



IES  
**Annual Snapshot**  
2015–2016

This snapshot document accompanies our full Annual Review. It tells the story of IES's work in 2015–16 in lists.

# Staff and associates



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### Associate Director

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Kate Spiegelhalter BA, MSc, PhD  
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Sally Wilson BSc, PhD

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### HR Membership and Business Development Manager

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### Head of Communications

Lorna Howes BA

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Linda Lawrence

Gwen Leeming  
Karen Patient BA PGDip  
Louise Paul

## Associates

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Linda Barber BA  
Maggie Smith Dip AoEC  
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Mary Mercer BSc, MSc, MCIPD  
Michael Cross BSc, PhD  
Mike Campbell BA, MA, FRSA, OBE  
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Wendy Hirsh MA, PhD, FCIPD, FRSA

### Research Associates

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Graham Brown  
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Mary Wayne Bush EdD  
Pam Coare  
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Robert Fraser Harper  
Sophie Alice Gaston  
Liz Hall BA  
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Linda Miller BSc, PhD  
Jacqueline O'Reilly BA, PhD  
Martin Rhisiart BA, MSc (Econ), PhD  
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Mark Spilsbury BSc, FRSA  
Jane Sullivan (CPsychol) AFBPSS  
Ken Walsh BA, MA

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Dr John Ballard, The At Work Partnership Limited  
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Ian Brinkley, Chartered Institute for Personnel & Development (CIPD)  
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Professor Mike Campbell OBE  
Dr Jo Casebourne, Institute for Government  
Peter Cheese, Chartered Institute for Personnel & Development (CIPD)  
Claire Churchard, Haymarket Media Group  
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Professor Andy Dickerson, University of Sheffield  
Gill Dix, ACAS  
Nicholas Edwards, Eversheds LLP  
Dr Werner Eichhorst, IZA – Institute for the Study of Labor

Sir Stuart Etherington, National Council for Voluntary Organisations  
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Mike Everett, Study Group UK Ltd  
Helen Fairfoul, Universities and Colleges Employers Association (UCEA)  
Professor Alison Fuller, University College London  
Professor Mark Gabbay, Department of Health Services Research  
Lesley Giles, The Work Foundation  
John Greatrex, Unipart Group  
Stephen Haddrill, Financial Reporting Council  
Professor Malcolm Higgs, University of Southampton  
Jim Hillage MBE, Employment Consultant  
Professor Wendy Hirsh, Employment Researcher and Consultant  
Dr Linda Holbeche, The Holbeche Partnership  
Paul Johnson, Institute for Fiscal Studies  
Professor Gareth Jones, IE Business School Madrid  
Professor Ewart Keep, University of Oxford  
Lena Levy, British Medical Association  
David MacLeod OBE, Engage for Success  
Dame Mary Marsh, DBE  
Stephen McNair, Scientific Advisory Board of the European Joint Programming Initiative on Demography  
Sarah Messenger, Local Government Association (LGA)  
Stephen Moir, NHS England  
Professor Stephen Morris, Manchester Metropolitan University  
Fiona Neathey, ACAS  
Frances O'Grady, TUC

Professor Jacqueline O'Reilly, Centre for Research on Management and Employment at University of Brighton Business School  
Dr Emma Parry, Cranfield University School of Management  
Nic Paton, Cormorant Media  
Toby Peyton-Jones, Siemens plc  
John Philpott, Freelance Economist  
Norman Pickavance, Grant Thornton UK LLP  
Professor Chris Pole, University of Brighton  
Professor John Purcell, Warwick Business School Industrial Relations Unit  
Gillian Quinton, Buckinghamshire County Council  
Peter Reilly, HR Consultant  
Dean Royles, Leeds Teaching Hospitals NHS Trust  
Katerina Rüdiger, Chartered Institute for Personnel & Development (CIPD)  
Professor Roy Sainsbury, University of York  
Valerie Scoular, Dentsu Aegis Network Ltd  
Peter Smith, Hay Group  
Samantha Smith, American Express  
Professor Paul Sparrow, Lancaster University Management School  
Madeleine Sumption, University of Oxford  
Sarah Veale CBE  
Imelda Walsh, First Group Plc  
Kevin White, Executive Coach and Consultant  
Tony Williams, Will Exell  
Tom Wilson  
Dr Wilson Wong, Chartered Institute for Personnel & Development (CIPD)  
David Yeandle OBE, European Employers Group

