



The IES mission

The IES mission is to help bring about sustainable improvements in employment policy and human resource management. IES achieves this by increasing the understanding and improving the practice of key decision makers in policy bodies and employing organisations.





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From our Chair



David Smith

Chair of the IES Board



As Chair of the IES Board of Trustees, I am pleased to introduce the Institute's Annual Review for 2014/15. This was a very successful year for IES. Once again it delivered a wide range of influential research and related outputs for government and policy makers, international bodies and employers in the private, public and voluntary sectors. Crucially, 2014/15 was a year during which the Institute moved back into financial surplus, following several difficult years. The improved financial performance reflects a successful strategy to diversify the Institute's funding streams, concerted efforts to manage costs and improve operational efficiency, and not least, the hard work and commitment of the IES staff and management.

This places the Institute in a strong position as we enter a period of further turbulence in the public policy and funding environment, following the recent election in the UK and the growing uncertainty about the degree and nature of the UK's involvement with Europe. Despite these challenges, as the wide range of activities documented in this Review shows, the Institute's work remains as relevant as ever, with employment-related topics near the top of policy concerns.

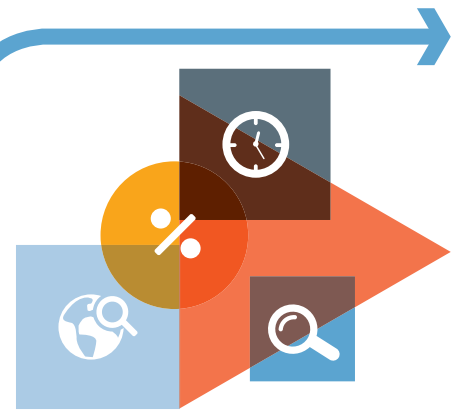
As always, the Institute's director and management team have been guided and supported throughout the year by its active Board of Trustees. I would like to thank them once again for their time and commitment.



Director's introduction



Nigel Meager
IES Director



2014/15 was a good year for IES. The Institute successfully secured funding for a wide range of new research commissions in all its major work streams, including a number of high-profile multi-year projects. From a financial perspective, the year was also successful with the Institute returning to financial surplus following several break-even or deficit years.

The Institute's work programme during 2014/15 continued to operate within three broad work streams:

- UK public policy research and evaluation.
- International public policy research.
- Research and consultancy for employers and employer organisations.

Within the UK public policy work stream, even before the recent general election, the commissioning of research and evaluation continued to be affected by the austerity strategy of the UK government. Competition for research contracts remained intense with prices squeezed and public bodies demanding ever more 'value for money'. The number and average size of research projects commissioned continued to fall.

Despite this tough environment, IES was successful in increasing the volume of new commissions won through competitive tender, and our success in this work stream played a key role in the improved financial position of the Institute compared with recent years. The year saw, among other major projects, the final stage of the major evaluation of the Work Programme for the Department for Work and Pensions, and the award of an important contract from the Department for Business, Innovation and Skills to form the new Centre for Vocational Education Research, with several academic partners.

Following several years of growth as the Institute's work diversified internationally, 2014/15 was a stable year for IES international work, the financial value of which was reduced by the strengthening of Sterling against the Euro. Nevertheless, we maintained a strong portfolio of work for all of the main European bodies active in the employment field, including a major multi-year programme of research on strategies to address youth unemployment across Europe.

The IES mission to influence employment policy and practice targets not only public policy, but also the micro level – employment and HR decisions within employing organisations. Our research and consultancy programme for employers and employer bodies addressed the full range of HR management topics during 2014/15, and was complemented by the IES corporate membership programme for employers (the IES HR Network) which helped HR departments to share good practice, to learn from the latest research, and to network with other leading professionals in the area, while continuing to provide a range of training events through the year.

The Institute's dissemination programme is an important part of our charitable mission and continued to generate, during 2014/15, a good level of media coverage and output in professional and academic journals, as well as a range of in-house and external publications. The year also saw further steps into social media and other new forms of dissemination, as well as a major revamping of the Institute's website.

All of these activities, and others, are described more fully in the subsequent sections of this Annual Review. As in previous years, the success of the Institute is heavily dependent on the skills, expertise and commitment of its staff, supplemented by our network of partners and associates in the UK and abroad, and the support of our Board of Trustees. I would like to thank them all for their inputs and collaboration during the year.

How IES works

Since its creation in 1968-69, IES has become the UK's leading independent centre for research and evidence-based consultancy in employment, labour market and human resource policy and practice. Increasingly its work also has an international perspective. It is not-for-profit, its activities being funded through research and consultancy commissions, and from its corporate membership programme.

Several key principles underlie the operation of IES.

Independence and dissemination

The purpose of IES, set out in its mission (outlined on the inside front cover), is to help bring about sustainable improvements in employment policy and human resource management. It does this through its research and consultancy work, by increasing the understanding and improving the practice of key decision-makers in public policy bodies and in employing organisations in the private and public sectors. Crucial to the Institute's mission, and underpinning its charitable status, is that it should inform not simply those who directly commission our research and consultancy, but also the wider community of policy- and decision-makers. This provides the Institute with an imperative to publish and disseminate the findings of its work as widely as possible.

Multidisciplinary, rigorous and ethical

IES deploys a wide range of expertise in its work, approaching problems from different disciplinary perspectives and, where appropriate, combining those perspectives in its research and consultancy projects. IES has around 40 staff, including 30 professional researchers and consultants, among whom are economists, econometricians, statisticians, sociologists, management scientists, geographers and occupational psychologists. In addition, we work with an extensive network of individual associates and partner organisations, enabling us to bring a further range of specialist expertise to individual projects as required.

IES sets great store by the independence and rigour of its work. It is not a campaigning organisation or 'think-tank' and it does not take a political stance in its work. It aims to ensure that its staff deploy appropriate and state-of-the-art methodologies to its research and consultancy assignments, and it invests in staff training and development to support this. It also upholds high standards of research ethics in the conduct of all its research.

A dual focus on public policy and employers

A unique and constant feature of the Institute is its dual focus on work for public policy-makers on the one hand and employers on the other. This stems from a recognition that the employment and regulatory policies of the state and its agencies, and the HR policies and practices of employers are two sides of the same coin, and that to meet its mission, IES must pursue a balanced portfolio of work for both sides. This portfolio is set out in more detail in the following pages. On pages 6 to 13 we detail the past year's range of research on public policy topic areas, together with our international work. Pages 14 to 20 highlight our work with and for employers, which falls under two broad headings: project work for employers or employer bodies, which is a mixture of research and consultancy, training, coaching and continuing professional development; and our corporate membership programme, the IES HR Network, which brings employers together to learn from and contribute to the evidence base on HR policy and practice.





Building the evidence base for public employment policy

Developing the skills and knowledge of the current and future workforce have been key planks of the UK government's employment policy over the last parliament, through improved education and training. Equally important have been active labour market and other interventions to help disadvantaged young people and adults into jobs. These issues are likely to remain priorities for the new Conservative government elected in May 2015 as it seeks to accelerate economic recovery and improve UK productivity. IES research completed in 2014/15 provides important insights to identify priorities, design policy options, and evaluate ways of tackling ongoing challenges in UK labour market policy.

