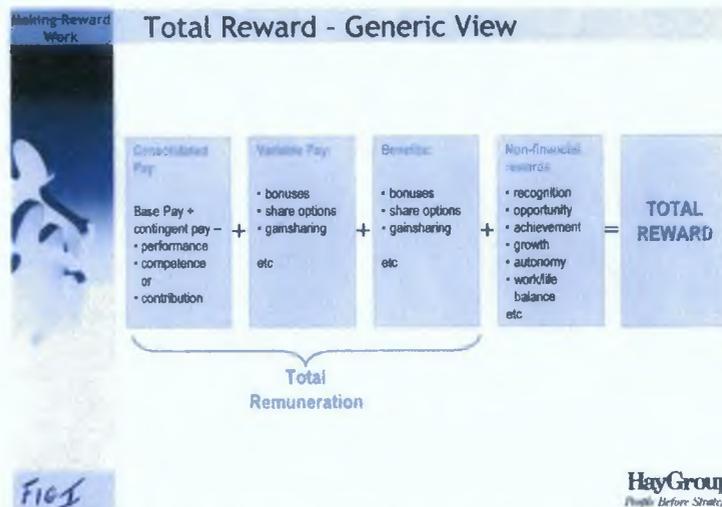
Therefore when employees think of rewards they automatically think of extrinsic rewards, what can be seen at the end of every week, Beer, Spector, Lawrence, Mills, and Walton (1984, p.112-114) agree with this and they explain why employers and employees tend to focus on extrinsic rewards. They say it is because extrinsic rewards are easily defined, easier to measure and comparable across people, different jobs and competing organisations. They say that managers must establish the primary methods of motivating their employees. In doing this they will be able to decide whether they should have an intrinsic or extrinsic reward system in place. Boyle recommended this approach for the Irish Civil Service.

So what is the appropriate reward system to have in place? Beer, Spector, Lawrence, Mills, and Walton (1984, p.112-114) point out that overall satisfaction comes from a mix of rewards, rather than any single reward:

It can be said that both intrinsic and extrinsic rewards are important and that they are not directly substitutable for each other. Employees who are paid well for repetitious, boring work will be dissatisfied with lack of intrinsic rewards, just as employees paid poorly for interesting, challenging work may be dissatisfied with extrinsic rewards.

Armstrong (2002, p. 351) agrees with this fact and says that a “reward systems should provide the best mix of all types of motivators according to the needs of the organisation and its members”.

Armstrong (2002) goes on to outline the elements of employee rewards. Hay Group’s model of total rewards (see Fig. 1) accurately depicts Armstrong view. He says that employee



rewards are base pay which consists of the fixed salary or wage and it may be expressed as an annual, weekly or hourly rate. Financial rewards such as contingent pay or variable pay also exist and these take the form of individual performance related pay, bonuses, incentives which may be linked to targets, commission, service related pay such as increments, competence related pay, contribution related pay and skills related pay which are linked to the competencies and the skills which employees possess and that are regarded as being valuable to the organisation. Such organisation may have career development pay.

Allowances such as overtime, shift working, call outs and large city allowances are also financial rewards.

Armstrong (2002, p. 8-9) lists non financial rewards as being achievement, recognition, responsibility, influence and personal growth. Non financial rewards can act as a motivator in the following ways. Achievement can result in empowerment, allowing people to use their skills and make decisions regarding their working role. People who are motivated by the need for achievement tend to be proactive individuals and will take control in work situations. Achievement leads to recognition. Armstrong (2002, p.364) states that “recognition is the most powerful motivator”. He goes on to say that people want to have their achievements recognised and appreciated. Armstrong makes the connection with Maslow’s ‘hierarchy of needs’ (1954) by stating that recognition needs are linked with esteem needs. Recognition is provided through feedback. People can also be motivated by responsibility. Giving employees more power within their roles, allowing them to use their own initiative and make decisions will help to empower them. This will also encourage employees to grow in their role.

Gunnigle, Herty, Morley (1997, p 136) say that fringe benefits are an important part of a reward package. They outline some of the following as being fringe benefits:

- Maternity leave and Childcare facilities
- Career breaks and Holidays
- Additional Holiday Pay and Bonuses
- Managerial incentive schemes

- Sickness Pay and Health Insurance
- Canteen Facilities and Company cars
- Pension Schemes
- Discount on company products
- Share option schemes
- Low interest or interest free loans

They point out that the structure of the reward package “will have a significant impact on employee performance” (p.118). French (1990) states that In addition to basic wages and salaries, the benefits supplied by the org are very important to the well being and security of its employees.

Schuler (1995) says that the following core objectives must be evident when developing a reward package:

- It serves to attract potential employees. The reward system will support the recruitment and selection process.
- It assists in retaining good employees. Good employees may leave if a competitor is offering more rewards.
- It should serve to motivate employees. Performance may be linked to incentives.
- It contributes to human and strategic business plans. It can do this by creating a rewarding and supportive climate.

The overall aim of employee reward according to Armstrong (2002, p.13) is:

To support the attainment of the organisation’s strategic and shorter- term objectives by helping to ensure that it has the skilled, competent, committed and well- motivated workforce it needs.

He says that an organisation can do this by ensuring that its employees are provided with the tools they need for continuous improvement. The organisation should take the necessary steps available that will allow individuals to contribute to the creation of added value. This in turn will help the organisation to achieve a competitive advantage. Therefore the employee is an important variable in the success of any organisation and should be treated as a valuable resource.

Schuster and Zingheim (1992) agree and state that “People are the principal variable in organisational success”. They highlight the following objectives as being essential to any pay programme:

- To make excellent performance financially worthwhile
- To communicate to satisfactory performers the importance of acceptable and better performance
- To communicate to less than satisfactory performers the need to improve

Therefore in order to obtain the necessary skills and knowledge that an organisation needs to compete in today’s competitive environment, the organisation must be willing to offer appropriate rewards in order to attract dynamic, motivated individuals. This is more evident in today’s society which is made up of a highly educated workforce.

Beer, Spector, Lawrance, Mills, and Walton (1984, p.113) support this theory and develop this point. They say that organisations must reward employees because in return they are looking for certain kinds of behaviour. They need “competent individuals who agree to work with a high level of performance and loyalty.

In examining if rewards should be dependent on individual or even team performance. Gunnigle, Herty, Morley (1997, p.120) state that a potential problem facing organisations today regards suggestions that rewards such as pay should be contingent on individual performance. Cascio (1982, p.412) states that people work for rewards that they personally value. To the extent that work provides them with meaningful rewards that are perceived as fair and acceptable in exchange for their efforts, both job satisfaction and incentives to perform well are enhanced. Flowers and Hughes (1981, p.70) say that people work for a variety of reasons – “to be able to buy things to achieve security in life to comply with societal norms or the protestant work ethic to nurture their own personal growth and development, the list goes on and on”.

Kopelman (1986) states that:

Rewards such as merit pay have psychological as well as financial value; they convey meaningful information to employees about how their contributions are regarded

E.L. Deci (1973) disagrees with the concept of tying pay and other extrinsic rewards to performance .He says that the intrinsic motivation which comes from being given freedom to manage and control one’s job may be reduced if pay and performance were linked. Beer, Spector, Lawrence, Mills and Walton (p.117-124) state that “if the organisation has succeeded in hiring individuals with a high need to achieve and contribute” and if the organisation has “provided a work environment that allows employees to contribute, then pay for performance is pay for ability”. They go on to say that “all employees are motivated” so therefore if there is a difference in performance it is due to different abilities and or skills and competence. These abilities and skills can be achieved through training

and experience. They also state that “pay for performance does not work”, instead low performers should be trained in the skills that they require for the job, in order for them to perform effectively. They also highlight that if you make pay contingent on performance, it sends a sign to the employee that it is management that is in control, not the individual, “thus lowering the individuals feelings of competence and self control”. They also point out that employees may resent the bonus or merit pay system if it is perceived as being unfair.

Cascio (1982, p.417) argues against this theory and he suggests that pay, performance and motivation are linked. He goes on to say that psychological theory offers three reasons why merit pay should work

- Motivation should be high to the extent that individuals see a clear link between the amount of effort they expend to produce outcomes the organisation values and the rewards they receive for their efforts.
- To the extent that performance is the basis for rewards, rather than the cost of living or continued membership in the org, rewards will be valued more highly.
- When performance is the basis for rewards, high performers will tend to be the most satisfied and least likely to quit. Low performers will tend to be least satisfied and most likely to quit.

Cascio (1982, p. 412) describes pay systems as being “designed to meet certain objectives, such as to enhance the performance of the overall organisation, to control labour costs, to influence employee’ attitudes and behaviours and to comply with laws and regulations”. He makes the following points pertaining to reward systems:

- An organisation reward system includes anything an employee values and desires that an employer is able and willing to offer in exchange for employee contributions.
- Non compensation rewards include everything in a work environment that enhances a workers sense of self respect and esteem by others (e.g., work environments that

are physically socially and mentally healthy, training to improve job skills and status symbols to enhance individual perceptions of self worth).

- The timing and likelihood of rewards relate to the link between performance and outcomes. Whether the rewards are in the form of raises, incentive pay, promotions or recognition for a job well done, timing and likelihood are fundamental to an effective reward system. If there is an excessive delay between effective performance and the receipt of rewards, the rewards lose their potential to motivate subsequent high performers.

However, French (1990) states that even with the best reward system in place, problems can still occur:

If employees mistrust management and fear a work speedup in which there is pressure to work harder to meet ever rising standards without a corresponding increase in compensation, motivation under an incentive plan and employee satisfaction are likely to be low

Beer, Spector, Lawrence, Mills and Walton (1984, p.117) agree with this view. They say that even the best designed pay systems will “fall prey to low trust between supervisors and employees or to inadequate communication skills by managers”. Kohn (1993) argues that punishment and rewards are one and the same. He says that “rewards have a punishment effect because they, like outright punishment, are manipulative”. Explaining this he says that the reward itself may be desired but by making the bonus contingent on the employee’s behaviour, “managers manipulate their subordinates”. Herzberg (1966) also argues that even though insufficient rewards can irritate and demotivate an individual, more and more money may not bring about increased performance, satisfaction or motivation.

Cole (1997 p. 141) says that employees must feel that the performance level necessary for the financial rewards is achievable and even though all necessary factors pertaining to an effective reward system may be in place, success is not guaranteed. Unofficial norms can

be established within the organisation which can dictate what the acceptable level of performance should be, and ensure that they are not exceeded.

The author has decided to go on and look at the concept of performance management and the new Performance Management and Development System that is currently operating in the Irish Civil Service.

2.2 Performance Management

Armstrong (2002, p.373) says that performance management “is a means of getting better results from the organisation, teams and individuals”. He says that the essence of performance management is the

Agreement of objectives, knowledge, skills and competence requirements, and work and personal development plans. It involves the joint and continuous review of performance against these objectives

Lockett (1992) says that the core objectives of performance management are:

- The continuous improvement of business performance in the areas of customer service, product quality, and market leadership
- The enhancement of employee’s performance in line with business demands.

Armstrong (2002, p.373) says that “performance management is concerned with the interrelated processes of work, management, development and reward”. He also states that:

“Performance management processes can effectively motivate people through the non-financial rewards associated with feedback, reinforcement and the provision of opportunities for growth”.

Delivering Better Government describes Performance Management as

A process for establishing a shared understanding about what it is to be achieved, how it is to be achieved, and an approach to managing and developing people that increases the probability of achieving success. It allows resources to be managed more strategically to achieve organisational goals, it seeks to enhance organisational values by making them a central foundation for the operation of the system”

Delivering Better Government highlights the importance of linking performance management to the overall performance of the organisation. It tells us that Performance Management allows the organisation to have more control over its resources and that the organisation should incorporate its values and its goals into the day to day running of the organisation. This means that all employees should be aware of the goals and the business needs of the organisation. This can be achieved through mission and value statements and by setting objectives for the organisation and its employees so that they are aware of what their role is in the organisation and more importantly what contribution they make to the overall success of the organisation. Performance Management is considered a natural process of management that should be carried out by all managers and should operate in a continuous cycle. It should not be seen as an annual event but should be part of everyday working life that can guide an employee to carry out their role in the organisation. Performance management should provide all employees with the knowledge, skills and competence that they will require in their role.

Sparrow and Hilltrop (1994) define performance management as “an integrated process of defining, assessing and reinforcing employee work behaviours and outcomes”. By this Sparrow and Hilltrop (1994) tell us that performance management should be a continuous process also.

