

Keeping you up to date with IES
research and consultancy work

Spring 2015 Issue 20



The business case for leadership and management skills

Penny Tamkin,
IES Associate Director

In this issue

- 2 Thinking about mindfulness?**
- 3 Shared parental leave: what are you doing about it?**
- 3 Duncan Brown returns to IES**
- 4 IES Publications**

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

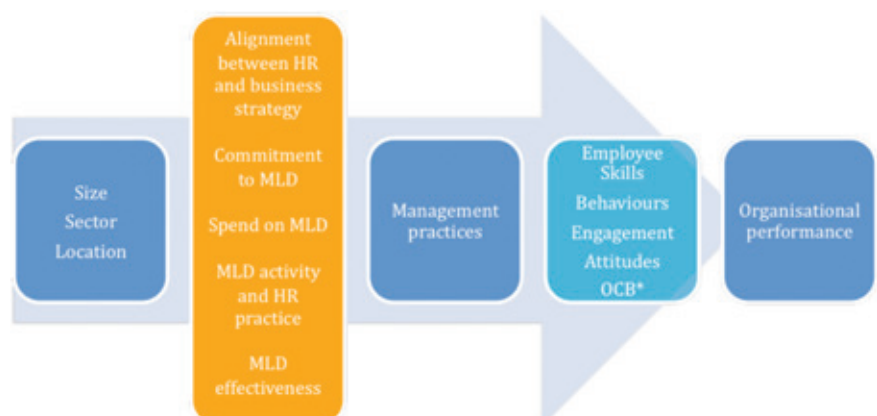
iesconsult@employment-studies.co.uk

Management and Leadership skills have been associated with a wide range of outcomes of importance – productivity, innovation, employee safety and wellbeing, and employee engagement for example. All too often, that knowledge is understood in the abstract but makes no difference in terms of how we behave in organisations. If that is so in organisations, it is even more marked on a national level. IES has recently supported the States of Jersey in exploring the quality of its management and leadership, the factors that influence that quality, and how these issues link to organisational performance. We have sought to better understand the capability of managers and leaders across the Island, the impact of that on performance and the factors that influence that capability. This has led us to develop detailed recommendations for organisations and for the States of Jersey itself.

The catalyst for this work was a 2012 study published by the Chartered Management Institute (CMI),¹ which sought to link management development to organisational outcomes. This study concluded there was clear evidence that the level of investment in management and leadership development (MLD), the alignment of HR and business strategy, and the commitment to MLD within an organisation, alongside effective HR practices and the evaluation of MLD, have a significant impact on organisational performance. The States of Jersey had already identified that management and leadership skills were likely to be crucial in facing the challenges facing it: the need for significant public sector reform; the identification of management and leadership skills challenges in specific sectors; and ambitions for growth across the Jersey economy.

Continued on p2

The Jersey Management and Leadership Chain



*OCB = Organisational Citizenship Behaviour. Source: IES, 2014

The CIPD has commissioned IES to conduct research in five countries, into how employers can retain older workers by focusing on their health and wellbeing and being flexible about the caring commitments of older workers, such as their responsibilities caring for elderly parents.

IES is collaborating with the University of Brighton to conduct some original research into the links between HR practices and employee performance and well-being. The results will be disseminated at an event (planned for January 2017) hosted by the University of Brighton.

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.

Pay progression report for IDS was published. *Private sector practice on progression, A research report for the Office of Manpower Economics*, Mulkearn K, Welfare S, Withers L, Hinks R, Rickard C, Reilly P | Nov 2014 | Office of Manpower Economics

The Fourth Work-Life Balance Employer Survey (2013 edition) was published by the Department for Business, Innovation and Skills. This most recent UK survey of work-life balance, researched and written by IFF in collaboration with IES, provides a detailed picture of employers' policies and practice on flexible working and leave arrangements.

The 2014 RCVS Survey of the Veterinary Profession was published. These surveys by IES for the Royal College of Veterinary Surgeons (RCVS) provide a snapshot of the current state of the veterinary and veterinary nursing professions, providing information in a number of areas, and gauging individual views on the current state of the profession.

IES is currently leading an evidence review which aims to identify the behavioural drivers of organisational decision-making. The work has been commissioned by a cross-government partnership led by the Department of Energy and Climate Change.

The business case for leadership and management skills

Continued from p1

In response, IES worked with IFF to survey organisations across the Island, representative of all sectors and sizes. The survey repeated large parts of the CMI survey (with kind permission) and added some key questions on talent issues and management practices to further explore the links with performance.

The findings show that there is a clear link between MLD, management effectiveness, and organisational performance. High-performing organisations show:

- A greater alignment between HR activity, and MLD and business strategy.
- Greater commitment to MLD.
- More positive feelings about the MLD they provide.
- More sophisticated management practices.

We found that a chain of impact can be established for Jersey (see Figure below). A range of organisational characteristics (including size and sector) are important in setting the context for leadership development and influence the amount of development offered and general approaches to MLD. Attitudes and practices such as MLD activity, its quality, and the alignment with the business strategy, in turn have a significant impact on management and leadership capability and practice. Better

management and leadership capability and practice are associated with higher levels of organisational performance (other research² strongly suggests that this is through their effect on the skills, behaviours, engagement and attitudes of the workforce).

These findings provide a strong business case for the value of management and leadership skills across the Jersey economy and also offer a firm base for a range of targeted recommendations for employers and for the Jersey Skills Board and its partners to raise capability and help the island face the challenges ahead.

This research has now been published by Jersey Skills and can be downloaded from their website.

If you are interested in finding out more about how MLD can impact your organisation, please contact penny.tamkin@employment-studies.co.uk

- 1 Dr Richard McBain, Professor Abby Ghobadian, Jackie Switzer, Petra Wilton, Patrick Woodman and Gemma Pearson, (2012) *The Business Benefits of Management and Leadership Development*, CMI, London.
- 2 Eg Purcell et al 2003 *Understanding the People Performance Link – Unlocking the Black Box*, CIPD, London

Thinking about mindfulness?

We recently ran a very popular event on Mindfulness, a subject very much in demand right now. One of the event speakers, Liz Hall, is a trained mindfulness teacher, speaker, Senior Practitioner coach and writer. We are very fortunate to have Liz join IES as an Associate.

If you are thinking about how the principles of mindfulness could be applied and bring improvements to your organisation, or you would benefit from the support of a Mindfulness Coach let us know and we will connect you with Liz.

Call Emma on 01273 763 406 or email emma.knight@employment-studies.co.uk



Shared parental leave: what are you doing about it?

Mary Mercer, IES Principal Associate

Shared Parental Leave (SPL) and Shared Parental Pay (ShPP) is a new way for parents to share statutory leave and pay on the birth of a child. It is available for working parents whose baby is due, or who adopt, on or after 5 April 2015.

There is a lot to think about when establishing the new regulations. Certainly the Department for Business, Innovation and Skills (BIS) hope that the new regulations will create a cultural revolution in how mothers and fathers share caring commitments on the birth of a child. However, this depends on how employers implement the new regulations; the detail will give clear messages to employees about their organisation's commitment to fathers sharing the caring load with mothers.

We recently held a very well-attended HR Network members' event on this topic, with speakers from IES and BIS. We found that member organisations varied in their state of readiness for SPL and in their approaches to its implementation. They found the workshop a useful opportunity to clarify their

understanding of the requirements and find out how others are implementing the new rules.

The basics

SPL will consist of 50 weeks leave, and 37 weeks' pay at a flat rate. The time can be shared between parents and both can be off at the same time if they want to be. SPL can be stopped and started, so a mother could return to work for a time and then resume leave at a later date. Any woman who comes off her employer's maternity scheme to go onto SPL will not be able to go back onto maternity leave and pay, so she will need to consider carefully if her employer enhances maternity leave and pay but not SPL or ShPP.

The uncertainties

The Department for Business, Innovation and Skills estimates that between 2 – 8 per cent of parents will take up SPL.

Employers can of course enhance SPL and ShPP, and how and whether they match ShPP to maternity pay is a current debate for many organisations. For many, matching enhanced maternity pay and ShPP seems prohibitive but, if the aim is really to change the culture and enable fathers to do their share, it seems unrealistic to expect this to happen if maternity pay and ShPP are not matched.

Some solutions

Some organisations are reducing enhanced maternity pay so that they can match ShPP to it. Many employers are keen that the time their employees are taking off can be managed, so some are offering to enhance ShPP if it is taken in blocks of time at four, six or eight weeks.

Others are looking at how SPL can be used to trial flexible working, by enabling employees to take SPL but using some of the 20 Shared Parental Leave in Touch (SPLIT) days to work part time. Employers need to think about whether enhancing ShPP in certain ways will enable them to encourage take-up but also manage it.

For more information about ways to set up and implement SPL, please contact Mary Mercer at mary.mercer@employment-studies.co.uk

Further reading and in-house training

- Read *Shared Parental Leave and Pay: The new regulations in a nutshell*, our latest HR paper.
- We offer short in-house sessions to clarify the new regulations and give practical guidance.

Duncan Brown returns to IES



Those of you who have known IES for a number of years will already know Duncan Brown from his time with us before, and, more recently, as a speaker at IES events. We are delighted to be welcoming Duncan back in April as Head of HR Consultancy. Duncan returns having worked as a Principal in the Compensation & Talent Practice at Aon Hewitt. He has more than 20 years' experience in HR consulting and research, with firms including PricewaterhouseCoopers and Towers Perrin. He also spent time as Assistant Director General at the CIPD.

Duncan's clients have included major private sector companies such as BP and British Airways, government departments such as the Cabinet Office, and not-for-profit organisations such as Cancer Research and the United Nations. He has also participated

on Government taskforces on pensions and human capital reporting and was a member of the expert advisory group to the Hutton Review of Fair Pay.

Duncan is also a prolific writer and speaker, with regular articles and blogs in well-known HR press. His latest book is on reward effectiveness. Human Resources magazine placed him in its listing of the top five most influential thinkers in UK HR in the past three years.

He will be a huge asset to the HR research and consultancy team at IES and to the IES HR Network, and we are looking forward to welcoming him back.

Just published

HR in a disordered world IES Perspectives on HR 2015



We recently launched our annual *Perspectives on HR* report, a collection of articles addressing the challenges for the HR function in today's turbulent times.

To help HR professionals rise to those challenges, several of the articles consider how the function steers itself through change, or how it helps others do so. We urge employers to consider how more established ways of managing change can be replaced by evolving fluid approaches.

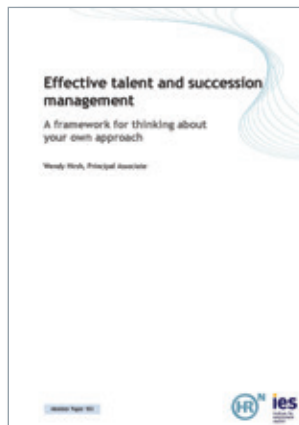
The report suggests new ways of leveraging HR tools such as coaching and innovation, alongside new approaches to change itself. The writers also consider the current issues for HR staples such as talent management and business partners, as well as new angles on topics such as capabilities and ethics.

All of these papers are united in their desire to place the HR function and its people ahead of events, better able to work with change, support those who experience it, and reflect on their own contribution in the process.

Access the report at www.employment-studies.co.uk/disordered-world

Forthcoming

Effective talent and succession management: A framework for thinking about your own approach



Here at IES, our research activities and discussions with leading employers keep us abreast of the latest thinking and generate insights into what works in practice.

To offer these insights in a concise and useable format, we are launching a series of HR Essentials papers.

In the first of these papers, Wendy Hirsh offers her suggestions for practitioners on just two sides of paper, which include:

- A framework for thinking about your own approach.
- Ten practical tips for developing and implementing a successful approach.

This paper is currently available only to HR Network members. The embargo will be lifted on Monday, 23 May.

For further information on how IES can help you with talent and succession management contact wendy.hirsh@employment-studies.co.uk

Understanding Employers' Graduate Recruitment and Selection Practices, the outcome of our recent research project for the Department for Business, Innovation and Skills, is due to be published early in the summer.

To download these publications, visit:
www.employment-studies.co.uk/pubs



Members of HR Network help to shape the agenda, ensuring that individuals, organisations and the HR community get the support, development opportunities, networking, and evidence base needed for better-informed HR practice. We invite you to join this active community of reflective, outcome-focused practitioners who value evidence-based HR, want to be challenged, and are willing to contribute to the collective success of the community.

Gain access to:

- over 40 years' experience in HR practice and employment policy
- IES experts and consultants
- a varied programme of HR events
- member-only web access to exclusive new research
- in-house training
- coaching and critical friend sessions with leading HR professionals
- a network of outcome-focused peers and professionals

For more information, visit
www.employment-studies.co.uk or
contact Emma Knight:
emma.knight@employment-studies.co.uk
or 01273 763 406



**Institute for
Employment Studies**
City Gate, 185 Dyke Road
Brighton BN3 1TL, UK
T +44 (0) 1273 763 400
F +44 (0) 1273 763 401
askies@employment-studies.co.uk

IES is a charitable company limited by guarantee.
Registered charity 258390