Tackling unemployment

We concluded a major piece of research this year with publication of the final findings from our evaluation of the Work Programme, conducted by an IES-led consortium. Three reports explored the experience and perspectives of participants on the programme; how the new 'black box' commissioning, finance and delivery model operated; and the provision offered to ex-offenders before and after release from custody. Participants had a good understanding of the programme and perceived that the support they received, which focused on job search and CV writing, was helpful. Some were less positive and there was limited evidence of specific support being provided and commissioned to help those facing the largest barriers to finding work, including people with disabilities or health conditions and older workers. Participants generally accepted that benefit payments were conditional on compliance with programme requirements, where this was implemented fairly, but most were already motivated to find work, and the benefit sanctions model had little effect on whether they achieved sustained employment. Making the receipt of benefits dependent on the recipient performing certain actions is an important lever for employment policy for the new government.



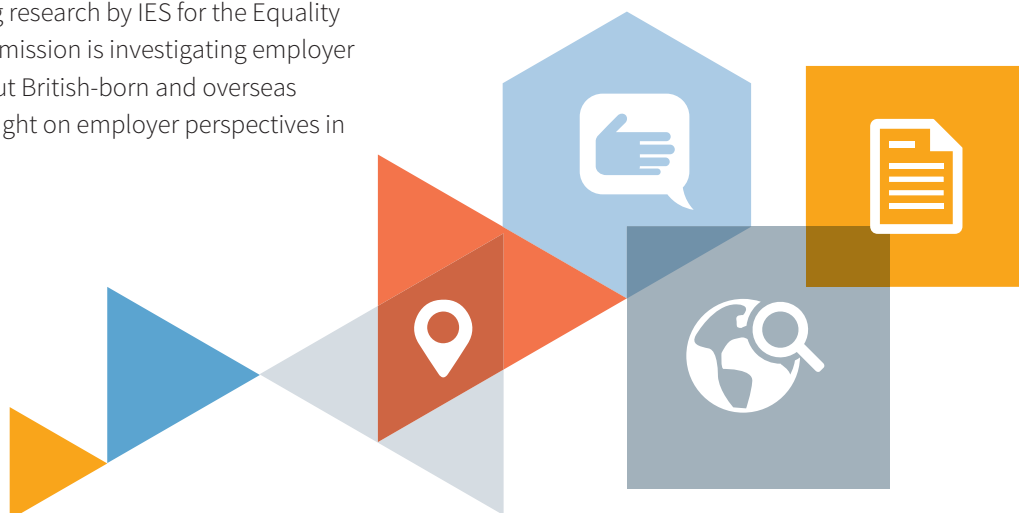
IES is exploring the topic further in this current year through a number of studies, including an examination of the mandation of benefit claimants to training provision using behavioural change frameworks and insights. Overall, IES research suggests that the most vulnerable benefit claimants and those with specific needs such as intensive training are less likely to find employment, suggesting the government will need to intensify its efforts to help these groups into work. IES is about to embark on a major new study for the Department for Work and Pensions on changes to the Employment and Support Allowance, which will enable us to investigate some of the challenges and the policy changes designed to help disadvantaged benefit claimants.

Two further studies in this area addressed the employment barriers and support provided to two key groups: carers and migrants. The challenge of an ageing population is posing considerable demands on people caring for older dependents, but our research for the National Institute for Health Research showed that this group may not be aware of available support and revealed a need to integrate and promote innovative, specialist services available from the voluntary sector. Our review for the Migration Policy Institute assessed how effectively integration policies were helping migrants advance into middle-skilled jobs. The study found that provision was increasingly fragmented, linked to funding constraints. Political sensitivities about migration volumes mean that balancing the skills needs of UK employers with wider policy objectives will be of increasing interest to government. Ongoing research by IES for the Equality and Human Rights Commission is investigating employer selection decisions about British-born and overseas workers and will throw light on employer perspectives in this area.

IES research capabilities

We have a wide range of research capabilities which we have deployed across our projects this year including:

- Cost benefit analyses and economic impact evaluations, eg the evaluation of Apprenticeship Grant for Employers for the Department of Business, Innovation and Skills
- Mixed-method large scale evaluation studies – eg of the Work Programme for the Department for Work and Pensions
- Systematic literature reviews – eg on management practices to support worker health and wellbeing for the National Institute for Health and Care Excellence
- Process evaluations, eg of the Employer Innovation Fund and Growth and Innovation Funds for the UK Commission for Employment and Skills
- Exploratory qualitative research on sensitive topics, eg contractual arrangements which affect employment terms and conditions in the cleaning sector for the Equality and Human Rights Commission



Changing higher education and vocational learning landscapes and employer ownership of skills

Our work on higher education this year focused largely on graduate transitions, the changing nature of the graduate labour market and the profile and participation patterns of postgraduate students. Research on graduate recruitment highlighted the importance of generic and employability skills in securing employment. On post-graduates, we found that entry volumes are declining, especially among younger taught postgraduate students: this group faces a series of particular informational and financial challenges. Our research fed into the changes to financial support for younger postgraduates announced in the 2015 Budget.

Funding for adult learning and vocational education has been affected by major policy change and new funding constraints on further education (FE) and private training providers. IES evaluated equality, diversity and inclusion grants awarded to FE providers to help them address the requirements of the public sector equality duty to promote and support access to learning for people protected by this legislation. This culminated in workshop dissemination to develop capability and embed good practice in the sector. A suite of ongoing projects at IES is also investigating the impact of changes to the higher and further education landscape through exploring student finance under the new undergraduate loans system, and the economic returns to different kinds of learning offered in the FE sector.

Another feature of government policy is the increasing role being given to employers in the design and delivery of vocational education and training in exchange for co-funding training programmes. IES has undertaken a number of projects on this topic. Apprenticeship expansion is being supported through development of new occupational standards under the Trailblazers networks of employers in specific sectors. Our research

has shown that employers appreciate the anticipated benefits from the increased relevance of skills and higher quality training but there remain uncertainties over apprenticeship provision amid concerns about funding. The government's introduction of training levies on large employers to fund apprenticeships is an interesting proposal, but our previous research in this area shows the devil is in the detail of the design to make levy systems effective. Initial reports from ongoing evaluations of the Employer Ownership of Skills Pilots and the Employer Investment Fund and Growth and Innovation Funds also point to the need for strong employer backing and robust project management of initiatives to harness greater employer investment in skills. These studies highlight the role that intermediaries play in helping SMEs identify skills needs and signpost them to the most appropriate learning provision. There is substantial policy interest in devolving employment and skills funding to ensure it can be tailored to local needs, especially in English city regions. Several different kinds of organisations may be well placed to undertake this role and it will be interesting to see how government tackles this in both major conurbations and other parts of the country.