Feedback is an important part of the performance management process; Armstrong (2002, p.375) highlights the importance of feedback to an individual. Feedback will be more positive for the employee when he/ she is performing well in their role, however under-performance should also be highlighted and help should be provided in the form of training or re- training for individuals who are not reaching their targets. In some cases the objectives set may be too optimistic and may need to be reviewed. He notes that positive reinforcement is associated with the feedback that is given to the individual. When there has been an improvement in performance, Armstrong points out that this should be recognised soon after the event, this means recognising performance throughout the year and not just at a yearly review. Performance management is also about continuous development. Armstrong 2002 says that

In focusing on continuous development, performance management can motivate people by providing opportunities for growth; personal development plans... spells out what employees should do to develop themselves and defines the support that will be given by their managers and the organisation through learning and development programmes.

Cascio (1992) makes the following point regarding performance appraisal:

Performance appraisal comprises two processes, observation and judgement both of which are subject to bias. Bias can be reduced sharply through training in both the technical and the human aspects of the rating process

Mitchell and Larson (1987, p 26) highlight that the employee should not be subjected to the whims of a “tough judge” or to the bias of doing something that is different from the rest of the group.

Cole (1997) highlights some of the reasons for performance appraisals as follows:

- To identify an individuals current level of job performance
- To identify employee strengths and weaknesses
- To enable employees to improve their performance
- To provide a basis for rewarding employees in relation to their contribution to organisations goals
- To identify training and development needs

Drucker (1954) is enthusiastic about appraisals. He says that “to appraise a subordinate and his performance is part of the manager’s job”. McGregor (1960) is however critical of formal appraisals. He describes them as being designed to control the behaviour of subordinates and the behaviour of superiors. McGregor states that “Managers are uncomfortable when they are put in the position of playing god”. It is the author’s opinion that line managers should be given more training in order to develop managerial competencies so that performance appraisals within the Civil Service would be carried out in a more professional manner. These appraisals are part of the new Performance Management and Development System which the author will now explore.

2.3 Performance Management and Development System

The Performance Management and Development System (PMDS) is currently being introduced into the Irish Civil Service as part of the governments Strategic Management

Initiative (SMI) 1994. The strategic management initiative refers to the process of modernisation and change in the civil service, which was brought about by An Taoiseach, Albert Reynolds T.D. on the 22nd of February, 1994. The three key aims of the SMI were as follows:

- That public bodies would contribute to economic and social development
- That an excellent service to the public would be provided
- That resources (finance, staff etc) should be used effectively by public bodies.

The government set a series of tasks for a co-ordinated group of secretaries to include the development of “best practice” in departmental strategy processes and statements, the publication of departmental strategy statements, recommendations for management change especially in the areas of personnel and finance, recommendations for dealing with strategic issues that spanned departments; and the extension of the whole process from the Civil Service to the wider public service. In May 1996, the SMI co-ordinating group of secretaries issued a report entitled “Delivering Better Government” which forms a basis for the programme of change.

The report identified the main areas for change as:

- Delivering quality service to customers and clients
- Reducing “Red Tape”
- Delegation of authority and accountability
- Improved Human Resource management
- Improved financial management and ensuring value for money

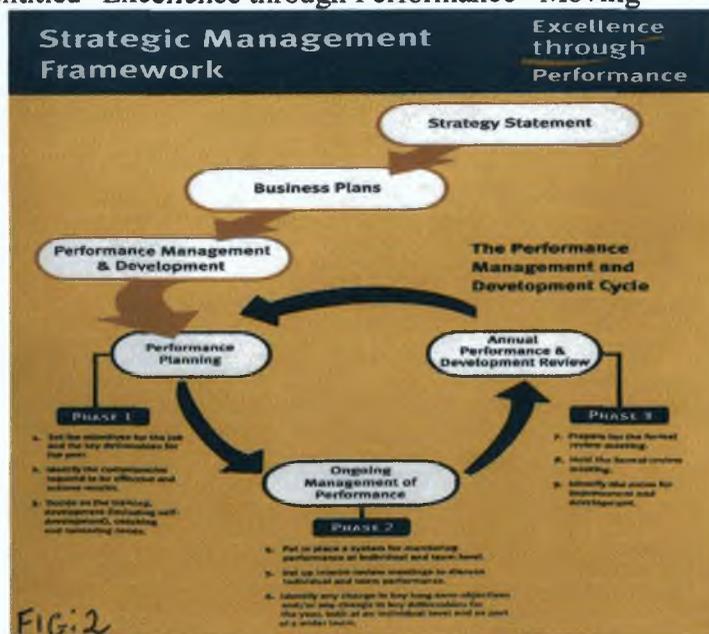
- Use of Information technology
- Improved co- ordination between departments.

The report on “Delivering Better Government” said that “a more results and performance orientated civil service is essential”. The main objective of the SMI is to enable people to contribute more effectively to the running of the government departments and to “deliver and exemplary customer service to the citizens of Ireland”.

2.4 The Aim of PMDS

The Performance Management and Development system was launched on the 11th May 2000, by An Taoiseach, Albert Reynolds T.D. under the agreed General Council Report No. 1368. This phase of SMI was entitled “Excellence through Performance –Moving Forward Together”. The

Taoiseach said of this new system “it will give us the tools to better manage and develop our people at all levels”. He said that “the implementation of an effective performance management process is central to achieving the goals set out in



Delivering Better Government, of a modern, dynamic, high performance Civil Service.

The aim of PMDS is “to build an organisation that can respond quickly to change, which will attract dynamic people to work in it and will provide a rewarding work environment for those people”. The result is a system which allows for improvement, which can be applied across the civil service but which is flexible enough to be customised to meet the specific needs of each department and office.

2.5 How the PMDS works (Fig 2)

Phase one – Performance Planning

PMDS consists of three main phases. Phase one is known as performance planning. This involves the creation of a personal performance plan known as a role profile form. The role profile form defines the job and the part the employee will play in achieving the goals of the organisation.

The manager and the employee will sit down together and decide on the objectives of the job; the key deliverables and the competencies i.e. knowledge, skills and behaviours needed to carry out the role effectively. In this phase the training and self development needs of the employee are also identified

Phase Two – Ongoing Management of Performance

The second phase involves assessing the progress of the employee against the performance plan. This is done with the manager on an ongoing basis either day to day or, formally, through a series of interim reviews on a regular and agreed basis evenly spread out over the year. This phase allows the manager and the employee to monitor the areas that are going

well and those that might need to be improved. This phase will ensure that the objectives of the job remain realistic and are therefore achievable by the employee. Concerns and experiences can be openly discussed by both parties. Changes can be introduced at this stage and unrealistic objectives may be discarded if the working environment changes. Here, training, self development or coaching plans can also be adjusted.

Phase Three - Annual Performance and Development Review

This phase involves a formal review between the manager and the employee at the end of the year. The level of performance will be discussed and rated at both an individual and team level. Areas for improvement will be identified and new opportunities will be looked at to ensure that acceptable progress continues to be achieved. This phase also allows employees to provide their manager with upward feedback. Here the employee can discuss their opinions on how they are being managed in the workplace. This part of the process is voluntary; therefore each employee has the choice as to whether or not they wish to give feedback. This part of the process was introduced in 2004 into the Role Profile Forms. Upward feedback is strictly between the jobholder and the supervisor.

It is given at the end of the discussion on the Role Profile or Interim Review or the end of year assessment, as desired.

If the jobholder or managers are dissatisfied with the way issues are dealt with, the specification areas of dissatisfaction need to be teased out in a non – confrontational manner. Any unresolved issues can be referred to the reviewer, who will listen to both sides of the feedback and will seek specific workplace incidents where there was negative management

behaviour. If the grievances are still unresolved the PMDS project team will then attempt to resolve it.

2.6 The Benefits of PMDS

To the employee, the benefits of PMDS are that, if applied effectively then the employee will be clear about their role within the organisation. The employee will know exactly what is expected of them, when targets and objectives are agreed upon in a structured and fair manner. The employee will receive feedback on how they are performing; this will help employees to carry out their role more effectively. The department will also benefit from PMDS. This system will help the organisation to plan, organise and achieve their corporate objectives. PMDS will allow an organisation to manage its resources more effectively. The department will also ensure that training programmes are put in place, in order to help employees to reach their full potential.

Mercer Human Resource Consulting Limited in their report “An Evaluation of PMDS in the Irish Civil Service” evaluated the PMDS process. It was completed on behalf of the sub – committee of general council. Mercer sought input from a wide range of stakeholders across the Civil Service, including individual staff members, management and trade union representatives. Mercer carried out the evaluation focusing on staff feedback and on identifying areas where the system might be further developed or improved. Some of the key messages of this report are as follows:

- The PMDS is gradually becoming embedded in the culture of the Civil Service
- The PMDS has facilitated more communication between managers and their staff

- Staff are having positive experiences with the PMDS implementation
- Senior management of the Civil Service have been supportive of the process over the years.

Quill 2005 in a separate survey conducted in two local government offices in the Kerry region, namely the Department of Justice, Equality and Law Reform, and the Department of Agriculture and Food, found a more negative response for the PMDS system which led to the conclusion that the emphasis placed on the new PMDS by Mercer and the governing bodies was overly positive. Quill 2005 found no evidence that the process was being embraced and becoming “embedded” in the culture of the organisation. In fact, the opposite tended to be true, with the PMDS process been seen as a yearly “task” that Civil Servants felt obliged to complete and is quickly being forgotten about there after. Quill 2005 also reported that staff consistently ignored deadlines for the completion of the forms and she came to the conclusion that the PMDS process was seen as a paperwork exercise.

The Mercer report failed to recognise that only half the number of staff agreed with the positive questions that were asked and a large proportion chose not to express there opinion at all An example of this was Mercer’s claim that on average “55% of respondents had a positive response to the statements on the effectiveness of the PMDS”. It is therefore important to point out that leave 45% of civil servants who responded negatively or declined to comment on the process. “48% of the survey respondents gave positive responses to the statements pertaining to the feedback provided through the PMDS,” and “52% of the survey respondents gave positive responses to the statements pertaining to Training and Development resulting from the PMDS”.

It is the author's opinion that the results of the Mercer survey do not portray a positive result for the PMDS. To explore further the attitudes towards the PMDS, Quill 2005 found that

- "46% of Civil Servants surveyed in the Department of Justice, Equality and Law Reform, and 35% of Civil Servants surveyed in the Department of Agriculture felt that the introduction of the PMDS process was important to their departments".
- "9% of people in the Department of Justice, Equality and Law Reform and 13% of people in the Department of Agriculture and Food felt that there was a positive level of commitment to the PMDS.
- "70% OF Civil Servants in the Department of Justice, Equality and Law Reform and 58% in the Department of Agriculture and Food felt that the PMDS was both bureaucratic and time consuming and considered it to be just another paperwork exercise".
- "30% of those surveyed in the Department of Justice, Equality and Law Reform and 39% in the Department of Agriculture and Food believed that the PMDS provides for more open communication.

On a more positive note, Quill 2005 found that most Civil Servants surveyed felt that their manager listen to them during their review and considers any ideas that they may have.

2.7 The future of PMDS

General council report 1452 sets out the framework for the integration of PMDS with the HR function, including increment approval, higher scales assignment and promotion assessment processes, with effect for 1st January 2007. Change have taken place with will change the PMDS process. It is hoped that the PMDS will be simplified. The PMDS forms

are in the process of redesign to take integration into account. As part of the annual review a five – point rating scale for all grades will come into existence. The general council report emphasis that each individual must be assessed on their own performance during the year. Therefore, the assessments that are made at the annual PMDS review will be carried forward for HR decisions. An individual must receive a rating of two or more in order to qualify for their next increment. A rating of three or more will allow an individual to be considered for promotion.

Chapter Three: The Irish Civil Service

The title of this dissertation is “Reward Management in the Irish Civil Service”, therefore the author felt it imperative that she outline the background of the service along with its culture, its training and development and human resource policies and its current strategies. The author hopes that by providing this information the reader will understand more clearly the nature of the Irish Civil Service.

