

Budget Manager's Meeting Notes

September 17, 2015 (blue type indicates comments added during meeting)

3:00 pm, Aycock 3rd Floor Conference Room

1. EXCEL Review (standard item)

None

2. Introductions (standard item)

Michelle Hawkins is the new Senior Financial Analyst effective October 1, 2015. Her Senior Budget Analyst position will be posted in the next day or two. The position description and announcement is available.

3. Report from the Controller's Office –

4. Report from Human Resources/Payroll -

5. Position Tracking Sheet Review– *Jennifer Hamblin*

6. FY2017 Budget Development – *Liz Baker*

Reviewed the Budget Hearing narrative and trend template request from the BOR for FY2017. Also reviewed the USG system request to the Governor.

7. Engagement in the Workplace – *Liz Baker*

Frederick Irving Herzberg (April 18, 1923 – January 19, 2000^[1]) was an American psychologist who became one of the most influential names in business management.^{[2][3]} He is most famous for introducing job enrichment and the Motivator-Hygiene theory. His 1968 publication "One More Time, How Do You Motivate Employees?" had sold 1.2 million reprints by 1987 and was the most requested article from the *Harvard Business Review*.^[4]

The two-factor theory developed from data collected by Herzberg from interviews with 203 engineers and accountants in the Pittsburgh area, chosen because of their professions' growing importance in the business world. Regarding the collection process:

“ Briefly, we asked our respondents to describe periods in their lives when they were exceedingly happy and unhappy with their jobs. Each respondent gave as many "sequences of events" as he could that met certain criteria—including a marked change in feeling, a

beginning and an end, and contained some substantive description other than feelings and interpretations...

The proposed hypothesis appears verified. The factors on the right that led to satisfaction (achievement, intrinsic interest in the work, responsibility, and advancement) are mostly unipolar; that is, they contribute very little to job dissatisfaction. Conversely, the dis-satisfiers (company policy and administrative practices, supervision, interpersonal relationships, working conditions, and salary) contribute very little to job satisfaction.

Two-factor theory distinguishes between:

- **Motivators** (e.g. challenging work, recognition for one's achievement, responsibility, opportunity to do something meaningful, involvement in decision making, sense of importance to an organization) that give positive satisfaction, arising from intrinsic conditions of the job itself, such as recognition, achievement, or personal growth,^[4] *and*
- **Hygiene factors** (e.g. status, job security, salary, fringe benefits, work conditions, good pay, paid insurance, vacations) that do not give positive satisfaction or lead to higher motivation, though dissatisfaction results from their absence. The term "hygiene" is used in the sense that these are maintenance factors. These are extrinsic to the work itself, and include aspects such as company policies, supervisory practices, or wages/salary.^{[4][5]} Herzberg often referred to hygiene factors as "KITA" factors, which is an acronym for "kick in the axx", the process of providing incentives or threat of punishment to make someone do something.

These are the basis behind the video:

https://www.youtube.com/watch?v=y4nwoZ02AJM&feature=youtu.be&list=PL_2iKwDwStUuzqKN2b_wtR3ipYPiDcw

Roundtable