

Practical skills workshops for HR professionals



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Working together

IES provides a unique evidence-based consultancy service for clients in the private, public and voluntary sectors:

- Our experts can assist with facilitating new strategies linked to business needs.
- We provide rigorous and independent auditing, evaluation and diagnosis.
- We have extensive experience of designing practical policies and processes.
- We can help you build organisational capability and develop your HR people.

Whatever your professional and HR needs are, get in touch.

www.ieshr.co.uk

iesconsult@employment-studies.co.uk



HR professionals are involved in some of the most difficult aspects of organisational life, and developing the right skills set to feel confident and capable in facing such challenges is difficult. These kinds of skills are not taught on a normal HR practitioner's course and yet can be critical for personal performance and functional reputation.

A series of three unique workshops

To meet this need, IES is offering a series of three unique workshops aimed at junior to mid-level HR professionals:

- **HR's Role in Supporting Organisational Change**
Tuesday, 6 October, 2015
- **Skills for Successful Influence**
Wednesday, 7 October, 2015
- **Dealing with Difficult Conversations**
Thursday, 8 October, 2015

Following their successful event on Reflective Practice skills earlier this year, Mary Wayne Bush and Alison Carter return to facilitate these workshops, which will take place in

London. The workshops are planned as a course of three that work best when attended together, however, we understand that not everyone might have the time or budget resources for all three, so they each can be booked as stand-alone workshops.

The full course of all three workshops:
£999 (HRN members: £800)

Two workshops:
£800 (HRN members: £600)

One workshop:
£450 (HRN members: £350)

We also offer a similar discount for those booking more than one person onto a workshop.

To find out more and book a place, visit www.employment-studies.co.uk/practicalskills, email gwen.leeming@employment-studies.co.uk or call 01273 763 433.

Feedback from the previous workshop

'I really enjoyed the session and am looking forward to not only applying it in my work but also influencing others to use the techniques.'

'Keep up the good work, I really liked the shift to include practical skills and evidence/research around HR practice.'

'I really enjoyed the practical focus.'

Managers need to do more to create a happy, healthy workplace

New NICE public health guidance, based on joint IES and Work Foundation research, says that employers and managers need to recognise the value and benefits of a healthy workplace.

The guideline, which is for employers, managers and employees, gives advice on how to develop the culture of an organisation to create a positive environment.

IES research contributed to three evidence reports. The first looked at the way in which supervisors can affect the wellbeing of the people they manage. The second reviewed studies examining the effectiveness of organisational interventions that aimed to support line managers to enhance the wellbeing of the people they managed. The third was a review of non-intervention studies which

explore the workplace factors that facilitate or constrain the ability of line managers to enhance the wellbeing of the people they manage.

To read the guidelines and find out more about the benefits of creating a healthy workplace, visit: <http://www.nice.org.uk/guidance/ng13>

Honorary Fellows programme launch

This Autumn, IES will be launching our Honorary Fellows programme.

We have invited eminent individuals who share our values and support the Institute's mission to bring about sustainable improvement in human resource management and employment policy.

The official Fellows launch event will take place following the annual IES HR Provocation in November at which we are delighted to announce that Lord Ian Blair will be the evening's key-note speaker.

IES Honorary Fellows are individuals who have worked with and supported IES in various ways, and include those at the forefront of employment issues: organisational, trade union and HR leaders, thinkers, policy-makers and commentators. They have each made a personal contribution to sustainable improvements in employment policy and HR management, some through thought leadership others through being leading-edge workplace practitioners or experts.

The Fellows will help us deliver our mission by valuing evidence-based

policy and practice; being independent of employment-related dogma, popular opinion, fads and fashions; promoting debate with others on the nature and practice of the employment relationship; and helping to shape our agenda by offering views or advice on our research topics and work with employers.

We are excited about this new area of association for IES, and look forward to sharing our list of Honorary Fellows with you soon.

Access all HR reports free

IES has opened up access to all its research publications on HR policy and practice, making electronic copies freely available.

As a leading research institute in the field of people management and employment policy, we have a strong publishing tradition stretching back over almost 50 years.

The move to open access to all our reports will mean more potential readers can access the research and use the independent, evidence-based findings on HR topics to improve their own policies and practices. Enabling such improvements is the main thrust

of the Institute's charitable mission.

Popular subjects covered by our HR research reports include:

- Employee engagement
- Talent management
- Health and wellbeing at work
- Equality and diversity at work
- Leadership
- Organisation design and development
- Workforce planning and labour market change

Institute director, Nigel Meager, commented on the change, saying 'Whilst most of our research on public employment policy, published by the funders of the research, is already

freely available, we are pleased now to release access to all our publications on HR management topics. This will extend the insight and benefits of the Institute's research to a broader range of readers in the HR world, in line with our charitable objectives to improve policy and practice.'

All research funded by the Institute's HR Network is released exclusively to members of the Network for three months before being made available to the public.

Visit www.employment-studies.co.uk/publications to search for and download reports.

New HR research papers from IES

in brief

Just published

Workforce planning: A framework for thinking about your own approach



Our new guide to workforce planning claims that the process too often fails because of poor execution. The remedy, according to the author, Peter Reilly, is to keep it as simple and focused as possible. In particular, HR should be sparing in data gathering, but ensure that those data are consistently defined and accurate.

Whilst the pressure may be on to collect as much data as possible, the paper advises stepping back to identify the important business problems and working backwards to decide what information HR needs to plan organisational resources. Specific techniques can then be applied to highlight difficulties or offer solutions, such as career mapping or scenario planning.

Peter draws on IES's 45 years of research, training and consultancy experience in workforce planning to offer guidance to HR practitioners for improving the process, and gives ten practical tips to guide them through it. The paper aims to help those who are starting out on workforce planning and those with more experience who would benefit from some advice, to review current workforce planning processes and identify pinch points.

An infographic distilling the advice in this paper is also available from the IES website.

The HR Essentials series

This paper is the second in our new series of concise papers for busy HR professionals and line managers. The HR Essentials series offers accessible advice based on in-depth research, extensive consulting experience and ongoing conversations with leading practitioners.

The first paper in the series, by Wendy Hirsh, focused on talent and succession management.

The third paper, in which Sharon Varney offers her expertise on Organisation Design, has been published to HR Network members and will be available more widely from 28 October 2015.

Forthcoming

We have various new papers to look out for in the near future, including:

- **Mindfulness:** IES Associate, Liz Hall, offers an overview of mindfulness, how to apply it, and the benefits it can bring to your organisations.
- **Presenteeism:** IES recently carried out a research study for EDF looking at the issue of presenteeism. Valerie Garrow, IES Associate, has written a report based on the project findings, offering an insight into the concept of presenteeism, and the effects it can have on employees and organisational performance.
- **Behavioural change:** At the recent HR Network Directors' Retreat, we heard from various speakers on the subject of behavioural change. Penny Tamkin, IES Associate Director, has written a paper reflecting on the ideas raised at the Retreat, and different approaches taken by different organisations.

All IES papers and reports can be downloaded from www.employment-studies.co.uk/publications

The Department for Business Innovation and Skills (BIS) has commissioned IES to pilot a strategic approach to evaluate the outcomes of learning and development in BIS and assess how far such an approach could be more widely applied to other programmes and in other business contexts.

IES has been commissioned to carry out a third staff salary survey for the Architects Registration Board, based on a search of data sources and a bespoke survey of similar organisations.

IES is collaborating with Brighton Business School to conduct two research studies. The first investigates the links between HR management practices and employee performance and engagement, while the second assesses the impact of meaningfulness interventions on employee well-being and engagement. The results will be disseminated at two separate events to which HR Network members will be invited.

Duncan Brown recently spoke at a Universities and Colleges Employers Association conference on the subject of current trends and key issues in setting senior pay.

Duncan Brown contributed to the European Commission's 'FORUM on the Future of Gender Equality in the EU' earlier in the year.

Dilys Robinson has been presenting lectures on employee engagement to CIPD and International Masters' students at Brighton Business School and Mid-Sussex College.

As part of the government's plans to improve UK productivity, IES will be supporting business-led action groups to explore specific themes in key UK sectors. Our role in this project for the UK Commission for Employment and Skills will be to provide the evidence base to understand the challenges and support the development of practical solutions that employers can action.

Are your managers engaging?



Everyone now understands the importance of employee engagement. But do your managers know how to engage their teams?

Our 360° assessment tool gives your managers the insights they need to develop their skills and improve their teams' engagement.

IES research shows that certain management behaviours drive engagement. Managers who use such behaviours are likely to have teams with high levels of engagement.

We've developed a tool based on that research, which will:

1. Measure your managers' engagement skills.
2. Provide your managers with a personal report on their engagement strengths.

3. Highlight the best opportunities for your managers to increase employee engagement levels.

Using sophisticated survey software that makes the assessment quick and easy to complete, the tool gives a sound, 360° perspective on engaging behaviour. The resulting report offers detailed insights alongside instant visual snapshots.

Visit our website to find out more: www.employment-studies.co.uk/engagingmanager

A number of packages are available. Contact Amanda Callen or Dilys Robinson to discuss the right service for you: 01273 763400 engaging.manager@employment-studies.co.uk

aroundIES

As well as our work for employers like yourselves, IES also undertakes research on employment topics for various policy bodies. Here are just a sample you may be interested in keeping up with:

The Carers' Employment Pilot

IES is carrying out an evaluation for the Social Care Institute for Excellence to find out what works to keep carers in employment, specifically in relation to the contributions made by information technology and the creation of businesses designed to support carers.

Discriminatory recruitment practices in employment

The Equality and Human Rights Commission has commissioned IES to explore through research the issue of race discrimination in recruitment on the grounds of nationality, with a particular emphasis on the way employers recruit British and migrant workers with the right to work in the UK.

Blue Light Programme

IES has been commissioned to evaluate the work and wellbeing strand of Mind's 'Blue Light' initiative, which aims to improve the awareness and management of the mental health of employees in the emergency services.

The Gender Employment Gap

This European project aims to: map trends and determinants of female labour market participation; estimate the economic effects of the gender gap, and explore successful approaches to support women into employment.



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Annual HR Network Provocation 2015: Beyond competencies

Wednesday, 25 November, central London

Competencies have had a good run in HR terms, however, they can be contentious. Our provocation this year will explore the criticisms in more depth and hear from practitioners who have moved away from competencies to finding new ways of specifying the attributes their organisations need.

To find out more, visit www.employment-studies.co.uk/events or contact Emma Knight: emma.knight@employment-studies.co.uk