3.1 Background of the Irish Civil Service

The Irish Civil Service currently employs 30,000 civil servants. It has 30 different departments and offices. It was set up in 1924 under the Ministers and Secretaries Act when the Irish government came into existence. It is a public sector organisation, with a structure that consists of a defined hierarchy of grades. The Civil Service comprises of a number of grade categories with different functions. These functions fall broadly within four categories of duties: the administrative grades have responsibility for policy formulation; the professional grades provide specialist knowledge and skills within the service; the executive grades are involved in the implementation of policy decisions; the clerical grades are responsible for general duties. Source: www.publicjobs.ie

The organisation consists of separate departments and divisions. It exists to provide a service to the public, and is accountable to elected bodies and to the public. The span of control within departments is limited and it depends upon the grade one represents, therefore the higher the grade one is, the wider the span of control. The levels in the

organisation are clearly defined as is the reporting relationships between grades. Rules and procedures govern the role of individuals in the job, and many lower grade jobs are standardised. Civil Servants are recruited to fit the job, and the majority of the time internal training methods are used to develop employees for their roles. Decision making is centralised, rights and privileges are clearly set out and “red tape ensures specialisation. Overall the organisation is highly unionised. Communication within the Civil Service is vertical with each department answering to their own head office.

3.2 Culture and the Civil Service

Culture surrounds us all, just like every country has their own national culture, most organisations have their own unique culture. It could be described as the personality of the organisation. It is visible through the actions and behaviours of individuals working within an organisation. It manifests itself through customs, rites, norms, values, rituals, traditions, symbols, stories, language and physical settings. Schein (1992) defines culture as “a groups patterns of shared taken for granted basic assumptions”.

Williams (1989) suggests that culture is “learned” because individual attitudes, beliefs and values are gained from the environment in which the individual is exposed to. He suggests that culture is partly unconscious due to the fact that the underlying attitudes within the department are “so commonplace that they are taken for granted and then become the norm over time”. This is particularly true within the civil service, whose culture is historically based and has been developed over the last one hundred years.

Some theorists view culture as a “variable”. Daft (1995) describes culture as “culture at surface level. Daft suggests that culture is seen through symbols slogans and ceremonies. These represent the underlying values of an organisation and are visible to all employees. The harp is symbolic to the Irish Civil Service. Performance award ceremonies are held once a year to honour those with outstanding achievements in the organisation. Canteen seating arrangements are adhered by both the staff and management, leading to segregation. Some theorists tell us that culture is a metaphor, meaning that culture is a “mental state not easily pinned down or altered to suit particular ends”. This type of culture is below the surface of the organisation, it is not easily recognised but every person knows it exists and the rules that govern it.

The author found it difficult to find any formal research literature pertaining to the organisation culture of the Civil Service. However, Sean Aylward, Secretary General of the Department of Justice, Equality and Law Reform, in a presentation to the Irish Management Institute in October 2005, outlined his involvement in the Change Management process. This gave a compelling insight into internal Civil Service activity since 1973. He shared his perception of a set of unwritten Civil Service rules with his audience as follows:

- It was a job for life.
- There was a strong emphasis on personal integrity and honesty.
- “Neutral competence” was the intellectual aspiration. Civil Servants were anonymous, lacked pride, low on passion and low on compassion.
- Enthusiasm was scarce and enthusiasts were shunned.

- Negative Capability was always lauded eloquently elucidated by the motto “Delay the inevitable to the last possible moment”.
- Disablers were more valued than enablers.
- Advancement and promotion generally was seniority driven – Buggin’s turn’ (Aylward 2005, p.1-2).

He stated that the emphasis was on process and procedure as opposed to outcomes. There was a reluctance to speak the truth to powerful people or superiors and he believed that “killing the messenger” was still a problem in the Civil Service today. Aylward (2005, p1-2) further outlined that training and further education were regarded with suspicion resulting in people being unprepared for authority and leadership. Ascent to positions of power came too late for most in that “habits of caution and deference had become ingrained”. This resulted in “burn-out” both emotional and intellectual, especially at the top, right through 1970 and 1980. Aylward (2005) points out that this was twenty-five years ago however he believed that there are still residual traces remaining in the Civil Service today in that it was still highly defensive, failed to challenge underperformance and was still poor at giving recognition internally for initiative and good behaviour.

3.3 Changing Business Needs

In today’s competitive marketplace, maintaining a competitive advantage is part dependant on having a competent and committed workforce. In most organisations human resources are viewed as another source of competitive advantage. Overall strategy in the Irish Civil Service is for change and modernisation, in order to attract dynamic people and to deliver better government by improving work systems and utilising available resources. This

strategy sees the Civil Service adopt a new approach to its workforce. This new approach to HRM is part of the Strategic Management Process (SMI), 1994, which is currently being introduced into all government departments. Its central aim is to provide a better level of service to the people of Ireland. Under this initiative, it has been identified that Civil Servants need to accept an increased level of accountability and responsibility. The business plans of all departments involve carrying out performance management and training activities to ensure that each department can meet the needs of its customers. The business plan is also concerned with having the right staff in the right place at the right time.

3.4 Why did this change come about?

The OECD report 2005 outlined why change was important. It said that in the late 1980's and 1990's a number of external and internal factors combined to contribute putting the issue of change and modernisation of the Civil Service on the government agenda. Some of the external factors included the following:

- “The escalating cost of the public service, leading to an unsustainable level of expenditure”
- “Public opinion was changing, the public was highly critical of public service expenditure and the level of service”
- “There was a need for greater communication between government departments in order to deliver a better standard of service”.

Some of the internal factors included:

- “Human resource systems were outdated and often non – existent”
- “Senior Management was aware of the need for change”.

3.5 Human Resource Management

Delivering Better Government (DBG) was published in May 1996. It stated that the modernisation agenda in the Civil Service needed to be supported by changes in the Human Resource Management policies and practices. Soft HRM policies were at the time being practiced in the service. It stated that “the creation of results – orientated Civil Service clearly aligned with Government priorities and focused on quality of service will not be possible within the existing personnel structures”. The report advocated that the HR function should be utilised and developed, therefore it should be changed from a system which had more an administrative role to one that was more strategically focused. Up to this point all departments had a centralised personnel function, which had day to day dealings with individuals but lacked long term goals and objectives. The report recognised that a more strategic approach to HRM would be a key element in reforming the service. It was felt that better use should be made of the HRM systems so that each individual would be able to reach their full potential within the organisation. It is hoped that individual Civil Servants would contribute more effectively to the overall organisational goals.

A new HR system was outlined under the Programme for Prosperity and Fairness as being essential to the changing environment of the Civil Service. Sustaining progress set out a programme of HRM modernisation aimed at enabling personnel functions to take a more strategic approach in the managing of human resources. A government decision in 2000 outlined a requirement for all offices to develop an integrated HR strategy which would then be aligned with the strategy statement in each department. It was envisaged that this HR strategy would pull together all the essential HR policies such as recruitment, training,

equality and so on. The individual HR strategies would then be linked to the overall organisation strategy and business plans. Over the coming years it is hoped that there will be significant changes in the HR policy of the Civil Service.

3.6 Recruitment and Selection in the Civil Service

With the introduction of the Strategic Management Initiative, (1994), came a three phase approach to manpower planning in the service. This focused on addressing the needs of the service regarding its recruitment and selection of individuals to the service. It was felt that more was needed to be done in order to attract more dynamic and committed workers. To deal with this problem it was decided that more large scale exams were to be held in centres around the country in order to speed up the application process. An advertising strategy was also developed in order to highlight careers in the civil service. In 2002, the office of the Civil Service and Local Appointments Commission launched a new service enabling the public to apply for jobs in the Irish Public Service online. The commission is responsible for hiring into the service. The recruitment strategy envisages that in the future “government departments who fulfil certain criteria will be awarded a licence by the commissioners for Public Service Appointments to carry out their own recruitment”. Line Managers will also play an important role in the selection and recruitment of staff for their own areas. It has been acknowledged that line managers need to play a larger part in the recruitment and selection process as they are aware of the fundamental needs of the organisation. In the future line managers will feature on interview boards.

3.7 Training and Development in the Civil Service

In December 2004, the Civil Service Training and Development Strategy, was published by the Centre for Management and Organisation Development, Dept of Finance. This strategy sets out the key objectives that should be met in order to develop a learning culture within the service. Each department is expected to develop training strategies. This training strategy targets the development of staff. The training strategies stress the need for all skills that are required in the departments to be met. Training needs analysis has been introduced through the PMDS system in order to identify the requirements of the job role and associate these needs with the training objectives. Expenditure on Training and Development has increased and the target is 4% of the pay roll. With the high level of staff turnover especially in Dublin city offices, it is important that resources are available especially at induction level. This phase of recruitment will leave a lasting effect on new recruits.

Chapter Four: Methodology

4.1 Research Plan and Techniques

The author considered the use of interviews in order to carry out the primary research but felt that in order to obtain a more informed analysis to the research question, the best approach for carrying out her research would be through the use of questionnaires. The author felt that her co-workers would be more honest in their responses if a confidential questionnaire was circulated, without fear of reprisal. To insure an accurate response, the author decided to send out a number of her surveys to four different local government offices in the Kerry region. The surveys were to contain both qualitative and quantitative data. To ensure that the questionnaire would be accurate and easily understood, the author decided to first send out a pilot questionnaire which would highlight any difficulties that may be found when completing the survey.

4.2 Target Population

The target population for this report was 120 Civil Servants in three local government offices. These offices were as follows; the Department of Social, Community and Family Affairs, Tralee, the Department of Agriculture and Food, Tralee, and the Department of the Revenue Commissioners, Tralee. The numbers were to be broken down as follows;

Target Population	120
Dept of Social Community and Family Affairs	30
Dept of Agriculture and Food	30
Dept of the Revenue Commissioners	60

Table 1: Proposed Target population

The author was restricted by the number of employees in each office. The Department of the Revenue Commissioners employs 120 Civil Servants, but the author felt that a random sample would be sufficient to take from this office. To the author's disappointment however, the Department of the Revenue Commissioners felt that they could not allow such a survey to be conducted in their offices without first getting clearance from their head office in Dublin. Finally a spokesperson from the department agreed to let the author circulate ten of her surveys. With the uncertainty surrounding the permission from the Department of the Revenue Commissioners, the author then resorted to circulating 14 surveys to the Department of Social, Community and Family Affairs, Listowel. The author wishes to point out that the Listowel office is a separate office from the office in Tralee. In the end, the author distributed 84 surveys, to four offices as shown;

Target Population	104
Dept of Social Community and Family Affairs, Tralee	30
Dept of Agriculture and Food , Tralee	30
Dept of the Revenue Commissioners, Tralee	10
Dept of Social Community and Family Affairs, Listowel	14

Table 2. *Actual Target Population*

Those surveyed were general Civil Service grades, of mixed gender and of differing length of service, which ranged from four years to thirty – six years. The author felt that it was important to ensure that all grades were represented The grades from Higher Executive

Officer down to Clerical officer (*Table 3*) were selected. The highest grade in these three departments was that of Higher Executive Officer. Female staff members were the majority of Civil Servants serving in these offices at present.

Grade	No's Serving	Issued
Principle Officer	0	0
Assistant Principle Officer	0	0
Higher Executive Officer	4	4
Executive Officer	39	13
Staff Officer	55	29
Clerical Officer	86	38
Service Officer	2	0
Service Attendant	0	0

Table 3 Actual Questionnaires Issued

4.3 Questionnaire Design

The author decided that the primary research would be conducted via a questionnaire; therefore it was important to formulate easy to understand questions which would be universally understood. As already stated, the author felt that it was essential to conduct a pilot test. Ten civil servants were chosen at random and agreed to complete the pilot survey. The feedback received from these surveys enabled the author to re-arrange some of her questions to allow for ease of understanding. The author revised her original survey by rewording and removing some of the questions. The full extent of the revision to the questionnaire can be observed by comparing the first questionnaire attached at *Appendix A* against the final questionnaire attached at *Appendix B*.

The questionnaire was divided in three sections. Section A contained ten questions in relation to Rewards in the Irish Civil Service. Section B contained ten questions which dealt with Performance in general. Finally Section C contained five questions pertaining to the Performance Management and Development System. Participants were given two weeks to return the questionnaires. The questionnaire contained a covering page outlining the instructions on how to complete the questionnaire. The author personally presented herself to each office and made a speech outlining the importance of the survey. An email was sent to staff in the Department of Agriculture and Food to remind staff of the deadline. At the end of the questionnaires, the respondents were thanked for their time and co-operation.

4.4 Consent and Confidentiality

Approval to circulate the questionnaires was obtained prior to commencement of the research from all four of the departments. A confidentiality clause was outlined on the first page of the questionnaire.

4.5 Analysis of the Data

The author first analysed the qualitative data that she gathered from each department. Qualitative modes of data analysis “provide ways of discerning, examining, comparing and contrasting and interpreting meaningful patterns and themes”. The author grouped together the qualitative data which she collected in each survey. She grouped together all the responses pertaining to each question, and calculated what percentage of respondents chose

to rate each question either positively, negatively or whose opinion was neutral on the matter.

