



Management Services Journal

**Spring journal
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Nominations for IMS Council of Management

In the spring issue of the Management Services Journal due out in March 2013. There will be a notice inviting nominations from Institute corporate members to stand for election to the Institute Council of Management.

This is your opportunity to play an active role in your Institute by being a member of the Institute governing body so please do consider putting your name forward for election.

Effective commissioning to boost productivity



Commissioning effectively starts with a deep understanding of citizens and communities, ensuring services are designed and delivered according to their needs, aspirations and experiences. It embraces both openness to new delivery models and a willingness to work with a wide range of potential delivery partners and new forms of investment. Public sector commissioners are developing new skills to operate in this changed and demanding climate. Where new approaches are delivering better services, there is a growing need to share these techniques – and quickly.

The pressure to find greater efficiencies and improve productivity is driving local councils to look for different ways to deliver better outcomes for local people. Effective commissioning seeks to deliver the right services for a local community in the best way.

This may involve managing the demand for a service, for example persuading residents to produce less household waste for collection, or delivering it in a radically different way or having it delivered by others.

The Local Government Association is working with the Cabinet Office to develop the Commissioning Academy to help meet this skills need and share the Learning.

Relaxation Is the Key to Productivity

We all know that taking multiple breaks throughout the day provides a great boon to productivity, but just how important is relaxation in the long run? As The New York Times points out: it's incredibly important, and relaxing is one of the best ways to actually get tasks completed efficiently.

We're all prone to getting too little sleep occasionally, to leave work late because we're getting caught up on email, or to eat lunch at the desk instead of getting away. All of these things combine together to drain our energy, and when that happens we're less productive.

For example, take sleep, the quality sleep is one of the best boons to your productivity, and the Times echoes that:

Spending more hours at work often leads to less time for sleep and insufficient sleep takes a substantial toll on performance. In a study of nearly 400 employees, published last year, researchers found that sleeping too little—defined as less than six hours each night—was one of the best predictors of on-the-job burn-out.

A recent Harvard study estimated that sleep deprivation costs American companies \$63.2 billion a year in lost productivity.

Productivity Week

Rajkumar Ghosh, Director (Refineries) for Indian Oil in February 2013 inaugurated a 'Productivity Week'.

Productivity Week is designed to highlight to company employees the need that productivity plays in the wellbeing of the company. The theme of the productivity week will be "Productivity & Innovation for Sustainable Development".

Various programmes have been organized to propagate the message of productivity, across the organization. Rajkumar Ghosh unveiled a poster on productivity.

Productivity increased by 33%

Designed for packaging of medical devices, medical disposables, pharmaceuticals, and other precision packaging, Atlas Vac Machine's medical tray sealer is more efficient.

Productivity is increased by up to 33% with an all new electric sealer design because the operator can engage the entire sealing cycle with the push of a button rather than having both hands on the safety sensors.

This allows the operator to stage the next package set while the auto shuttle moves and the press is engaging.

Safety is ensured through the light curtain system, which automatically detects any interference within it—ceasing press and shuttle motion until the unit is reset.



Worker productivity issues in Ghana

Productivity of public sector workers in Ghana has been an issue since the operation of the unitary salary scheme, that is the single spine salary structure. The issue has become even more pressing with about 70 per cent of government's revenue being used in paying public sector workers, leaving nothing for investment.

President John Dramani Mahama in his

speech at the inauguration ceremony of the start of government business at the Flagstaff House on Thursday, February 7, 2012, mentioned worker productivity as an issue to be tackled.

A new dimension has been introduced in the debate on public sector productivity, with the Trades Union Congress (TUC) advocating a total factor productivity as the way to go in any discussions on the

matter. The Secretary General of the TUC, Mr Kofi Asamoah, in an interview said whenever productivity was raised in the country, fingers were pointed at workers and the obligation placed solely on workers.

"But productivity is not only about labour, with the total productivity factor, the government, employers and workers must all play a part," he stated.

Shale Gas Wells Productivity



As supply of gas from natural gas fields go declines the extraction of gas from shale was hailed as the way forward. In the North Texas field since 1981 thousands of shale gas wells that have been drilled.

A recent study of the Barnett Shale by the Bureau of Economic Geology at the University of Texas at Austin, which looked at the performance of more than 16,000 wells through June 2011, projects an average lifetime production of about 1.44 billion cubic feet for a model horizontal well, according to preliminary results presented at an Austin energy conference in November 2012.

That figure, called the estimated ultimate recovery, or EUR, is well below many industry estimates of at least 2 billion cubic feet (bcf) of gas per well. The conclusion must be that these wells are not as productivity as it was originally thought they would be.

Productivity 'key to UK's economic future

The Trades Union Congress (TUC) has suggested the results of its latest report indicate a return to growth and a boost to demand are urgently required if falling productivity is not to become a common feature. It noted a boom in productivity is the best way to successfully reduce the structural deficit facing the nation, improve living standards and record economic growth.

Frances O'Grady, the TUC's general secretary, said: "Many explanations have been offered for Britain's productivity drain, though some of these are based on political dogma rather than actual evidence.

UK has widest productivity gap since 1993

UK OUTPUT per hour in 2011 was further below the average of major economies than at any time since 1993, according to figures released yesterday.

British output per worker trailed the G7 average by 21 per cent in 2011, the most recent year for which there is data, the Office for National Statistics (ONS) numbers showed.

Output per hour was some 16 per cent worse than across the other major industrialised economies, the ONS said, the worst figure for 18 years.

Airline Productivity

Historically, labour was the biggest operating cost for airlines, before the oil price hikes of the early 2000s pushed up fuel costs. Even now, labour remains the biggest cost for many carriers and is probably the most important 'controllable' cost for all. At the same time, labour is the main agent for service delivery in any service industry and airlines must balance labour cost reduction with maximising the output of labour.

This tension remains a key dynamic for European airlines, whether they are legacy carriers looking to restructure in the face of unions' foot dragging, or low-cost carriers looking to maintain their advantage based on greater labour mobility and flexibility across the continent.

A recent survey by the Centre for Aviation analysis of the labour productivity of 14 European airlines reveals a wide range of levels of performance, pointing to what could be an irreconcilable gap between those that will succeed and those that may disappear. It again highlights the success of the low-cost model, particularly Ryanair and EasyJet, and the significant challenge faced by legacy flag carriers, who, in some cases, still need dramatic – not just incremental – improvements in productivity.



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