Health and wellbeing at work

Policy interventions to protect and promote the health of the working age population through initiatives delivered by government or employers continue to comprise a major strand of the Institute's work portfolio. Our evaluation of the Fit for Work Pilots concluded with a final report which found that low-cost telephone-based pilot services were the most cost effective in reducing absence. We are now embarking on the evaluation of the new, national Fit for Work assessment and advice service which builds on the earlier pilots. We have also completed a series of evidence reviews for the National Institute for Health and Care Excellence on management policies and practices to promote and support workplace wellbeing, with a specific focus on organisational culture and the role of line managers. The reviews noted the importance to employee wellbeing of organisational commitment; development of open, trusting and participatory leadership styles and cultures; effective job design to create high quality working conditions; and careful selection and training of line managers. We have been developing a subsequent set of reviews, focusing specifically on initiatives to protect and promote the health and wellbeing of older workers. A further output from these projects will be a 'ready reckoner' or 'cost calculator' that employers can use to help choose the most effective approaches for their own circumstances and workplace needs.



Working conditions and pay

IES has continued its interest in terms and conditions of employment through three projects related to pay, working conditions and work-life balance. The first was conducted for the Office of Manpower Economics on how private sector employers manage pay progression. The research highlighted the diversity of grading and performance assessment mechanisms used and the importance of key principles of transparency and fairness. We also contributed to a focused study of how procurement practices affect the terms and conditions of employment for staff working in commercial cleaning firms. This found low awareness of employment rights among workers, but the use of longer-term contracts by clients and contractual terms based on payment of a living wage were linked to better terms and conditions for staff. This kind of policy research complements the HR consultancy work (as outlined on page 14) we are undertaking to help employers develop their reward strategies. Lastly, we were part of the team that conducted the fourth in an employer survey series about work-life balance for the Department for Business, Innovation and Skills. The research investigated employer provision of flexible working, maternity, paternity and parental leave. While use of flexible working arrangements is fairly stable, there has been an increase in employers reporting HR benefits from flexible working including on motivation, absence/turnover and productivity. This suggests growing acceptance of flexible working cultures among employers who are now reaping the benefits.



International labour markets and employment policy

Following several years of growth, the Institute's work on international (mainly European) public policy topics experienced a stable year in 2014/15. Nevertheless, it continues to represent an important part of the Institute's work portfolio, providing not only funding diversification, but a range of insight and international experience which enhances the depth of the Institute's expertise on labour market and employment policy themes.



IES undertakes research and evaluation for all the major European institutions that commission work in employment and related social fields. As in previous years, our international research in 2014/15 included projects funded by the European Commission, the European Parliament, the European Foundation for the Improvement of Living and Working Conditions (Eurofound), the European Agency for Safety and Health at Work (EU-OSHA), the European Centre for the Development of Vocational Training (Cedefop) and the International Labour Organization (ILO).

The majority of the Institute's international projects involve partnership with other research institutes and organisations across Europe, and we continue to develop close and long-term relationships with partner organisations in many other countries. Our key partners are listed on page 26 of this review.



As in the previous year, international work at IES covered a wide range of employment policy topics including skills, active labour market policy and migration, but the following three themes remained particularly strong components of this work stream:

- the youth labour market
- health at work, and
- employment relations and social dialogue.



Youth labour market

A key aspect of our European work during 2014/15 was the first full year of a major multi-year programme, Strategic Transitions for Youth Labour in Europe (known as STYLE), researching strategies to address youth unemployment across Europe. This programme, which is being co-ordinated by Brighton Business School at the University of Brighton, is undertaken through a consortium of 25 research institutes across Europe in which IES is a key partner. The research, funded by the European Commission, is contributing to understanding of one of the most serious social and economic problems currently facing European countries, as well as strengthening the Institute's partnerships with research institutes in other EU member states.

Other studies on a youth theme during the year included:

- A project commissioned by the ILO, helping them to update their global database on national youth employment policies and legislation.
- The final stages of a two-year project in partnership with Ecorys Consulting and IRS in Italy, to help and advise the European Commission in supporting national and regional governments and social partners to establish new apprenticeship and trainee programmes for young people and improve the performance of existing programmes.
- The completion of research, in partnership with Matrix consulting, to provide members of the European Parliament with an up-to-date, comprehensive picture of the latest developments on policy measures regarding differential treatment of workers under 25 in the EU. The study aimed to assess policy measures which are either positively or negatively discriminatory in the way they affect young people's access to the labour market.

Health at work

Under this theme, IES has been involved in several studies funded by EU-OSHA:

- one looking at health and safety benchmarking schemes that have been set up at sectoral, national or cross-national level, and the impact and effectiveness of such schemes;
- a second reviewing, through a stakeholder survey, the utility of the Agency's online risk assessment tool, and making recommendations for improvement ; and
- a third is a study of 'foresighting' methodologies, and their application to policy, particularly in the health and safety field.
- Finally, the year included an evaluation of an EU-OSHA initiative targeted at primary school teachers to support the introduction of health and safety related topics to young school children.

Employment relations and social dialogue

In this area of work, several international studies were undertaken during the year for a variety of funding organisations and clients. These included:

- A study for the European Parliament on employment conditions in the international road haulage sector.
- A small study for the European Trade Union Institute, looking at outcomes of training for young trade union leaders.
- A renewed contract with Eurofound, under which IES leads an international consortium to provide EU-level information on industrial relations, working conditions and the management of change.
- Also for Eurofound, the year also saw the completion of a study led by IES (with partners in seven EU member states) of social partner co-operation in the hairdressing sector to improve the quality of work and employment.





Other European work during 2014-15

In addition to the major thematic areas outlined above, IES undertook European research and advisory projects on a wide range of topics across the full range of the Institute's expertise during the year. Important new European studies commissioned and started during the year included:

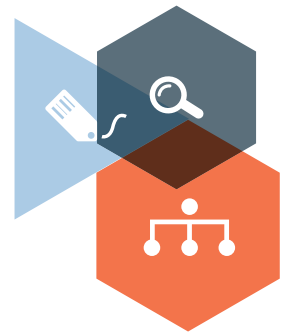
- A large scale project for Cedefop looking at low-skilled adults in the EU, and the economic and social costs associated with this group of the population.
- For Eurofound, in partnership with an Italian research organisation, a study of gender differences in employment patterns, and the impact of policies to reduce those differences, by increasing the labour market participation of women.
- The completion of two further studies, in partnership with Matrix consulting, for the European Parliament. One study looked at disability, focusing on costs of and returns on investment for reasonable accommodation for people with disabilities in terms of employment, public institutions, services and

products, as well as for sheltered workshops. The second study focused on migration, looking at the extent and nature of any discrimination which exists against migrant workers in EU member states, in matters such as recruitment, working conditions and lay-offs.

Finally, 2014/15 saw the continuation of the Institute's participation in a consortium led by ÖSB Consulting in Austria to manage and deliver the Peer Review Programme in Social Protection and Social Inclusion for the European Commission. The programme focuses on the identification and sharing between member states of good and innovative practice in social policy. IES has been part of the core team for this initiative since 2006.

Research and consultancy for employers

Our services to employers and employer bodies are a deeply embedded part of what IES offers and stem from our mission to help bring about sustainable improvements in human resource management. Our approach is pragmatic, steering away from HR fads to identify what works in context. Our underlying ethos is evidenced-based, building on our research pedigree but also drawing on our many conversations and debates with employers and other experts, to bring about change in people management practice.



IES Employer research and consultancy capabilities

Our data analysis capability supports many of the projects taking centre stage in our evaluation work stream, but is also present in the redesign of HR policy and practice. In this arena, we use data to build the case for change, or in acquiring a deep understanding of the temperature of the organisation and the beliefs and concerns of the workforce through our engagement surveys, other process and practice tools or face-to-face exploration.