The author also analysed the quantitative data. In quantitative analysis “numbers and what they stand for are the material of analysis”. The author took each comment that was made on the questionnaire transcribed it. This information can be seen in *Appendix C*.

Chapter 5: Research Findings

The purpose of this chapter is to bring together the key findings of this study, providing a possible answer to the research question; “what effects does the current reward system have on performance in the Irish Civil Service.

5.1 Primary Research

Of the 84 questionnaires issued, 42 were returned. All were valid and used in the analysis giving a response rate of 50%. Breakdowns of responses by department and by grade are set out in Table 4, Table 5, Table 6 and table 7 below:

Grade	No's serving	issued	Returned	%
Principle Officer	-----	---	---	---
Assistant Officer	-----	---	---	---
Higher Executive Officer	1	1	1	
Executive Officer	4	4	2	
Staff Officer	9	9	7	
Clerical Officer	16	16	10	
Service Officer	1	---	---	---
Service Attendant	-----	---	---	---
Totals	31	30	20	67%

Table 4: Total figures for the Department of Social Welfare, Tralee office.

In the Department of Social Welfare, Tralee local office 75% of respondents were female, 25% were male. 85% of respondents were educated to secondary level with 15% holding a third level education. 10% of respondents were not interested in career progression, 40%

were mildly interested, 45% were keen on career progression and 5% were very keen. The length of service in the Civil Service ranged from 5 to 34 years.

Grade	No's serving	Issued	Returned	%
Principle Officer	---	---	---	---
Assistant Officer	---	---	---	---
Higher Executive Officer	1	1	0	
Executive Officer	5	5	2	
Staff Officer	12	12	4	
Clerical Officer	12	12	7	
Service Officer	0	---	---	---
Service Attendant	---	---	---	---
Totals	30	30	13	43%

Table 5: Total figures for the Department of Agriculture, Tralee.

In the Department of Agriculture 92% of respondents were female, 77% had secondary level education, 15% had a third level qualification 8% failed to comment on their level of education. 30% were not interested in career progression, 30% were mildly interested, 30% were keen and 10% failed to comment on career progression. Length of service in the Civil Service ranged from 8 to 32 years.

Grade	No's serving	Issued	Returned	%
Principle Officer	---	---	---	---
Assistant Officer	---	---	---	---
Higher Executive Officer	1	1	0	
Executive Officer	2	2	0	
Staff Officer	4	4	4	
Clerical Officer	7	7	3	
Service Officer	0	---	---	---
Service Attendant	---	---	---	---
Totals	14	14	7	50%

Table 6: Total figures for the Department of Social Welfare, Listowel office.

In the Department of Social Welfare, Listowel, 71% of the respondents were female, 100% had secondary education, 42% were keenly interested in career progression, 14% were very keen and 28% were mildly keen in career progression.

Grade	No's serving	Issued	Returned	%
Principle Officer	-----	-----	-----	-----
Assistant Officer	-----	-----	-----	-----
Higher Executive Officer	2	1	1	
Executive Officer	20	2	0	
Staff Officer	30	3	0	
Clerical Officer	66	4	2	
Service Officer	2	-----	-----	-----
Service Attendant	-----	-----	-----	-----
Totals	120	10	3	30%

Table 7: Total figures for the Revenue Commissioners, Tralee.

As predicted by the author permission from the Department of the Revenue Commissioners in circulating the survey was problematic. The author was unable to circulate her survey to the whole department as originally planned as the head of the department felt that it would be better just to circulate to a few different sections within the building. The author was disappointed with the response as only three questionnaires were returned. Of these 33% were male, 77% female, all three had a secondary level education and 33% were keen on career progression with 77% mildly interested. The author has completed table number 7, set out below which gives the total figures combined for all four offices

Grade	No's serving	Issued	Returned	%
Principle Officer	-----	-----	-----	-----
Assistant Officer	-----	-----	-----	-----
Higher Executive Officer	4	4	2	
Executive Officer	35	13	4	
Staff Officer	59	28	14	
Clerical Officer	86	39	22	
Service Officer	4	-----	-----	-----
Service Attendant	-----	-----	-----	-----
Totals	188	84	42	50%

Table 8: Total figures combined for all three offices.

5.2 Overall Result

The overall result indicated that the majority of respondents were dissatisfied with the current reward system which exists in the Irish Civil Service. The majority did not identify that both intrinsic and extrinsic rewards existed, and they believed that extrinsic rewards were more important than intrinsic rewards e.g. an individual's personal development. The overall result also yielded feelings of discontentment regarding how performance is managed and recognised within the service .on a positive note; 74% of respondents did understand the business needs and goals of the organisation and understood how their work roles fit into the overall business needs of the organisation. The overall result regarding the PMDS indicated that the majority of respondents did not view this system as a valuable tool.

The author compiled a graph (Table 9) regarding the average number of responses she received to her questions. Overall 45.5 % of respondents agreed with the author's questions.

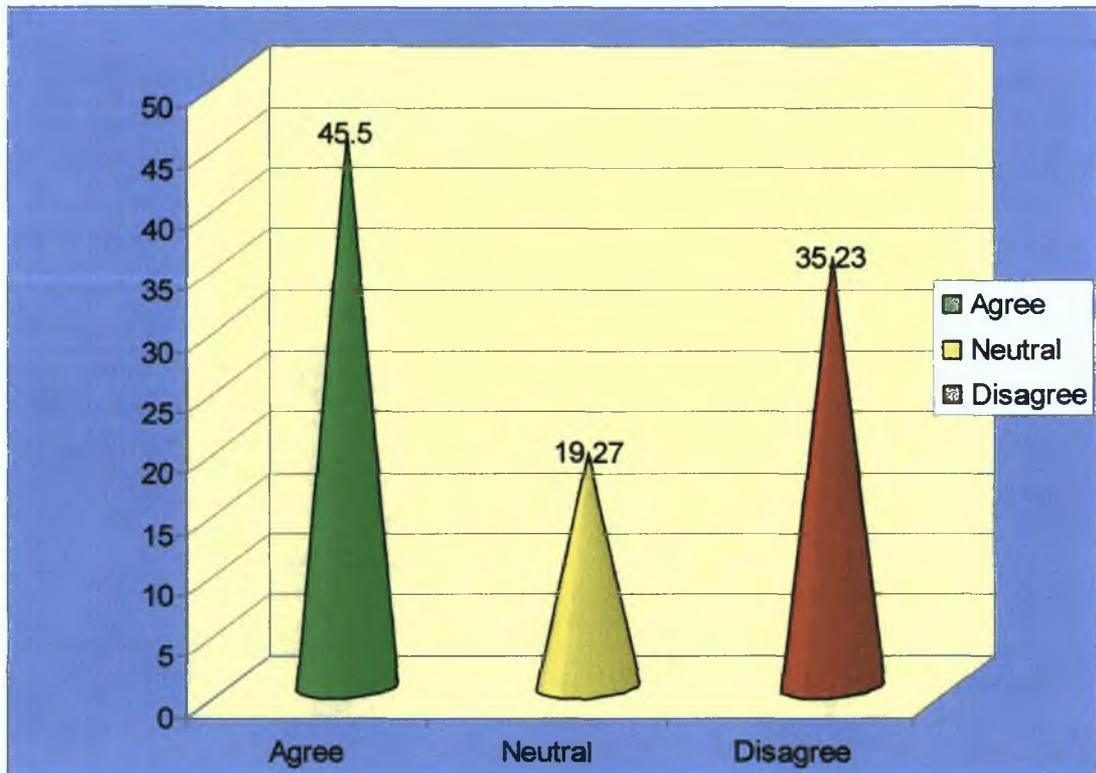
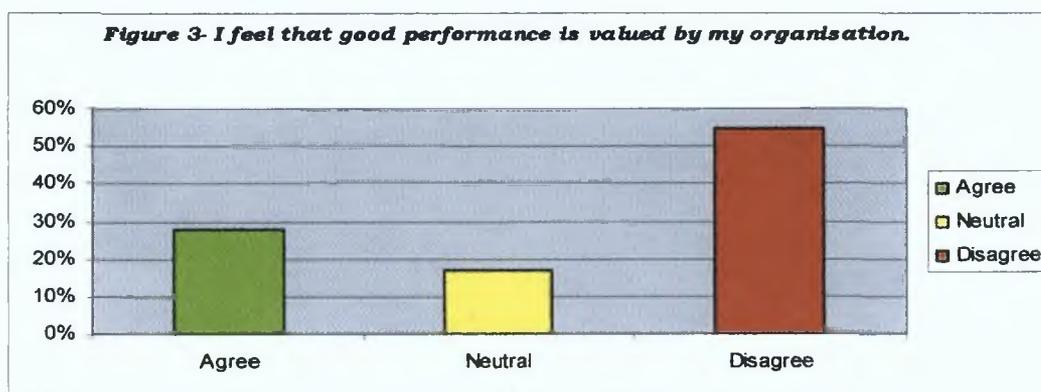


Table 9: Overall Result

The results of the author's findings are laid out in *Appendix D*. The author will now select what she feels are the most significant results and discuss those findings under the three subsections of Performance, Reward and PMDS as follows:

5.3 Findings on Performance

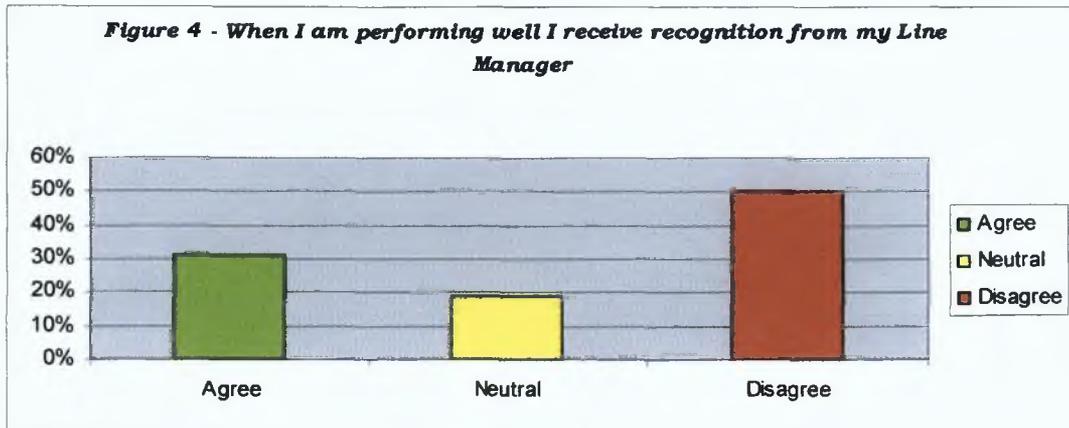
The author found that 55% of the Civil Servants that completed the survey felt that good performance was not valued by the organisation (*Figure 3*). Of the additional comments that were made, one respondent was aggrieved that no notice was taken either way as to whether satisfactory performance was adhered to or not. The author found a considerable difference with regard to this particular question between the different offices, for example, 42% of those surveyed in the Department of Social Welfare, Tralee office and 67% in the Department of the Revenue Commissioners, felt that performance was valued by the organisation, compared with 15% in the Department of Agriculture with no agreement whatsoever in the Department of Social Welfare, Listowel office.



Of those surveyed, only 30% agreed that their good performance was recognised (*Figure 4*) and 14% felt that underperformance was addressed in an appropriate manner (*Figure 6*).

Additional comments that were made regarding underperformance included

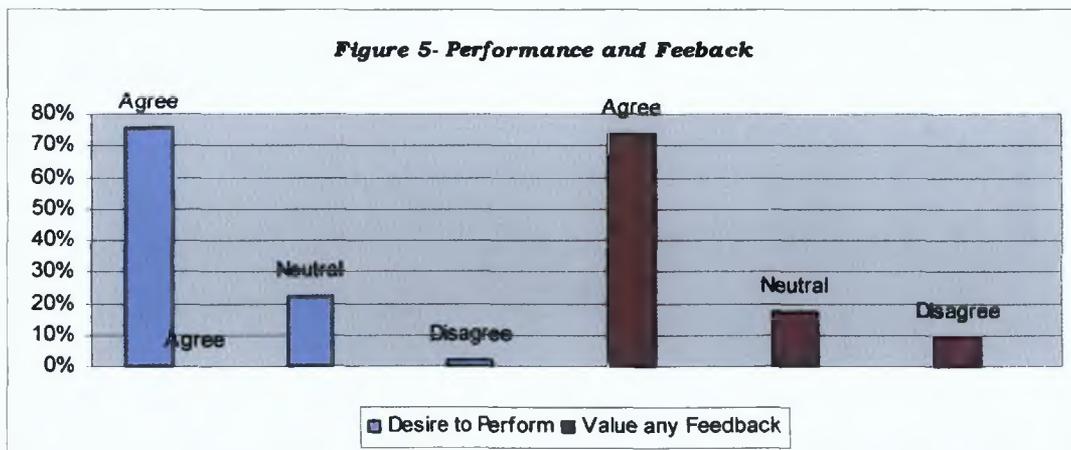
“Underperformance has never been addressed, and underperformance is ignored”.