# IES Honorary Fellows



# IES Board of Trustees

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*University of Brighton*

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*Unipart Group*

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*Kings College London*

Randeep Kular  
*Worcestershire Acute Hospitals NHS Trust*

Sam Mercer  
*Bar Council*

Geoffrey Podger CB

Nicola Smith  
*TUC*

## Retired from the Board during 2015/16:

Sally Hopson  
*Pets at Home*

Bernadette Kelly  
*Department for Business, Innovation and Skills*

Geoff McDonald



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

# HR Network members



# Partner organisations



Allocate Software	Deloitte Consulting	Koç University Social Policy Center, Turkey
Alpha Plus Consultancy Ltd	Democritus University of Thrace, Greece	Kooperationsstelle Hamburg IFE GmbH
Amsterdam Institute for Advanced Labour Studies (AIAS), University of Amsterdam	Department of Public Health, University of Copenhagen	Kraków University of Economics, Poland
Aon Hewitt	Department of Public Health Sciences, Karolinska Institutet	Lane4 Management Group Ltd
Austrian Institute of Economic Research (WIFO)	Economic and Social Research Institute, Ireland	London Economics
BAE Systems	Ecorys	London School of Economics and Political Science (LSE)
BMG Research	EurActiv, Belgium	Loughborough University
BMT Defence Services	GfK UK Ltd	Matrix Insight
Birkbeck, University of London	Grenoble School of Management, France	Metropolitan University Prague, Czech Republic
Brighton Business School, University of Brighton	Higher Education Careers Services Unit (HECSU)	MRAG
Brook Lyndhurst	HuSys Ltd	NatCen Social Research
Cambridge Econometrics	ICF International	National Institute of Economic and Social Research (NIESR)
Centre for Decision Research and Experimental Economics, University of Nottingham	IDEA Consult	National University of Ireland Galway
Centre for Research in Futures and Innovation, University of South Wales	IFF Research	NOVA – Norwegian Social Research, Norway
Centre for Research in Language Learning and Use, University of York	Incomes Data Research	ÖSB Consulting GmbH
Centre on Migration, Policy and Society (COMPAS), University of Oxford	Institute for the Study of Labor (IZA), Germany	Oxford Brookes University
Centre for European Policy Studies	Institute for Structural Research (IBS)	Oxford Research AB
Coffey	Institute for Work & Health	Pensions Policy Institute
CORDA	International Centre for Guidance Studies (iCeGS), University of Derby	Public Policy and Management Institute (PPMI)
Copenhagen Business School, Denmark	Ipsos MORI	QinetiQ
Cranfield School of Management	IR Share	Research Institute for Labour and Social Affairs (RILSA)
	Istituto per la ricerca sociale (IRS)	Researching Equity, Access and Participation (REAP), Lancaster University
	King's College London	Slovak Governance Institute, Slovakia

Social Policy Research Unit (SPRU),  
University of York

Solutions for Public Health (SPH)  
SQW

Statistics Canada

SVGC Limited

Swedish Institute for Social Research,  
Sweden

TARKI Social Research Institute, Hungary

Tempera

The Work Foundation, Lancaster University

TNO Research

University of Aberdeen

University of Brighton

University of Graz, Austria

University of Liverpool

University of Oviedo, Spain

University of Oxford

University of Salerno, Italy

University of Sheffield

University of Surrey

University of Tartu, Estonia

University of Tilburg, Netherlands

University of Trento, Italy

University of Turin, Italy

Visionary Analytics

WA Europe

Warwick Institute for Employment Research  
(IER), University of Warwick

York Health Economics Consortium (YHEC),  
University of York

# Clients



- Aon Hewitt
- Architects Registration Board
- Association of Colleges
- Birkbeck, University of London
- Breckland Council
- Brighton Business School, University of Brighton
- Callcredit Information Group
- Care UK
- The Careers & Enterprise Company
- Centrepoint
- Chartered Institute of Personnel and Development (CIPD)
- Children's Investment Fund Foundation
- Companion Care (Services) Ltd
- Department for Business, Innovation and Skills
- Department for Education
- Department of Energy & Climate Change
- Department for Work and Pensions
- Edinburgh Napier University
- EngineeringUK
- Equality and Human Rights Commission
- EU Joint Programming Initiative – More Years Better Lives (JPI MYBL)
- European Agency for Safety and Health at Work (EU-OSHA)
- European Centre for the Development of Vocational Training (CEDEFOP)
- European Commission
- European Foundation for the Improvement of Living and Working Conditions (Eurofound)
- European Parliament
- European Trade Union Institute
- Eversheds
- Fond dalšího vzdělávání (Fund of Further Education)
- Gatsby Charitable Foundation
- Harrow Council
- NHS Health Education East of England
- Higher Education Funding Council for England
- Home Office
- Houses of Parliament
- Housing Ombudsman Service
- IDEA Consult
- International Labour Organization
- Kingston University
- KPMG
- Local Government Association
- London Borough of Lewisham
- London Borough of Southwark
- London Councils (Capital Ambition)
- Migration Advisory Committee
- Mind
- Ministry of Defence
- Ministry of Justice
- National College for Teaching and Leadership
- National Institute for Health and Care Excellence (NICE)
- NHS Employers
- NHS Health Education England
- NHS Leadership Academy
- Norfolk County Council
- North Dorset District Council
- Ofgem
- Plan International
- Police Federation of England and Wales
- Remploy Ltd
- Richard Benjamin Trust
- Skills Development Scotland
- Skills Funding Agency
- Social Care Institute for Excellence
- South Holland District Councils
- STEMNET
- The Institute of Cancer Research
- Thirteen Group
- UK Commission for Employment and Skills (UKCES)
- Universities and Colleges Employers Association
- Universities Human Resources(UHR)
- University of Oxford
- University of York
- Welsh Government
- Westminster Advisers



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Broughton A, Curtarelli M, Bertram C, Fohrbeck A, Hinks, R, Tassinari A (2015), *Employment Conditions in the International Road Haulage Sector*, European Parliament, Committee on Employment and Social Affairs

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# Reports and papers



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Hillage J, Williams M, Marvell R, Shiels C, Gabbay M, Weston K, Humphreys I (2015), *Summary: Evaluation of the 2010–13 Fit for Work Service pilots: final report*, Department for Work and Pensions (DWP)

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Hirsh W (2015), 'Regulatory Services' officers of the future' – IES research findings for LGA: Slide pack, Local Government Association (LGA)

Hirsh W (2015), *The UK plc Remuneration Committee: its evolving purpose, effectiveness and challenges*, PARC

Hirsh W, Jackson C (2016), *Planning your career in a week: Start your career planning in Seven Simple Steps*, Teach Yourself Series, fifth edition, London

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Kirchner Sala L, Nafilyan V, Speckesser S, Tassinari A (2015), *Youth transitions to and within the labour market: A literature review*, Research Paper 255, