

Nuclear Decommissioning Authority - Brief

Developing a motivated workforce

Introduction

Nuclear waste and old power stations need to be dealt with safely. In 2005, the government set up an organisation, the Nuclear Decommissioning Authority (NDA), to deal with these problems. NDA needs highly skilled staff to do this sort of work who will stay with the organisation long term. It faces a challenge to replace people as its workforce gets older and retires. NDA works hard to train and keep its staff. It has 'Investor in People' status because it meets the needs of its employees through:

- retaining staff through training
- encouraging GCSE science students through the Energy Foresight programme
- sponsoring university students
- a graduate scheme giving two years professional development
- linking with national projects
- promoting postgraduate research.

NDA believes that a motivated workforce will work more effectively and safely. This is important in an industry which relies on everyone working to the highest safety standards.

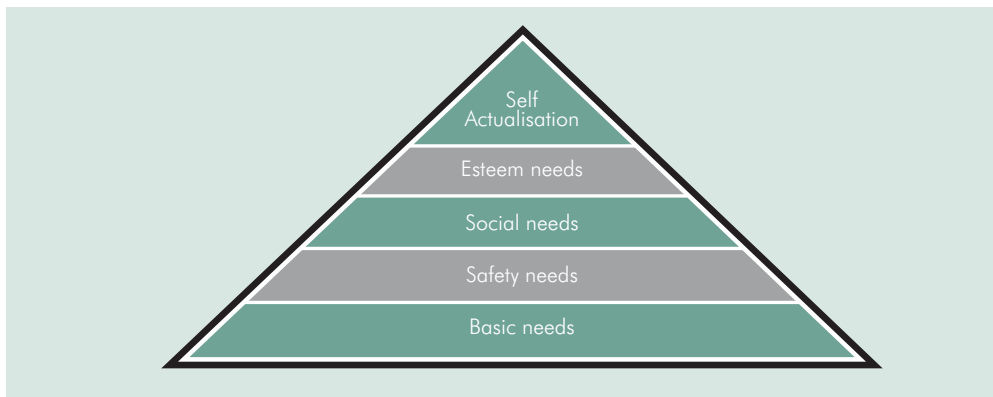
The value of motivation

Motivation is the energy which drives someone to carry out a task or role. It is a key aspect of business because motivated staff work harder and to higher standards. They also care more about their work. An unmotivated workforce could have a poor impact on the business. Many people have tried to explain what motivation means:

- Taylor (1911) identified 'scientific management' where tasks were broken down and made simple. This was useful in mass production, for example, in car factories. It is not useful in knowledge-based businesses like NDA.
- Mayo (1930s) said motivation relied on teamwork and on managers taking an interest in workers.



- Maslow (1943) said motivation was ruled by a 'hierarchy of needs'. The basic needs at the bottom need to be satisfied before people can reach personal goals at the top. NDA supports this idea. For instance, its good pay and pensions help meet safety needs. Personal achievement goals may be reached through training or promotion.

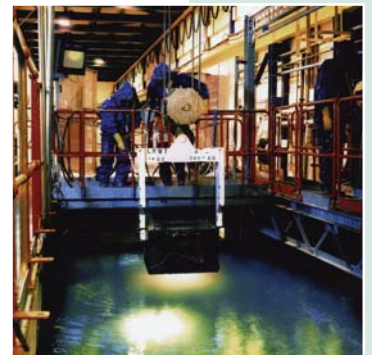


Motivation and management

In 1960, McGregor described two management styles. These were Theory X and Theory Y. Theory X managers believe workers need discipline and instruction. Theory Y managers believe workers want to be creative and can take responsibility. This second view is shared by NDA. The NDA Way shows NDA's values. It provides the setting for motivating workers. Maslow's lower and higher order needs are met through a safe working environment and good conditions. The NDA Way also promotes skill and talent in its workers. It encourages them to improve.

Motivation in practice

Hertzberg found that 'hygiene factors', like conditions and pay, did matter to staff. They could cause problems if they were missing but could not motivate by themselves. Motivators were more to do with being recognised for good work. NDA meets the hygiene factors with incentives and benefits such as pensions that help improve people's outlook towards work. It also gives financial rewards to those who reach targets. This is called performance related pay. This recognises achievement and increases workers' motivation to do their jobs.



Meeting individual and business needs

Decommissioning a nuclear site involves many projects. Projects may overlap and share similar work related activities. It is important to have people with the right skills to take part in these projects and meet targets. They must be flexible and willing to learn. NDA needs team players. Team working links with Mayo's ideas on motivation. NDA also realises that people work harder and are more committed to their work if they can have a good work-life balance. NDA support this, for example, by helping staff to move house if necessary for their job.

Conclusion

The way an organisation works is called its culture. This can affect the motivation of workers. NDA needs to attract and retain skilled staff. It needs its people to be motivated and take high levels of responsibility. NDA has a good working culture thanks to its Human Resources strategies and policies. These help to recruit, retain and motivate staff.