76% of those that responded agreed that they were motivated by the desire to complete a good day's work, with 74% valuing any feedback which was given on an individual's performance (*Figure 5*). Again additional comments that were made regarding this feedback were as follows:

“Feedback is negative, positive feedback is does not exist”.

“It would be nice to be appreciated or to be shown where one could improve”.

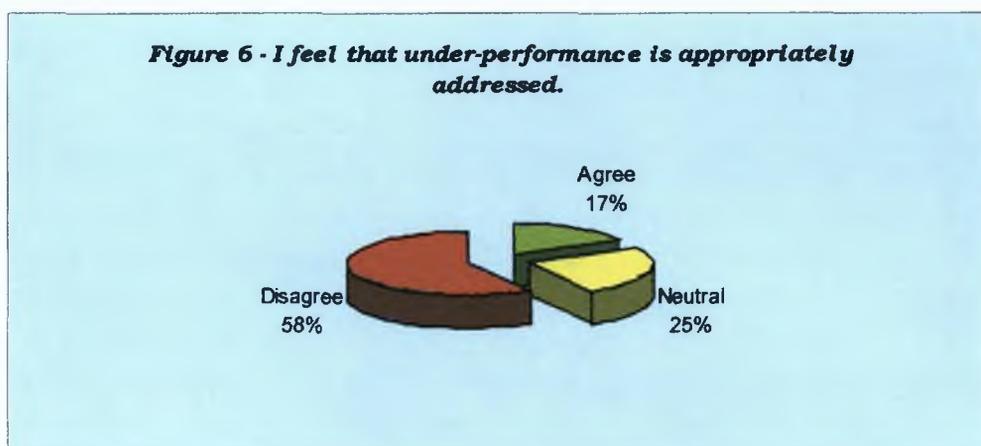


On a more positive note however 78% of those surveyed said that they understood how their work role contributed to the business needs of the organisation, with 48% agreeing that they understood the mission statement and the values held by the organisation. 53% of those surveyed agreed that they would provide feedback to their line manager during a performance review, but only 38% agreed that a review of their performance contributed to their performance. Additional comments were made as follows:

“Line manager doesn’t care”

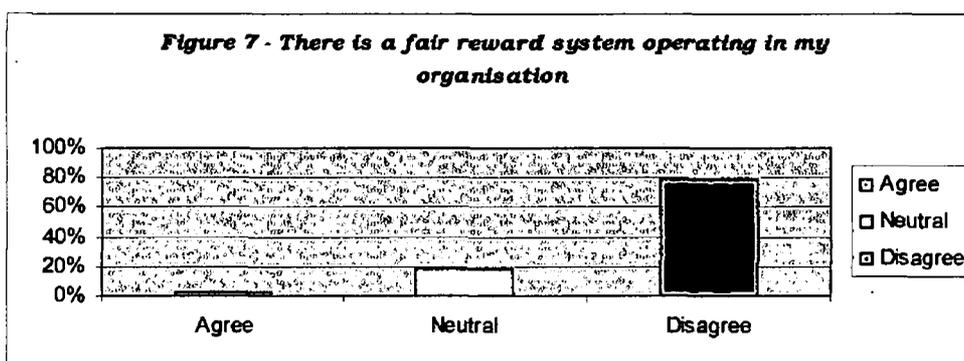
“Providing feedback is not enough if not acted on”

“I would personally find it very hard to be negative to my line manager since I have to sit across the desk from them each day..”

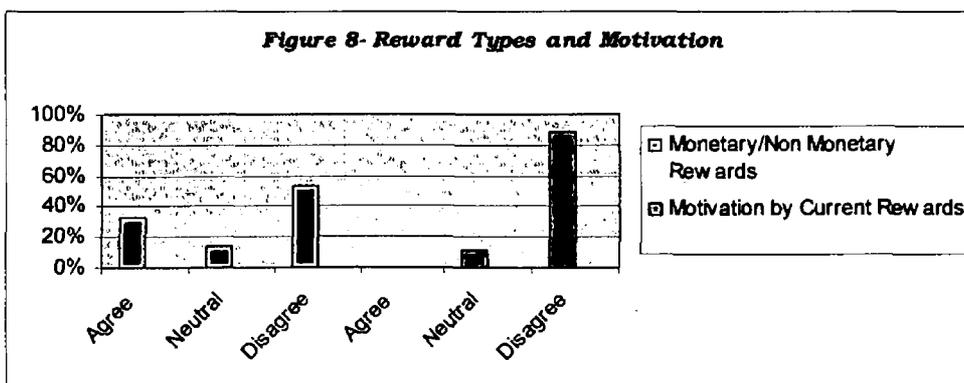


5.4 Findings on Rewards

The author found that only 2% of respondents agreed that there was a fair reward system currently operating within the civil service (*Figure 7*). 18% of respondents took a neutral stand regarding this particular question which left 80% of respondents dissatisfied with the reward system.

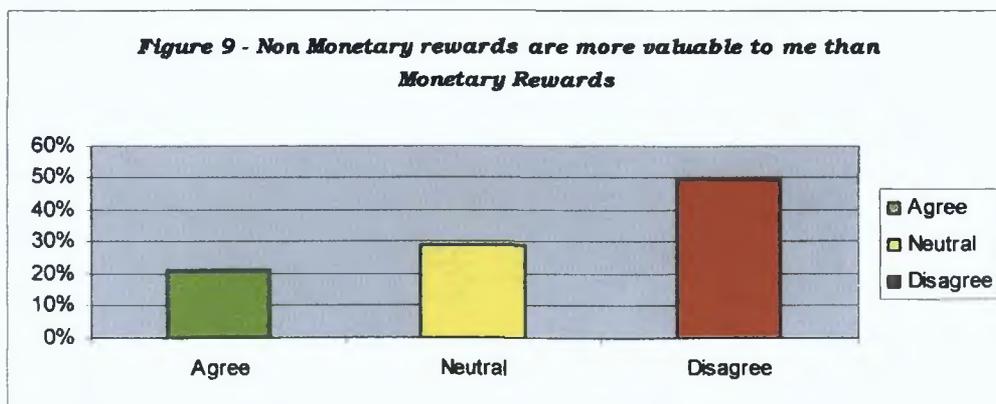


72% of respondents liked the idea of inducing team based rewards into the organisation. Only 38% of those surveyed recognised that there were both monetary and non monetary rewards in existence in the organisation (*Figure 8*). None of the respondents believed that they were motivated by the current reward system (*Figure 8*). Additional comments regarding reward included: “Merit pay is not used correctly as everybody is included for peace sake”.

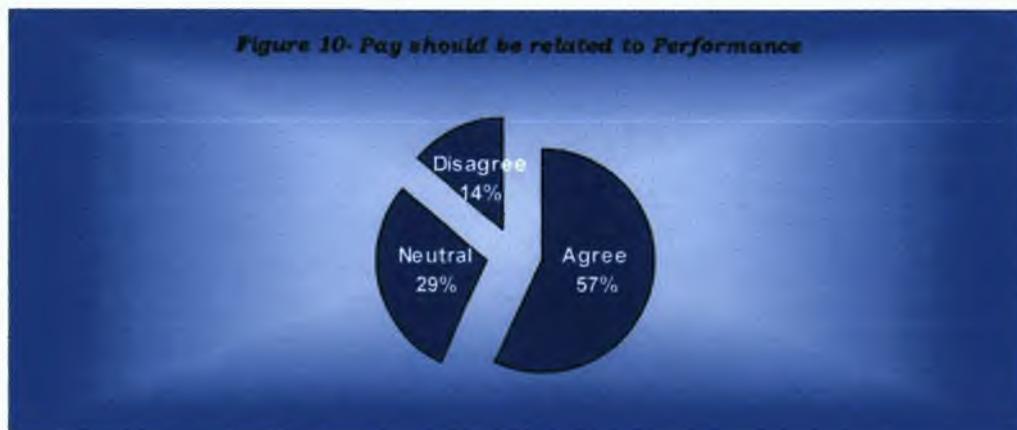


62% of those surveyed agreed that their personal development was a reward that was valued and only 48% agreed that such rewards as job security, pension and flexible working hours attracted them to work with the civil service .However, 50% of respondents disagreed that non monetary rewards were more valuable than monetary rewards (Figure 9). Therefore even though personal development is important in the service, it is not seen as being more important than monetary rewards. The author found a variable difference between offices regarding this question, for example 30% of Civil Servants in the Department of Agriculture and 14% of Civil Servants in the Department of Social Welfare, Listowel office agreed that such rewards as job security, flexible working hours and pension pay, attracted them to the Civil Service whereas 63% of respondents in the Department of Social Welfare, Tralee office and 100% of respondents agreed that these rewards also attracted them to join the Civil Service.

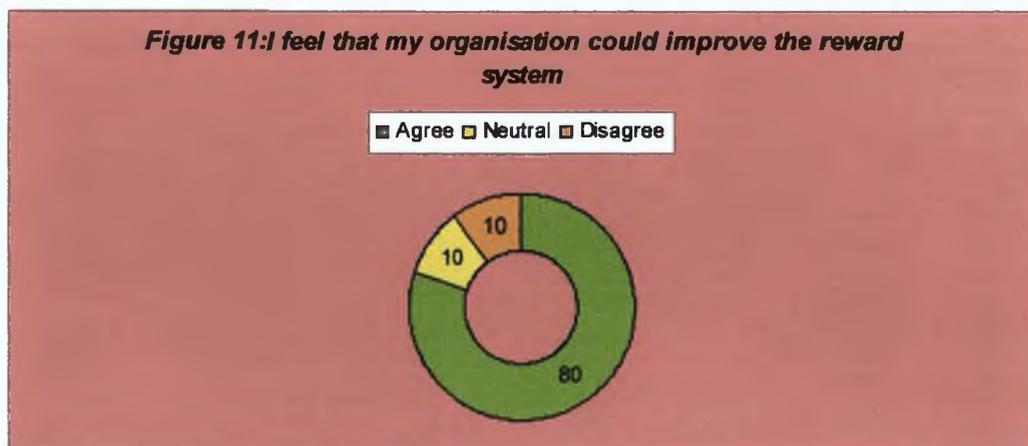
The author also found that 76% of those surveyed recognised that educational opportunities were available to interested individuals. Additional comments regarding training included the following: “Courses not relevant to day to day work” and “the opportunities available seem to depend on where you are based”.



The author found to her surprise that more than half of those surveyed felt that pay should be linked to the performance of the individual (*Figure 10*), and 29% took a neutral stand on this question. One respondent pointed out that the pay for performance must be based on an individual's performance and not on what their line manager perceives to be their performance.

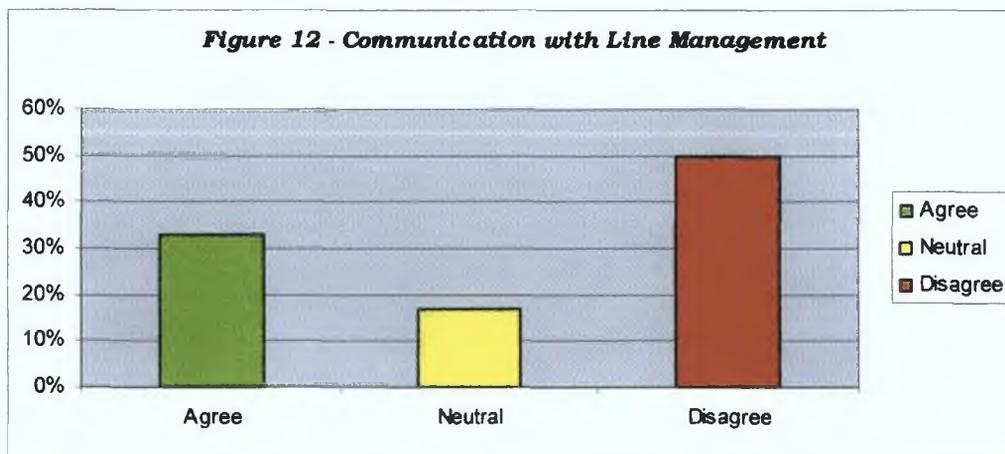


Overall the author found that 80% of those surveyed believed that the organisation could improve the current reward system, with one respondent noting that rewards should be given to those that deserve it.



5.5 Findings on PMDS

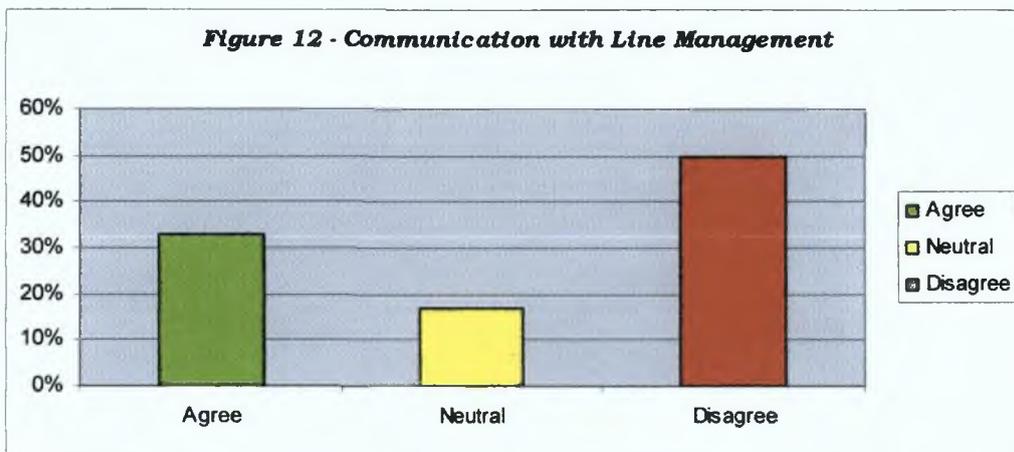
The questions pertaining to PMDS yielded the following results. Of those surveyed only 33% agreed that the PMDS clarified their role within the organisation (*Figure 12*). 48% agreed that PMDS clarified their role within the organisation whereas 38% disagreed.



To the author's surprise only 24% of those surveyed agreed that the new PMDS encouraged them to take a greater interest in their performance (*Figure 13*). However when the author examined these figures from the different departments she found that only 7% of those in the Department of agriculture agreed with this statement compared to 37% in the Department of Social Welfare, Tralee office, 29% in the Department of Social Welfare, Listowel office and 0% in the Department of the Revenue Commissioners.

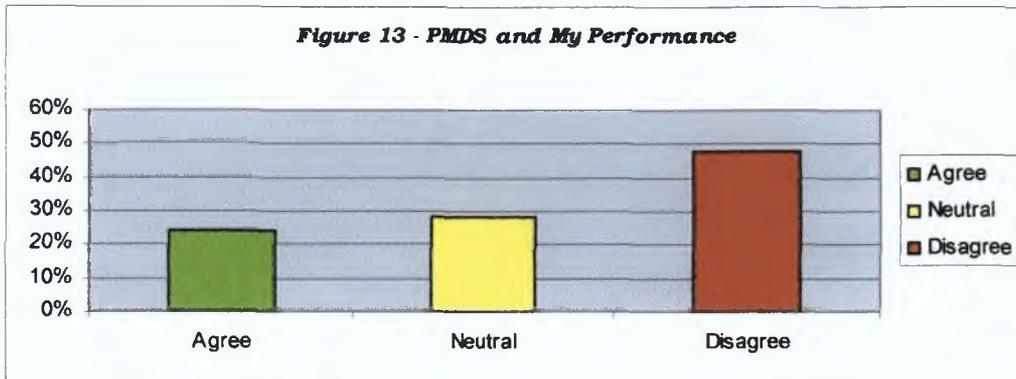
Less than half of those surveyed agreed that more training opportunities were available now that PMDS has been introduced.

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To the author's surprise only 24% of those surveyed agreed that the new PMDS encouraged them to take a greater interest in their performance (*Figure 13*). However when the author examined these figures from the different departments she found that only 7% of those in the Department of agriculture agreed with this statement compared to 37% in the Department of Social Welfare, Tralee office, 29% in the Department of Social Welfare, Listowel office and 0% in the Department of the Revenue Commissioners.

Less than half of those surveyed agreed that more training opportunities were available now that PMDS has been introduced.

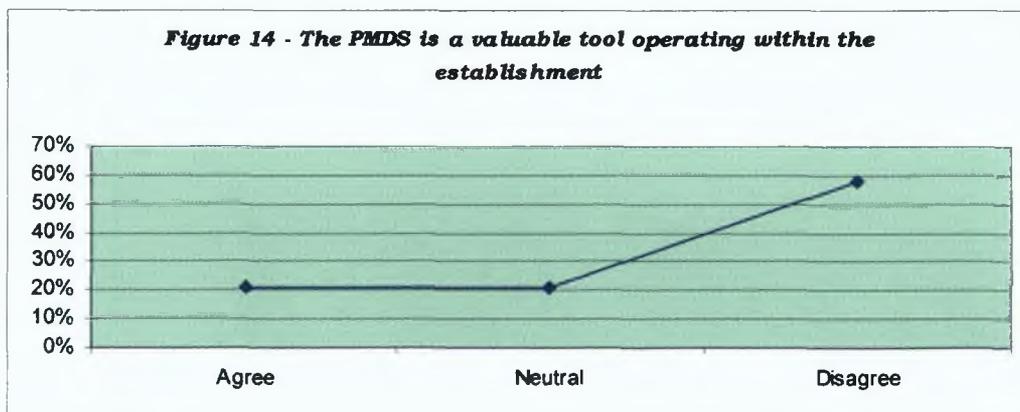


Finally only 21% of individuals believe that the new PMDS was a valuable tool for the organisation (*Figure 14*). Additional comments made regarding the PMDS were as follows:

“It needs to be taken more seriously by management”.

“PMDS has proved to be the greatest waste of time since Adam was Boy”.

“PMDS is a waste of time, money and paper”.



Chapter Six: Discussion/ Analysis

The author found a great deal of theory pertaining to the subject of Reward Management, and she feels equipped to draw conclusions from her research and her findings; and suggest some possible ways forward for the Department of Finance in relation to reward management.

6.1 Rewards, Performance and PMDS

From the research into rewards the author feels that rewarding performance in the Civil Service is not that straightforward. Boyle (2003) agrees and says that “there is not the same freedom as in the private sector to introduce bonuses or offer “perks” like company cars and holidays”. Boyle (2003) points out that there is relatively little information to date concerning the types of rewards that Civil Servants value. Previously in order to uncover how Civil Servants felt about the rewards available to them, studies were conducted outside the state in countries such as Australia, Canada and New Zealand. For example in Australia, the Task force on Management Improvement found that the “staff satisfaction with the recognition they received was fairly low; only 41% were very satisfied or satisfied” (Task Force on Management Improvement, 1992:453). As cited in the Australian survey, “personal recognition can be a powerful reward and motivational tool”.

Maier (2006) says that there is “no formal rewards system in the Civil Service”. He says that “One could argue that a secure, well-paid, pensionable, easy-going job with sociable hours offered by the Civil Service was reward enough in itself. Not forgetting the odd injection of traveling expenses or overtime”. The author feels that these types of rewards serve to attract a certain type of individual; however the new strategy for the service is to attract skilled, motivated and dynamic individuals and the lack of rewards may not attract these. In the short term, it may attract such individuals but if you don’t provide for them they will become de –motivated and leave.

The author has discovered from her research that the existing rewards currently in the Irish Civil Service are base pay, promotion, pension, performance rewards, job security, flexible working hours, term time, parental leave, and educational opportunities. These conform to Armstrong’s research on rewards. Of those surveyed 48% agreed that such rewards as job security, pension and flexible working hours encouraged them to work for the Irish Civil Service. In the author’s survey, it can be noted that many of the respondents did not recognise that both intrinsic and extrinsic rewards existed within the service. Rewards were seen in financial terms and many believed that the reward system was unfair and outdated.

The survey did however indicate that Civil Servants were motivated by the desire to do a good days work, with 74% agreeing that any feedback on performance would be valued. It was felt that more recognition could be given on individual performance. Civil Servants valued this type of intrinsic reward. In the author’s survey 62% of respondents agreed that their personal development was a reward that was valued, in contrast to this however only

38% agreed that a review of their performance contributed to their development. In Australia, “personal recognition from senior management and more career development options” were the rewards that were most valued. In the author’s survey 21% of respondents agreed that non – monetary rewards were more valuable than monetary rewards.

For the most part the author felt that the majority of the theorists that she came upon believed that reward management was an important tool in the performance of the organisation and in keeping employees motivated. Armstrong (2002) tells us that when people are rewarded in the organisation, these rewards reflect how the organisation values its individuals. Some theorists say that a good reward system would help an organisation to attract and retain motivated and skilled employees. The author’s survey however shows that a vast percentage of Civil Servants (55%) felt that good performance was not valued by their organisation. Drucker (1954) tells us that its part of the managers job to appraise subordinates on their performance, however 50% of respondents felt that when they were performing well they did not receive the adequate recognition from their line manager. The author feels that these results contradict the PMDS which was designed to encourage performance and to provide feedback to individual on how they could improve and to encourage those that are performing well, so as to keep the motivation level high.

The author has highlighted the current extrinsic rewards currently in place within the Civil Service. She feels that the intrinsic rewards that exist consist of the motivation individual themselves feel towards completing a good days work. This was highlighted by a number

of individuals who chose to make a comment on the author's survey. For example one staff officer said "*I have always tried to be as good at my job as I can*". Armstrong points out that achievement leads to recognition, therefore the author feels that because of the monetary restrictions in the Civil Service, intrinsic rewards such as recognition and achievement should be expressed and recognised within the organisation. Armstrong (2002) says that underperformance should be highlighted however 60% of respondents claimed that underperformance in the service is not appropriately addressed and is often ignored within departments.

Kohn (1993) says that reward systems can be manipulative; here the author wants to point out that a 4% rise in the pay of Civil Servants was dependent on the successful introduction and implementation of the PMDS. The author feels that since the last payment has been made, the enthusiasm for the PMDS has diminished.

Performance rewards such as Fiuntas do exist within the Civil Service, however as Maher (2006) points out that the 'exceptional performance awards' system was not designed to reward everybody". Such rewards are used by management to "treat" their staff to Christmas dinner and drinks in certain offices. The exceptional reward scheme as outlined by Maher (2006) is an employee recognition awards scheme was set up in 2001 by Partnership. It is open to all staff within the different departments, irrespective of grade to nominate another staff member or a team for an award at any time during the year. This scheme points out that nominations should only be made in respect of performance above the level which would reasonably be expected in the normal course of events. The Fiuntas – Employee

Recognition Awards Committee meets quarterly to evaluate nominations and make its recommendations, For example in the Department of Justice, Equality and Law reform twenty awards for exceptional performance ranging in value up to €500 were made each year. It is the author's experience that these performance awards have caused resentment and bitterness among Civil Servants, especially by those individuals who felt that they had been overlooked.

Delivering Better Government hoped that the PMDS would help to build an organisation that would attract dynamic people and that would provide a rewarding work environment. From the research questions on the author's survey, it appears that the majority of Civil Servants feel that the PMDS system is a waste of time. Only 33% of respondents agreed that it provided for more open communication between management and staff and 76% agreed that even though educational opportunities are available within the service, only 45% agreed that since the introduction of the PMDS, more training and development opportunities have become available. Therefore even though the PMDS was introduced to provide Civil Servants with such intrinsic rewards only 24% agreed that the system encouraged a greater interest in performance.

In his research, Boyle (2003) concluded that if an effective rewards system is to operate in the Civil Service, action need to be taken in a number of areas. He says that the central departments, the Department of An Taoiseach and the Department of Finance "need to review practices and procedures operating across the Civil Service to ensure that an appropriate rewards framework is in place". He goes onto say that "in particular, the budget and appropriations processes need to be scrutinised to ensure that good performance is

rewards through these mechanisms”. Further more he points out that “top management in departments and offices need to review current reward practices in their own departments and assess the mix and range of rewards on offer”. Finally he says that “personnel officers will have a key role in supporting top management in this task, and ensuring that reward systems are an integral part of the human resource management strategy for the department”.

The author contacted the Department of An Taoiseach. Their spokesperson confirmed that at present the issue of reward management is not being addressed by the said department.

The department felt that by extending the PMDS to include assessment for increment, probation, higher scales and promotion was as far as they could go with the issue of reward management. The spokesperson declined to comment on the issue of performance related pay and refused to offer an opinion on whether the way forward was by the system of performance related pay, or whether the Department would favour a system of performance related pay.

The author also contacted the Department of Finance who confirmed that the issue of reward management was not being addressed at present and their spokesperson refused to comment any further on the subject.

Chapter Seven: Conclusions and Recommendations

7.1 Purpose

This dissertation set out to define Reward Management, to establish what type of reward system is currently operating in the Irish Civil Service and to uncover whether or not the reward system supported the ongoing developments in the modernisation process. This topic was chosen because of its relationship with the performance of Civil Servants. The research aim was to analyse how Civil Servants felt about the current reward system and to understand how rewards and performance impacted on one another, therefore giving an insight into how well the PMDS will work and whether or not it will survive and be embraced in the future.

The specific objectives of this piece of research were to:

- Define the term Reward Management
- To establish what rewards are currently in use in the Irish Civil Service
- To examine the existing rewards system in order to establish whether it supports the modernisation process
- To examine the relationship between the new Performance Management and Development System and Rewards in the Irish Civil Service.

7.2 Conclusions and Recommendations

7.2.1 Reward Management

The author came to the conclusion having examined the relevant literature that the current reward system in the Irish Civil Service has a negative impact on Civil Servants. Before the author carried out her research, she felt that the non – monetary rewards such as flexible working hours, the opportunity to undertake educational opportunities and the family friendly initiatives such as worksharing and term time would be enough to keep civil servants motivated and content. Armstrong (2002) tells us that both intrinsic and extrinsic rewards exist in organisations and both provide employees with the motivation that is required in a work role. Jabes and Zussman (1998, p. 223) found that there is a “need to create a climate in public sector organisations which is visibly and objectively intrinsically satisfying...” It is the author’s opinion that the non –monetary rewards that currently exist in the Civil Service are taken for granted as being part and parcel of being employed with the service, and that Civil Servants failed to recognise such “perks” as being part of the reward package. They may be seen as ‘hygiene factors’ as outlined by Herzberg (1966). He came to the conclusion that certain factors tended to lead to job satisfaction, while others led frequently to dissatisfaction. The factors which gave rise to satisfaction were called motivators and those which gave rise to dissatisfaction were called hygiene factors. He included achievement, recognition, work itself, responsibility, advancement and growth in his list of motivators. He outlines hygiene factors as being, company policy and administration, supervision, relationship with supervisor, work conditions and salary among others.

Civil Servants want to see more monetary rewards but are unwilling to change current behaviours and to adopt new procedures in order to achieve such rewards. Armstrong (2002) points out that non financial reward could include feedback given to individuals, and Civil Servants agreed this would be beneficial to their development and would help them to achieve greater performance levels. Again Jabes and Zussman (1998, p.223) state that “ the provision of public recognition, frequently and immediately after appropriate performance, the opportunity to be assigned to important and powerful committees and ways of reinforcing task variety through assignments which require new knowledge and skills are some means to consider”.

Beer, Spector, Lawerance, Mills and Walton (1984) explain that employees tend to focus on the extrinsic rewards as they are the rewards that can be seen at the end of every week. The author feels that this is particularly true of the Civil Servants that completed her surveys. They also point out that overall satisfaction comes from a mix of rewards rather than any single reward. The author believes that this is where the reward system fails Civil Servants. While a mix of extrinsic rewards and benefits do exist, the system lacks the intrinsic rewards of recognition, added responsibility, personal development and achievement. The author wonders if improving management skills in the areas of appraising and developing individuals would in turn improve the motivation felt by the Civil Servants currently serving. The author feels that this may be a suitable area for further research.

Armstrong stipulates that achievement leads to recognition, recognition is provided through feedback, and people are motivated by responsibility. This according to the author’s survey is where line managers fail. They fail to provide the reward that Civil Servants crave, such

as giving praise for a job well done. The system overall is governed by rules and regulations and such “red tape” inhibits the empowerment of Civil Servants, therefore making it hard to use ones initiative. From the additional comments that were made in the author’s survey it is clear that communication skills between management and staff will need to be developed and the low level of trust between supervisors and employees will have to improve. Performance related pay (PRP) is a growing feature of Civil Service management. The OECD reports that in some countries, such as Denmark, the Netherlands and New Zealand, PRP is applied at all levels. In other countries such as Australia, Canada and Ireland, schemes are confined to senior managers. The author believes that the system of performance related pay is not the way forward for the Civil Service in the immediate future, until those who will be rating employees develop the necessary skills to judge the desired performance without bias. OECD supports this view. It says that “governments should be aware of overrating performance – based systems” and that the “key challenge is balancing the increased managerial flexibility needed to operate such systems with continued accountability and control”. However the OECD report goes onto say that public service must “be given motivation and incentives to change”. The author agrees with this point.

7.3 Performance Management

The author believes that the performance management practices in the Civil Service fail to get better results from individuals. It is the author’s personal opinion that the performance of individuals has not changed since the introduction of performance management. The

non- financial rewards associated with performance management fail to meet the expectations of Civil Servants. Delivering Better Government outlines that performance management is a natural process of management carried out by all managers, yet as already pointed out by the author this is not being realised. The majority of the line managers surveyed by the author have not gone on to third level education and what they have learned regarding management skills has come from in- house courses and on the job training, which the author believes is insufficient. The OECD report says that the idea behind performance management in the public service is to “give managers the authority, and the incentive to make decision and manage resources in the way that they judge best suited to producing the desired outcomes”. The author believes that management in the service have not taken ownership of the performance management system and have ultimately failed to embrace the system.

7.4 Performance Management and Development System

Armstrong states that the overall aim of reward management is to support the attainment of the organisation’s strategic and shorter-term objectives. The author’s survey shows that 74% of Civil Servants understand the business needs and goals of the organisation and 78% understand how their role contributes to the business needs of the organisation. This in part could be associated with the PMDS, which has encouraged employees to take a greater interest in their work role with 48% agreeing that the PMDS has clarified the roles within the organisation. However it appears from the author’s research that the PMDS is not being

embraced by either *management or staff* and that there are continuing grievances concerning the system.

7.5 Final thoughts

Overall it can be seen from the author's research that the issue of rewards and performance are combined and should be addressed in association with one another. The Irish Civil Service has been enthusiastic about developing a performance management system in order to improve overall performance in the service but has failed to recognise that in order for the new desired performance to be realised it needs to be linked with either intrinsic or extrinsic rewards or both, so that Civil Servants will see the benefits of adopting a new approach to their work. Until both the Performance Management process and the Reward Management process are addressed together, it is the author's belief that the increased performance which is desired by government will not be realised.

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Appendix A

GRADE:	HEO _____	EO _____	SO _____	CO _____
GENDER:	FEMALE _____	MALE _____		
LENGTH OF SERVICE IN THE CIVIL SERVICE:	YEARS _____	MONTHS _____		
EDUCATIONAL QUALIFICATIONS:	SECONDARY _____	THIRD LEVEL _____		
INTEREST IN CAREER PROGRESSION:				
Not interested _____	Mildly interested _____	Keen _____	Very Keen _____	

PART A: PERFORMANCE MANAGEMENT

1. I feel that effective performance is valued by my organisation

Agree _____
Neutral _____
Disagree _____

Suggestions for Improvement:

2. When I am performing well I receive recognition from my line manager

Agree _____
Neutral _____
Disagree _____

Comment

Appendix A (Con'd)

3. Poor performers are given increased training or coaching in my organisation.

Agree ___

Neutral ___

Disagree ___

Comment::

3. I feel that under-performance is appropriately addressed in my organisation.

Agree ___

Neutral ___

Disagree ___

Comment:

5. I value any feedback received on my performance

Agree ___

Neutral ___

Disagree ___

Comment:

Appendix A (Con'd)

6. I understand fully the business needs and goals of my organisation.

Agree ___

Neutral ___

Disagree ___

Comment:

7. I am familiar with the Mission Statement and the values held by my organisation.

Agree ___

Neutral ___

Disagree ___

Comment:

8. I understand how my work role contributes to the business needs of the organisation.

Agree ___

Neutral ___

Disagree ___

Comment

9. I agree that *Performance Appraisal* contributes to my development.

Agree ___

Neutral ___

Disagree ___

Comments:

Appendix A (Con'd)

10. I am willing to provide my line manager with feedback during Performance Appraisals.

Agree ___

Neutral ___

Disagree ___

Comment

PART B: REWARD MANAGEMENT

1. There is a fair reward system currently operating within my organisation.

Agree ___

Neutral ___

Disagree ___

Comment:

2. I understand that there are both monetary and non- monetary rewards within my organisation.

Agree ___

Neutral ___

Disagree ___

Comment:

Appendix A (Con'd)

3 I would like to see more team based rewards introduced into my organisation.

Agree ___

Neutral ___

Disagree ___

Suggestions for Improvement:

4. My personal development is a reward that I value.

Agree ___

Neutral ___

Disagree ___

Suggestions for Improvement:

5. I feel that my organisation could improve the reward system.

Agree ___

Neutral ___

Disagree ___

Suggestions for Improvement:

6. I feel motivated by the reward system currently in place in my organisation.

Agree ___

Neutral ___

Disagree ___

Comment:

Appendix A (Con'd)

7. I would prefer if a system of performance related pay existed within my organisation.

Agree ___

Neutral ___

Disagree ___

Comment:

8 Job security, Pension and Flexible working hours attracted me to the Civil Service.

Agree ___

Neutral ___

Disagree ___

Comment

9 Educational opportunities are available to interested members of the Civil Service.

Agree ___

Neutral ___

Disagree ___

Comment:

Appendix A (Con'd)

11. Non monetary rewards are more valuable to me than monetary rewards!

Agree ___

Neutral ___

Disagree ___

Comment:

PART C:

**PERFORMANCE MANAGEMENT AND DEVELOPMENT
SYSTEM (PMDS)**

1. PMDS has clarified my role within the organisation.

Agree ___

Neutral ___

Disagree ___

Comment:

2. PMDS has encouraged more open communication between my line manager and me.

Agree ___

Neutral ___

Disagree ___

Comment:

Appendix A (Con'd)

3. PMDS has encouraged me to take a greater interest in my performance.

Agree ___

Neutral ___

Disagree ___

Comment:

4. The PMDS system has provided me with increased training opportunities.

Agree ___

Neutral ___

Disagree ___

Comment:

5. The PMDS is a valuable tool operating within the establishment.

Agree ___

Neutral ___

Disagree ___

Comment:

Thank You for your participation.

Caroline Quill

Appendix B

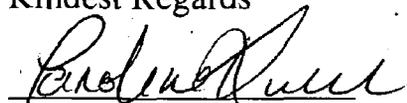
Reward, Performance and PMDS Questionnaire

Dear Participant,

I would be very grateful if you would take the time to complete the following questionnaire. I require this information for a dissertation that I am currently undertaking in association with my Degree in Human Resource Management. This report is entitled "Reward Management in the Irish Civil Service".

I would appreciate your full support and co-operation.

Kindest Regards


Caroline Quill

Appendix B (Con'd)

Instructions for completing the questionnaire

This questionnaire consists of three sections:

- Part A contains ten questions relating to Reward Management.
 - Part B contains ten questions relating to Performance Management.
 - Part C contains five questions relating to PMDS.
- ✓ Please respond to the questions by shading the Box.
 - ✓ There are three possible answers to the questions, namely, Agree, Neutral and Disagree.
 - ✓ It is a requirement that you are both Open and Honest when selecting your answer.
 - ✓ If you are unsure of the question you may leave the box blank.

Confidentiality

All responses are entirely Confidential and will not be traced to any individual completing the questionnaire. Furthermore, all data for this questionnaire will be reported as aggregate rather than individual data.

Completed Questionnaire

The deadline for the completed questionnaire is Friday 16th June.

Once the questionnaire is completed it can be placed in the box provided at reception, or alternatively it can be posted to:

Caroline Quill
6 Ashgrove, Ballyvelly, Tralee.