We offer expert and supportive coaching and more direct help to HR leaders who feel stuck or uncertain in the face of unrelenting change. This can include process design, advice on structure, facilitation of strategic thinking, or help in formulating options for the future, across the full range of HR activity.

For example:

- The delivery of courses on line manager engagement for the NHS.
- The evaluation of a programme to improve the mental health of workers in the emergency services.
- A review of the extent of pay progression in the private sector and of private sector practice on pay progression.
- Exploratory qualitative research on sensitive topics, eg contractual arrangements which affect employment terms and conditions in the cleaning sector.

Our HR work covers a broad span of themes such as engagement, reward, wellbeing and leadership, but acknowledges that real world concerns do not always fit neatly into typical HR boxes.

Health and wellbeing

Our work on health and wellbeing has moved away from evaluations of hazards in the workplace to a much broader involvement in what contributes to a healthy and engaged workforce. For example, IES was commissioned to evaluate the work and wellbeing strand of Mind's 'Blue Light' initiative, designed to improve the mental health of workers in the emergency services through:

- tackling stigma and discrimination;
- embedding workplace wellbeing;
- increasing resilience, and
- providing advice and support.

IES is evaluating two activities within this initiative:

- Development of a programme of webinars for all Blue Light personnel, covering mental health awareness, mental health in the workplace, and managing your own mental health.
- Delivery of a programme of face-to-face training for line managers in services that have signed the Time to Change pledge by evaluating new online and face-to-face training interventions for supporting employee wellbeing.

Another project in this area, conducted in partnership with Brighton University, is reviewing the causal links between HR practices and employee performance and wellbeing by identifying which HR practices most strongly predict both, examining the attitudinal processes that connect them, and critically considering what tensions exist. For example, do some HR practices improve performance but decrease wellbeing, and how might such tensions be resolved to improve HR management practice?

For the CIPD, IES is reviewing research across Europe on how employers can retain older workers through a focus on their health and wellbeing and increasing flexibility to allow for caring responsibilities. This research examines practice in the Czech Republic, Denmark, France, Germany, and the UK. The countries were chosen for their different industrial relations, social welfare and pensions systems, in addition to their variety of social and cultural norms, and collective bargaining and social dialogue culture.

The HR function

IES has a long track record of work for employers on the design, performance and transformation of the HR function. Each year we conduct a series of reviews for individual organisations on the shape or focus of HR – a few years ago these typically explored the application of the ‘Ulrich model’ but increasingly have sought to reduce costs or increase impact.

One example from this year is support to a university HR function in creating a revised operating model and presenting options to the senior management team.

Change management

IES offers a wide range of interventions that might be described under an umbrella of change management. The shape of the intervention is likely to be highly bespoke: it might be gathering data to help inform activity; or evaluating change activity to identify what is and what isn’t working; or acting as a facilitator and critical friend to HR professionals supporting a change programme.

Over the past three years IES has supported a group of London Boroughs in upskilling their HR teams through the design and delivery of workshops that address specific change principles: beyond restructuring – change principles; building the future workforce; risk management; the ethics of change; and the business workforce dialogue model of change. This year, we have

similarly delivered a number of workshops for HR staff in a London Borough to help increase understanding of organisational design principles and approaches and help HR professionals conduct diagnostic assessments of change proposals.

For Civil Service Organisational Development and Design we have conducted a detailed case study of organisational development and evaluated the impact of an OD programme. This work identified six root causes of success:

- Feeling valued and respected.
- Listening and responding to others.
- Joining up and working together.
- Being trusted to deliver.
- Bringing a positive outlook to work.
- Being open and transparent.

Workforce planning

Workforce planning used traditionally to be a predominately number crunching exercise and one which IES excelled at with a distinct model and a detailed approach. Increasingly however, as organisational change has become more complex and less predictable, the focus has shifted to strategically designing and resourcing workforces in times of change. One such project this year has been a collaborative project with Cranfield, Aberdeen University and Oxford Brookes University to explore the level of awareness of, and attraction to, work opportunities in a specific profession. The emphasis here was on using planning approaches to help with the resourcing of specific roles and to develop understanding of where the workforce of the future might come from. These broad questions also underpinned another project IES completed this year that explored the target potential applicant population for specific medical roles to inform recruiting and marketing strategy.

A further workforce planning project has the better use of data at its heart. HR analytics is about improving the quality of business decisions and solving business problems. Increasingly sophisticated people data pose both opportunities and challenges to organisations. Effective applications of such data are about using information to make better business decisions – many of them the bread and butter of workforce planning, such as the numbers of call centre staff at different times of the day to meet customer demand. The challenge

is to avoid generating stacks of data that don't get read or don't help improve the organisation. IES has helped a major employer improve its decision-making and deployment of its people through the better use of HR analytics. We have helped scope out the nature, quantity and locus of decisions that should be informed by data, how these are currently informed, the resources that are available to generate data, any new data that are needed to improve decision-making, a review of industry best practice, and the development of a new approach.

Engagement

Employee engagement is often seen as a 'fad', but it is one that has not gone away and remains a core concern for many organisations. IES has been involved with the development and practical application of the concept since the 1990s when the difference between engagement and job satisfaction became increasingly debated. Our work exploring the links between employee engagement and organisational performance was among the earliest rigorous research to provide some hard evidence on what was previously a 'soft' concept. Our work continues: for example, IES has been part of a consortium that has rigorously explored the evidence base on engagement on behalf of the NHS and has led related work on a series of guides for NHS employers and line managers on what engagement is, why it matters and what creates it.

IES also helps individual organisations understand their own levels of engagement better. For example, a professional organisation asked IES to carry out an engagement study among its various practices. This work included an assessment of existing engagement levels and a summary of the evidence linking engagement with performance. IES conducted an employee engagement survey on behalf of a public sector organisation, in part to assess current levels but also to highlight longer-term trends, and in another similar example, IES supported a charity to analyse its employee survey data.

IES has an impressive portfolio of work evaluating learning and development initiatives. We have also frequently advised organisations on what evaluation is possible or desirable, bringing together our analytical capability with our understanding of learning and development and our pragmatic approach, which means we can offer workable but rigorous solutions to evaluation aspirations. For example, we have begun a major review of the impact of a flagship leadership programme in the NHS on behalf of the NHS Leadership Academy. This evaluation will focus not only on the gains to participants but also on effects on the wider health system and cultures of care, using a 'social return on investment' approach. Another evaluation project has reviewed both external and internal evidence on the importance of 'experience' in developing capability and the factors that can enhance or hinder the acquisition and positive application of experience in the workplace.

For many organisations, strategic talent management is embedded with management development approaches, enabling those with potential to progress. Examples of work in this area this year include work for a London Borough to refresh their workforce strategy and develop a talent/succession approach and provide leadership development. Similarly, another London Borough asked IES to support its efforts to develop a new approach to talent management.

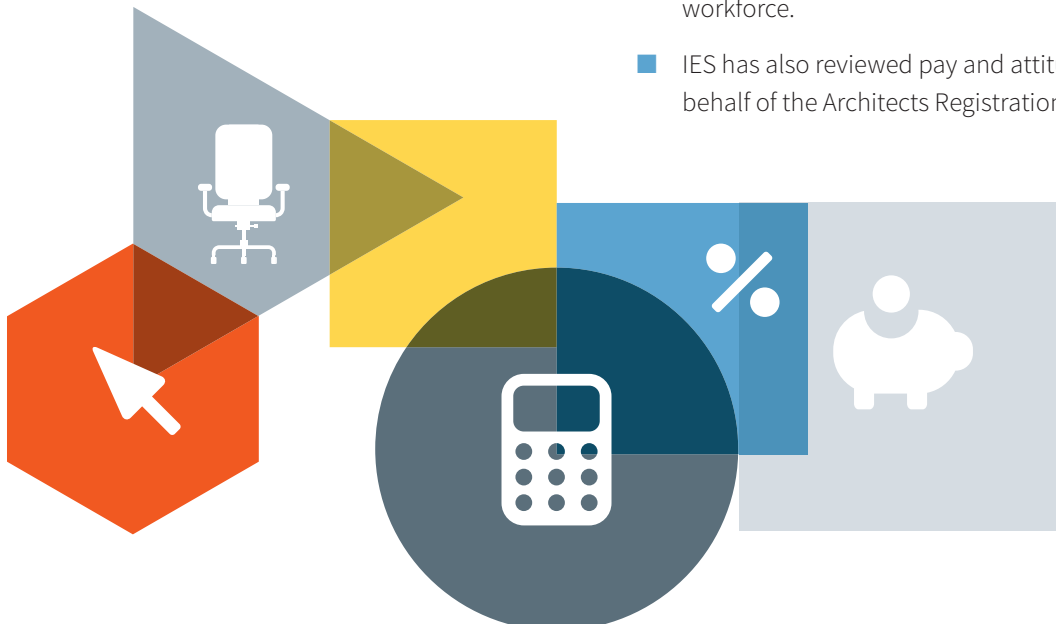
IES also helps create systems and processes to help improve the quality of learning and development. This past year, IES has worked with QinetiQ to develop a decision framework to support decision-making on outsourcing of training programmes. Similarly, in another project we have explored (again with QinetiQ) how the quality of training (especially what might be termed safety- or quality-critical training) can itself be quality assured.

Reward and performance

Interest in reward strategies and processes remains high. Reward is often seen as an important element of ensuring that the interests and efforts of the workforce are aligned with the needs of the organisation and IES has helped organisations consider how their reward strategy and practices might better engage employees. Over the course of the past year we:

- helped both the Ministry of Justice and the National Offender Management Service understand better staff attitudes to reward, and
- reviewed employee engagement for a private sector organisation and tested the degree to which a total reward offering might help increase engagement and positively impact on performance.

In the past, IES has conducted a wide range of pay audits to identify how well pay systems were working. This year we have seen growing interest in gender differences in pay, an area in which IES has considerable expertise, and one we anticipate will continue to develop, particularly in the light of government concerns to address the gender pay gap.



Assignments for professional and sectoral bodies

As well as work for individual employers, IES uses its HR expertise in providing research and advice on most of the above themes for professional and sectoral bodies.

- The IES bespoke approach to measuring employee engagement is one such example. We run attitude or engagement surveys for a number of organisations and professional bodies, including the Royal College of Veterinary Surgeons, the Office of the Independent Adjudicator for Higher Education, and the Bar Standards Board. These surveys focus on understanding the working experiences of members of the profession and enable the body to better meet their needs. On behalf of the Universities and Colleges Employers Association we have worked to develop a standard engagement measure that could be used throughout the HE sector.
- Similarly, our longstanding workforce planning expertise has been recently applied on behalf of the Local Government Association to identify how health and social care service integration can deliver positive outcomes in the community.
- In another project on behalf of the Local Government Association, IES has explored the possible future directions for Regulatory Services in local councils and the changing skill needs for the regulatory workforce.
- IES has also reviewed pay and attitudes to pay on behalf of the Architects Registration Board.



Corporate Membership: the IES HR Network

At the heart of our corporate membership offer is continuous learning. Our HR Network offers members access to IES expertise and leading-edge thinking and research via three main approaches: support for the HR director; professional development for the HR team; and solution-focused assistance with organisational people management issues.

For HR directors, we offer workshops and briefings and the opportunity to discuss particular issues in 'critical friend' support and challenge sessions. In-depth briefings and workshops also help develop HR professionals, alongside the opportunity to pick and mix from a large assortment of 'knowledge nibbles' and masterclasses on current HR issues. To support organisational people management issues we hold solution-focused workshops and briefings alongside tailored critical friend and team coaching sessions.

In addition, all member organisations enjoy:

- The annual conference
- The mini conference
- An invitation to the HR Directors' Retreat
- An invitation to the annual HR Provocation
- Exclusive access to online research publications and resources
- An HR skills audit
- Access to an extensive and active network of peers
- A full events programme supported by national and international experts
- Regular newsletter and email updates

During 2014-15 we ran events on:

Mindfulness at work

Mindfulness techniques are being promoted in the management press as the answer to changing the way people think, feel and act in the workplace. Should we embrace mindfulness or be sceptical? What are the pros and cons? This briefing explored the concept of mindfulness, how to bring it into organisations and the opportunities it presents for HR.

Shared parental leave

From April 2015 parents have been able to share leave around the birth of their child. This pragmatic session explored the options and considered what other organisations were planning to do.

Talent and succession management: Where next?

Succession planning is one part of ensuring that an organisation can meet its future needs for people. 'Talent management' is now a common umbrella term for the attraction, identification and development of people with potential. IES argued that succession planning and talent management should be integrated, not two separate sets of processes. The seminar drew on research, a relevant case study and group discussions as participants explored current approaches to talent and succession management and what might be the challenges going forward.

Leveraging coaching for organisational change

The rate of success for sustained change in organisations is estimated at less than ten per cent. At the same time, the gap between expecting change and being able to manage it, is also growing bigger. This session addressed the need for more effective strategies and methods to accelerate and sustain organisational change. The workshop was aimed at HR and change practitioners to help connect their coaching offers to their change requirements so as to increase the success of their organisational change interventions.

Big data

This briefing explored the 'big data' concept and what it means for HR. HR's role is not immediately obvious, yet the market is flooded with consultancies offering solutions on HR analytics and metrics. This briefing allowed participants to find out more about the nature of big data and its relevance to, and opportunities for, HR.

Establishing a culture of openness

Many organisations struggle with fostering an environment in which employees feel they can speak out openly: to make suggestions for improvement, point out potential risks, and blow the whistle on malpractice. Often, the processes and policies are in place, yet employees are uncomfortable about using them in case of repercussions. This workshop explored how organisations can establish and foster a more open culture.

HR Conference 2014: Strategic HR

It has been the ambition for some time for HR to become more strategic, but what does this mean? This conference examined the components of strategic HR and how to get there? Is it a question of designing the right structure and creating the right roles, or is it really about capability building within the HR function (and line community)?

Mini Conference: Really big headlines

What's new for HR? And what's the latest on the enduring themes? This event examined the latest buzzwords in HR, and also updated members on recent developments on HR favourites.