Appendix B (Con'd)

GRADE:	HEO ف	EO ف	SO ف	CO ف
GENDER:	FEMALE ف	MALE ف		
LENGTH OF SERVICE IN THE CIVIL SERVICE:	YEARS ف	MONTHS ف		
EDUCATIONAL QUALIFICATIONS:	SECONDARY ف	THIRD LEVEL ف		
INTEREST IN CAREER PROGRESSION:				
Not interested ف	Mildly interested ف	Keen ف	Very Keen ف	

PART A: PERFORMANCE MANAGEMENT

1. I feel that good performance is valued by my organisation.

Agree ف

Neutral ف

Disagree ف

Suggestions for Improvement:

2. When I am performing well I receive recognition from my line manager.

Agree ف

Neutral ف

Disagree ف

Comment

3. The desire to perform a good day's work motivates me.

Agree **ق**

Neutral **ق**

Disagree **ق**

Comment::

4. I feel that under-performance is appropriately addressed in my organisation.

Agree **ق**

Neutral **ق**

Disagree **ق**

Comment:

5. I value any feedback received on my performance.

Agree **ق**

Neutral **ق**

Disagree **ق**

Comment:

Appendix B (Con'd)

6. I understand fully the business needs and goals of my organisation.

Agree **نعم**

Neutral **متوسط**

Disagree **لا**

Comment:

7. I am familiar with the Mission Statement and the values held by my organisation.

Agree **نعم**

Neutral **متوسط**

Disagree **لا**

Comment:

8. I understand how my work role contributes to the business needs of the organisation.

Agree **نعم**

Neutral **متوسط**

Disagree **لا**

Comment:

9. I agree that a review of my performance (*Performance Appraisal*) contributes to my development.

Agree **نعم**

Neutral **متوسط**

Disagree **لا**

Comments:

10. I am willing to provide my line manager with feedback during *Performance Review (Appraisals)*.

Agree

Neutral

Disagree

Comment

PART B: REWARD MANAGEMENT

1. There is a fair reward system currently operating within my organisation.

Agree

Neutral

Disagree

Comment:

2. There are both monetary and non- monetary rewards within my organisation.

Agree

Neutral

Disagree

Comment:

Appendix B (Con'd)

3 I would like to see more team based rewards introduced into my organisation.

Agree **ن**

Neutral **ن**

Disagree **ن**

Suggestions for Improvement:

4. My personal development at work is a reward that I value.

Agree **ن**

Neutral **ن**

Disagree **ن**

Suggestions for Improvement:

5.I feel that my organisation could improve the reward system.

Agree **ن**

Neutral **ن**

Disagree **ن**

Suggestions for Improvement:

6.I feel motivated by the reward system currently in place in my organisation.

Agree **ن**

Neutral **ن**

Disagree **ن**

Comment:

Appendix B (Con'd)

7. I would prefer if a system of pay directly linked to my performance existed within my organisation.

Agree

Neutral

Disagree

Comment:

8 Job security, Pension and Flexible working hours attracted me to the Civil Service.

Agree

Neutral

Disagree

Comment

9 Educational opportunities are available to interested members of the Civil Service.

Agree

Neutral

Disagree

Comment:

10. Non monetary rewards are more valuable to me than monetary rewards!

Agree **ف**

Neutral **ف**

Disagree **ف**

Comment:

PART C:

PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM (PMDS)

1. PMDS has clarified my role within the organisation.

Agree **ف**

Neutral **ف**

Disagree **ف**

Comment:

2. PMDS has encouraged more open communication between my line manager and me.

Agree **ف**

Neutral **ف**

Disagree **ف**

Comment:

Appendix B (Con'd)

3. PMDS has encouraged me to take a greater interest in my performance.

Agree

Neutral

Disagree

Comment:

4. The PMDS system has provided me with increased training opportunities.

Agree

Neutral

Disagree

Comment:

5. The PMDS is a valuable tool operating within the establishment.

Agree

Neutral

Disagree

Comment:

Thank You for your participation.

Caroline Quill

Staff Comments on the Survey

Performance Management Comments

Question One:

I feel that good performance is valued by my organisation.

Response:

- *Good performance should be linked to increments.*
- *No notice taken either way*
- *Once shouldn't have to wait to be suggested for a performance reward for your work to be recognised. With all the technology it must be easy to see who is doing what and the quality of the work- maybe a better way*

Question Two:

When I am performing well I receive recognition from my line manager.

Response:

- *My line manager will always thank me etc*

Question Three:

The desire to perform a good day's work motivates me.

Response:

- *I have always tried to be as good at my job as I can.*

Question Four:

I feel that under – performance is appropriately addressed in my organisation.

Response:

- *Someone will always have to pick up the slack and while some people are ore able to work quicker and may need extra work, others may not to able to work at that pace but could be seen to be underperforming.*
- *Underperformance is ignored.*
- *Underperformance is not addressed.*
- *Never has been.*

Question five:

I value any feedback received on my performance.

Response:

- *It is nice to be appreciated or even sometimes to be shown where one could improve.*
- *None received.*
- *Unfortunately feedback is negative. Positive feedback does not exist.*

Question nine:

I agree that a review of my performance contributes to my development

Response:

- *No difference in Day to day work performance*
- *Line manager doesn't care*
- *I have worked for approx 30 years in the service. I have never been told that my work was not up to standard and to improve my performance. How a review now can contribute to my development, I fail to see if I haven't been told up to now.*

Question ten:

I am willing to provide my line manager with feedback during Performance review

Response:

- *Providing feedback is not enough if not acted on*
- *I would personally find it very hard to be negative to my line manager as I have to sit across the desk from them every day. I thankfully don't at this stage need to but can see where it could cause problems in such close proximity to each other.*

Reward Management Comments

Question One:

There is a fair reward system currently operating within my organisation

Response:

- *Merit pay is not used correctly as everybody is included by management for peace sake.*
- *What reward system? Performance rewards etc – who is going to put me up for an award, myself If I haven't been nominated in the past 30 years, I don't think there is much hope. When I did try to get an award for some co- workers I was told no – they were only doing their job- after being landed with a three month backlog from another office, I was told it was part of their normal work!.*

Question Two:

There are monetary and non- monetary rewards within my organisation

Response:

- *See above re merit pay, non monetary awards do not exist*
- *If you count verbal “ thank you's” and if you are lucky to be given a performance award.*
- *I have never come across a non- monetary reward system. Funtas and imput are both monetary as far as I know.*

Question Three:

I would like to see more team based rewards introduced into my organisation

Response:

- *All year performance should be looked at rather than a PR exercise*

Appendix C (Con'd)

Question Four:

My personal development at work is a reward that I value.

Response:

- *Only certain persons are put forward for training.*

- *There is a good range of training course available from our staff development unit.*

Question Five:

I feel that my organisation could improve the reward system

Response:

- *Give it to people that actually deserve it*

Question Six:

I feel motivated by the reward system currently in place in my org

Response:

- *Unless you are well "in" forget it*

Question Seven:

I would prefer if a system of pay directly linked to my performance existed within my organisation

Response:

- *This would motivate people more.*
- *If based on your performance yes but not if based on your managers perception of your performance.*

Question Eight:

Job security, Pension and Flexible working hours attracted me to the Civil Service

Response:

- *I never thought of any of the above when applying.*
- *Jobs were scarce at the time.*
- *Flexible working hours. Job security did not attract me to the civil service. To get a job was great.*

Appendix C (Con'd)

- *Given the forms by the career guidance, unemployed when I got the call and didn't get a choice.*
- *At the time I joined the civil service in 1986, I was lucky to get a job, any job. Immigration was the next option.*

Question Nine:

Educational opportunities are available to interested members of the Civil Service.

Response:

- *Course not relevant to day to day work.*
- *The opportunities available would seem to depend on where you are based.*
- *If residing in Dublin as most courses advised day time/part time evening are more beneficial. If residing in Tralee, there may not be enough involved to do a particular course.*

Question Ten:

Non monetary rewards are more valuable to me than monetary rewards

Response:

- *Show me the money.*
- *I take pride in my work and have always worked to the best of my ability.*

PMDS QUESTIONS AND COMMENTS

Question One:

PMDS has clarified my role within the organisation.

Response:

- *I have always known my role – if I didn't after 30 years, I don't know what I have been doing all along.*
- *To a certain degree, only, I always knew my place within the office but with knowledge of business plans etc, I possibly have more idea of organisation in full.*

Question Three:

PMDS has encouraged me to take a greater interest in my performance.

Response:

- *As stated before I have always taken pride in my work and doing it to the best of my ability.*
- *There is work to be done, and has to be done on a daily basis.*
- *I always worked at the best of my ability and have done so for many years and when PMDS was first introduced I felt some what "put out" because now there were asking me to justify my existence.*

Question Four:

The PMDS system has provided me with increased training opportunities

Response:

- *Training has become available, I will agree. One good aspect of PMDS.*
- *Staff training is non-existent.*
- *I still can't get training that I requested five years ago.*
- *Most of the courses advertised for PMDS are for HEO'S and EO'S. No great opportunities, no great courses for CO and SO grades.*
- *I was always aware of courses etc, but maybe the PMDS has made it more structured to apply for courses.*

Appendix C (Con'd)

Question Five:

The PMDS is a valuable tool operating within the establishment

Response:

- *It needs to be taken more seriously by management.*
- *PMDS has proved to be the greatest waste of time since Adam was Boy.*
- *Total waste of time.*
- *I can see where it could be of advantage to both sides in some cases, but I would prefer if it was more realistic. I mean telling us what to put down as our objectives, deliverables etc. simplify the forms and extend the time frame then maybe it would be more acceptable.*
- *PMDS is a waste of time, money and paper. We all have our jobs to do on a daily basis and can only cope with that amount of work. No thanks if you do someone else's work as well as your own.*
- *It's more of a hassle than anything else, sorry to be so negative but that's the reality of it.*

Research Results on Rewards and Performance for the Local Offices
APPENDIX D

<i>Performance Mgt</i>	<i>Questions in Questionnaire</i>	Research Results		
		<i>D</i>	<i>N</i>	<i>A</i>
<i>Question One</i>	I feel that good performance is valued by my organisation.	55%	17%	28%
<i>Question Two</i>	When I am performing well I receive recognition from my line manager	50%	19%	31%
<i>Question Three</i>	The desire to perform a good days work motivates me	2%	22%	76%
<i>Question Four</i>	I feel that under-performance is appropriately addressed in my organisation	60%	26%	14%
<i>Question Five</i>	I value any feedback received on my performance	9%	17%	74%
<i>Question Six</i>	I understand fully the business needs and goals of my organisation	19%	7%	74%
<i>Question Seven</i>	I am familiar with the mission statement and the values held by my organisation	19%	33%	48%
<i>Question Eight</i>	I understand how my work role contributes to the business needs of the organisation	10%	12%	78%
<i>Question Nine</i>	I agree that a review of my performance, contributes to my development	34%	28%	38%
<i>Question Ten</i>	I am willing to provide my line manager with feedback during performance review	14%	33%	53%

Research Results on Rewards and Performance for the Local Offices
APPENDIX D

<i>Reward Mgt</i>	<i>Questions in Questionnaire</i>	Research Results		
		<i>D</i>	<i>N</i>	<i>A</i>
<i>Question One</i>	There is a fair reward system currently operating within my organisation.	79%	19%	2%
<i>Question Two</i>	There are both monetary and non-monetary rewards within my organisation.	53%	14%	33%
<i>Question Three</i>	I would like to see more team based rewards introduced into my organisation.	14%	14%	72%
<i>Question Four</i>	My personal development is a reward that I value.	19%	19%	62%
<i>Question Five</i>	I feel that my organisation could improve the reward system	10%	10%	80%
<i>Question Six</i>	I feel motivated by the reward system currently in place in my organisation.	88%	12%	0%
<i>Question Seven</i>	I would prefer if a system of pay directly linked to my performance existed within my organisation.	14%	29%	57%
<i>Question Eight</i>	Job security, Pension and Flexible working hours attracted me to the Civil Service.	38%	29%	48%
<i>Question Nine</i>	Educational opportunities are available to interested members of the Civil Service	12%	12%	76%
<i>Question Ten</i>	Non monetary rewards are more valuable to me than monetary rewards!	50%	29%	21%

Research Results on Rewards and Performance for the Local Offices
APPENDIX D

		Research Results		
<i>Performance Mgt</i>	<i>Questions in Questionnaire</i>	<i>D</i>	<i>N</i>	<i>A</i>
<i>Question One</i>	PMDS has clarified my role within the organisation.	38%	14%	48%
<i>Question Two</i>	PMDS has encouraged more open communication between my line manager and me.	50%	17%	33%
<i>Question Three</i>	PMDS has encouraged me to take a greater interest in my performance.	48%	28%	24%
<i>Question Four</i>	The PMDS system has provided me with increased training opportunities.	41%	14%	45%
<i>Question Five</i>	The PMDS is a valuable tool operating within the organisation.	58%	21%	21%