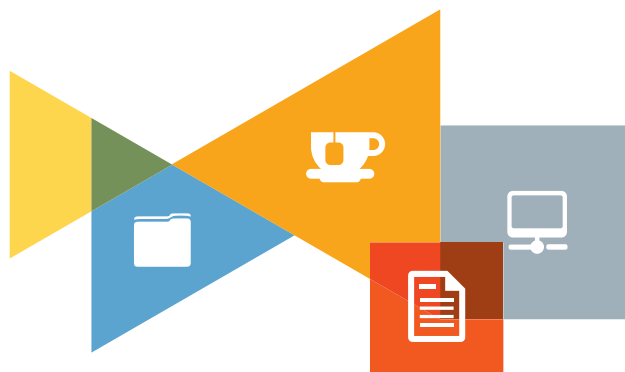
HR Directors' Retreat 2014: Innovation

The HR Directors Retreat took HR's role in innovation as its theme, hearing from some top thinkers in this area (Max Mckeown Linda Holbeche, Paul Sparrow and David MacLeod/Nita Clarke each explored what innovation means in organisations and for HR) and presenting a wide range of case studies to bring some of these messages to life (Derbyshire Healthcare NHS Foundation Trust, the Olympic Delivery Authority and EDF Group).

The IES HR Provocation: The enemy within: the lies HR tells itself

The meltdown of several financial institutions in 2008 raised our awareness of just how easy it is for organisations to adopt a corporate arrogance and wilfully ignore the warning signs about the health of the organisation or the impact of current practice. This provocation held the mirror up to HR colleagues to warn of poor decision practices: the comfort of being with the majority; of focusing on positive news and ignoring

the negative; of falling in love with new ideas over and over again. David Guest and Duncan Brown provided an academic and consultancy perspective whilst an HR director turned CEO provided internal insight.



HR Network publications

The Future of Engagement:

Thought Piece Collection

Robinson D and Gifford J (eds), *Report 505*, Institute for Employment Studies, 2014

Barriers to successful outcomes from coaching

Carter A, Blackman A, Hicks B, *IES Paper*, Institute for Employment Studies, 2014

Seminar: Establishing a culture of openness:

IES event report

Smith M, *HR Network Paper*, Institute for Employment Studies, 2014

HR Directors' Retreat: Innovation:

IES event write-up

Robinson D, *HR Network Paper*, Institute for Employment Studies, 2014

The engaging manager in development mode

Marvell R, Robinson D, Hirsh W, *Engaging Manager Report Series 492*, Institute for Employment Studies, 2014

HR in a disordered world: IES Perspectives on

HR 2015, *Report 506*, Institute for Employment Studies, 2015

Shared Parental Leave:

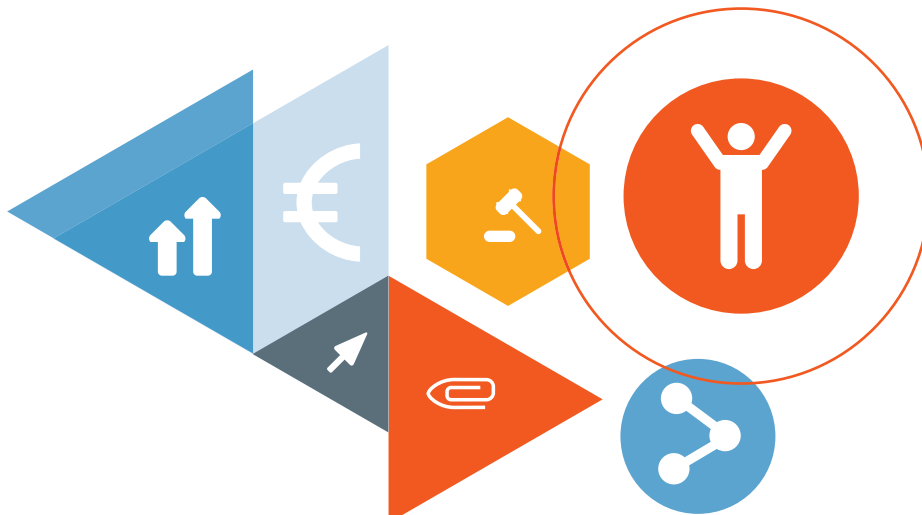
The new regulations in a nutshell

Mercer M, *IES Paper*, Institute for Employment Studies, 2015

HR Network members 2014–2015



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| Architects Registration Board | Local Government Association |
| AstraZeneca Group plc | London Councils |
| CAFOD | Ministry of Defence |
| Circle Housing | Ministry of Justice |
| College of Policing | NHS Employers |
| Department for Business, Innovation and Skills | NHS Greater Glasgow and Clyde |
| Department for Culture, Media & Sport | Office of the Independent Adjudicator for Higher Education |
| Department for Environment, Food and Rural Affairs | Ordnance Survey |
| Department of Energy and Climate Change | Plan International |
| E.On UK | Royal Bank of Scotland |
| Family Action | Royal Navy |
| Government Communications Headquarters | Shell in the UK |
| Government Legal Department | Surrey Police |
| Home Office | The Housing Ombudsman Service |
| Infineum International Ltd | The Institute of Cancer Research |
| ISG plc | University of Brighton |
| Kingston University | University of Glasgow |
| | Wellcome Trust Sanger Institute |
| | WSH Limited |



IES Board of Trustees

The Board of Trustees is closely involved with the Institute's work and staff. Board members undertake a governance role; contribute to the development of the Institute's strategy; approve, support and monitor the implementation of the strategy; and approve the annual budget and business plan.

Listed below are members of the IES Board of Trustees during 2014/15

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David Smith

Board members

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Kings College London

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Bernadette Kelly (retired from Board 2014)
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Randeep Kular
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Geoff McDonald (retired from Board 2015)
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Staff and associates 2014/15

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Clients and funding bodies 2014/15



Acas	European Parliament
Architects Registration Board	European Trade Union Institute
Bar Standards Board	Eversheds
Birmingham City Council	Federal Institute for Vocational Education (BIBB), Germany
Cambridgeshire County Council	Foods Standard Agency
Cheshire HR Services	Fund of Further Education, Czech Republic
Chartered Institute of Personnel and Development (CIPD)	General Medical Council
Civil Service Organisational Development and Design	Harrow Council
Companion Care (Services) Ltd	Higher Education Funding Council for England
Department for Business, Innovation and Skills	HM Prison Service
Department for Education	Housing Ombudsman Service
Department for Work and Pensions	Institute of Cancer Research
Department of Energy and Climate Change	International Labour Organization
Ealing Borough Council	Jersey Skills Board
EDF Energy	Kingston University
Equality and Human Rights Commission	KPMG
Edinburgh Napier University	Leicester City Council
European Agency for Safety & Health at Work (EU-OSHA)	Local Government Association
European Centre for the Development of Vocational Education (Cedefop)	London Borough of Enfield
European Commission	London Borough of Harrow
European Foundation for the Improvement of Living and Working Conditions (Eurofound)	London Borough of Lewisham
	London Borough of Southwark
	London Probation Service
	MIND
	Ministry of Defence

Ministry of Justice	Skills for Health
Nando's UK	Skills Funding Agency
National College of Teaching and Leadership	Southwark Council
National Institute for Health and Care Excellence (NICE)	Surrey Police
National Institute for Health Research	UK Commission for Employment and Skills
National Offender Management Services	Universities HR
NHS Employers	Universities and Colleges Employers Association
NHS Greater Glasgow and Clyde	University of Brighton
NHS Health Education England, East of England	University of Glasgow
NHS Leadership Academy	Wellcome Trust Sanger Institute
NHS Midlands and East	Welsh Government
NIHR School for Social Care Research	
Office of Manpower Economics	
Office of the Independent Adjudicator	
Ordnance Survey	
Oxfam	
Plan Limited	
Plymouth University	
Police Federation of England and Wales	
Public Sector People Managers Association (PPMA)	
Remploy Ltd	
Royal College of Veterinary Surgeons	
SAP Software and Solutions	



Partners in 2014/15

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Aon Hewitt	Futurecraft (Services) Ltd	Metropolitan University
Applica, Belgium	GfK NOP Social Research	PRODEV (International Training Centre of the ILO)
AStri Research and Consulting, Netherlands	Graduate Recruitment Bureau	QinetiQ
BAE Systems	Higher Education Careers Services Unit	Researching Equity, Access and Participation Group, Lancaster University
BMG Research	IDEA Consult, Belgium	Slovak Governance Institute, Slovakia
Brighton Business School, University of Brighton	IFF Research	Social Policy Research Unit, University of York
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Cambridge Econometrics	Incomes Data Services	SQW Ltd
Cardiff Work Environment Research Centre, Cardiff University	Institute for Criminal Policy Research, Birkbeck, University of London	Strengths Partnership
Centre for Decision Research and Experimental Economics, University of Nottingham	Institute for Employment Research, University of Warwick	SVGC Ltd
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Centre for Education and Industry, University of Warwick	Ipsos MORI	TÁRKI, Hungary
Centre for European Policy Studies	Istituto di Ricerca Economica e Sociale dell'Emilia Romagna, Italy	Tempera
Centre for International Research on Care, Labour and Equalities, University of Leeds	IRShare	The London School of Economics and Political Science
Centre for Research in Futures and Innovation, University of South Wales	Istituto per la ricerca sociale (IRS), Italy	The Performance Coach
Centre on Migration, Policy and Society, University of Oxford	IZA – Institute for the Study of Labor, Germany	The Work Foundation
Chambre de Commerce et d'Industrie de Grenoble, France	King's College, London	University of Aberdeen
Chartered Institute of Personnel and Development (CIPD)	Koç University, Turkey	University of Brighton
Copenhagen Business School, Denmark	Kraków University of Economics, Poland	University of Graz, Austria
Cranfield School of Management	Lancaster University	University of Kent
Deloitte Consulting	Leeds Addiction Unit	University of Liverpool
Democritus University of Thrace, Greece	London Economics	University of Oviedo, Spain
Economic and Social Research Institute, Ireland	Loughborough University	University of Oxford
Ecorys	Matrix Insight	University of Salerno, Italy
Edinburgh Napier University	Metropolitan University Prague, Czech Republic	University of Sheffield
Employment Research Ltd	Migration Policy Institute	University of Surrey
ERL Ltd	National Centre for Social Research (NatCen)	University of Swansea
Federal Institute for Vocational Education and Training (BIBB), Germany	National Institute for Economic and Social Research (NIESR)	University of Tartu, Estonia
	National University of Ireland, Galway	University of Tilburg, Netherlands
	NOVA – Norwegian Social Research, Norway	University of Trento, Italy
	Opus 8 V.O.F., Netherlands	University of Turin, Italy
	ÖSB Consulting, Austria	Visionary Analytics
	Oxford Brookes University	Warwick Business School, University of Warwick
	Pensions Policy Institute	Wilke, Maack and Partner, Germany
		York Health Economics Consortium, University of York



Financial Summary

The Institute returned a surplus of £44,000 during the year (2013/14: £277,000 deficit). Income for new research and commissions was up by £1m on 2013/14. Management and administration costs are much lower than previous years, partly as a result of moving to new premises.

There was no drawdown of designated funds during the year (2013/14: £0). Under the Articles of Association, no part of the income or property of the Institute can be distributed to Institute members. Thanks are due to the Institute's Board, executive team and staff members for their contributions during the year.

The Institute's fund balances continue to be maintained at a healthy level of £1.9 million, meeting its stated policy of covering six months operating costs and enabling it to continue to invest in the future. The Institute has no borrowings.

A summary financial statement based on management accounts for the last two years is given here. (A full copy of the audited accounts is available from the Company Secretary at the Institute)

Summary Income and Expenditure Statement 2014/15

	2013/14	2014/15		2013/14	2014/15
INCOME	£000'	£000'	EXPENDITURE	£000'	£000'
Project	3,140	2,936	Staff costs	1,729	1,710
Membership	208	166	Partners and subcontractors	1,294	847
Other (Events, Publications, Interest)	27	14	Other direct costs	59	61
Total Income	3,375	3,116	Management and administration	570	454
			Total expenditure	3,652	3,072
			Surplus (undesignated funds)	(277)	44
			Fund balances	1,885	1,928

An active institute: publications, articles and presentations



The active dissemination of results and recommendations from IES research is central to our purpose.

Between April 2014 and March 2015, IES staff authored or contributed to 70 publications, including infographics.

Of these, 22 reports and papers were published by the Institute, and 48 were published by our clients. IES staff also contributed 20 articles or book chapters, and presented at 64 conferences and seminars.

Our three news publications reach audiences on employment policy (Employment Studies), corporate HR (HR Insight), and our HR Network (Network News). Sent electronically as well as in print, all news content also appears on our website.

The IES twitter account (@EmploymentStudies) now keeps 1,111 followers informed of IES-related news. The IES LinkedIn company page now has 832 followers, and the IES HR Group on LinkedIn now has 312 members.

From April 2014 to March 2015, we published thirteen blog posts drawing on our work on HR management topics on the HR blog. The mailing list for receiving new blog posts continues to grow each month. Following the success of the HR blog launch in the previous year, we launched an Employment Policy blog in March 2015 drawing on the Institute's public policy work.

New website

IES launched a new website on 30 January 2015, which offers a clean, modernised look and improved usability for visitors. Feedback on the new site has been very positive, and we continue to work on improving it.

With an average of around 11,000 website sessions per month, by some 9,500 visitors, our website attracts wide international interest with over 35 per cent of traffic identified as coming from outside the UK. The site offers news, briefings of current research, publication summaries, profiles of our work areas and methodologies, plus media coverage and press releases, and a members' area for the HR Network.

Reports and papers

IES (2015), *HR in a disordered world: IES Perspectives on HR 2015*, Report 506, Institute for Employment Studies

BIS (2014), *The Fourth Work-Life Balance Employer Survey (2013)*, Research Report 184, Department for Business, Innovation and Skills

NIHR SSCR (2014), *Improving employment opportunities for carers: identifying and sharing good practice*, NIHR School for Social Care Research

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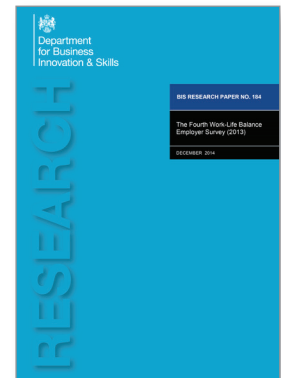
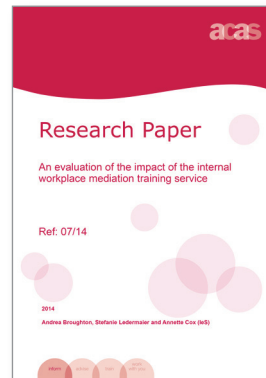
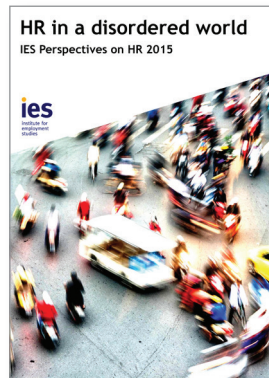
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Cox A, Williams J, Aston J (2015), *Impact evaluation of the Employer Investment Fund and Growth and Innovation Fund: baseline qualitative findings*, UK Commission for Employment and Skills

Cox A, Fletcher L (2014), *Scoping study for a foresight on new and emerging occupational safety and health (OSH) risks and challenges*, European Agency for Safety and Health at Work

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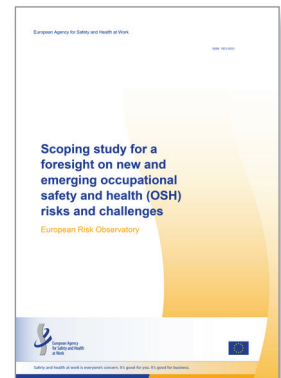
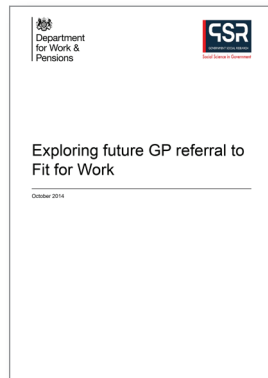
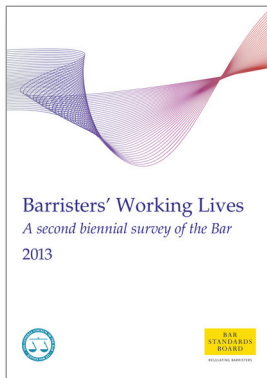
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Mallender J, Liger Q, Tierney R, Beresford D, Eager J, Speckesser S, Nafilyan V (2015), *Reasonable accommodation and sheltered workshops for people with disabilities: costs and returns of investments*, European Parliament

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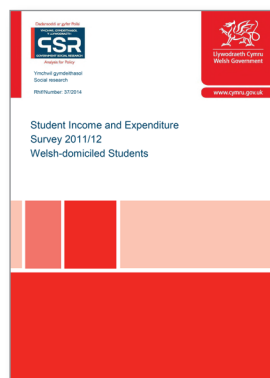
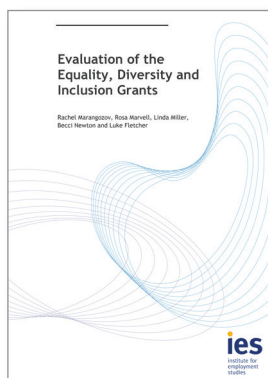
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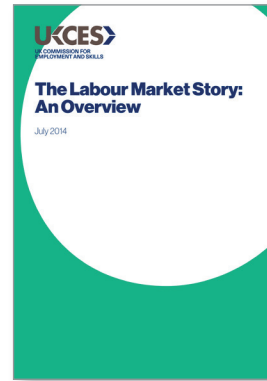
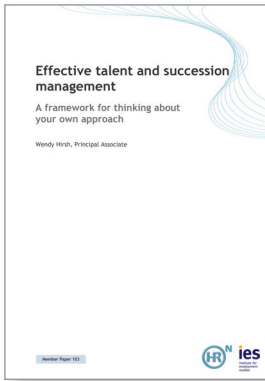
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- Hirsh W, 'Talent Management: How to focus and de-clutter', *Bitesize workshop*. CIPD Sussex, 10 March 2015
- Hirsh W, 'Issues and Directions in People Management', *Board Awayday*. Universities and Colleges Employers Association, London, 18 February 2015
- Hirsh W, 'The Regulatory Officer of the Future', *The findings of IES study of the Regulatory Officers in Environmental Health*. Local Government Association, London, 2 September 2014
- Hirsh W, 'How Grown Ups Make Career Decisions', *At the Cutting Edge-Research into Practice*. NICEC and CDI, University of Derby, 8 July 2014
- Marvell R, 'Evaluation of the Equality, Diversity and Inclusion Grants', *Equality and Diversity Good Practice Fund: Good Practice team launch event*. Skills Funding Agency and Equality Challenge Unit, London, 11 December 2014
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- Newton B, Speckesser S, 'Overcoming unemployment among young people: lessons from Youth Contract for 16-17 year olds', *Centre for Analysis of Social Exclusion seminar*. Centre for Analysis of Social Exclusion, London, 8 October 2014
- Newton B, 'Addressing under-representation by gender and ethnicity in Apprenticeships', *Apprenticeships and Equality: A call to action*. Department of Business, Innovation and Skills, the National Apprenticeship Service and the TUC, London, 29 April 2014
- Pollard E, 'Doctoral Graduate Destinations 3.5 years on', *Postgraduate Research Career Symposium*. College of Medicine, Biological Sciences and Psychology and the Leicester Learning Institute, Leicester, 8 January 2015
- Pollard E, 'Working While Studying', *Working While Studying*. Department for Business, Innovation and Skills, London, 16 October 2014
- Reilly P, 'Getting buy-in from the business for strategic HR', *Successful business partnering*. Symposium Events, London, 18 November 2014
- Reilly P, 'Making a strategic, operational and transactional contribution', *NHS West Midlands HR Network*. NHS West Midlands, Birmingham, 17 November 2014
- Reilly P, 'Evidence-based Reward Management Panel', *HRO Today Forum Europe*. HRO Today, Edinburgh, 12 November 2014
- Reilly P, 'Challenges and trends for HR directors', *Regular meeting*. HR Director's network for HEIs, London, 11 March 2015
- Reilly P, 'The theory vs the practice of talent management', *HR Leaders Dinner*. Success Factors (SAP), London, 26 November 2014
- Reilly P, 'The current and future challenges that HR faces', *The current and future challenges that HR faces*. North West Councils, Salford, 15 October 2014
- Reilly P, 'A Talent Summary', *SAP Executive Value Network for HR*. SAP, Prague, 26 September 2014
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- Reilly P, 'The principle and practice of workforce planning', *British Red Cross HR Awayday*. British Red Cross, Leamington Spa, 20 May 2014
- Reilly P, 'Academic workforce planning', *U21 conference*. Universitas 21, Glasgow, 16 May 2014
- Reilly P, 'The nature of employee engagement and what drives it', *Russian delegation to the UK, LVA Europe*. London, 15 April 2014

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Robinson D, 'Employee Engagement', *Lecture to Brighton Business School Masters CIPD students*. Brighton Business School, Brighton, 10 March 2015

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IES is a registered charity number 258390

Designed by Helen Joubert Design

ISSN 1756-2325

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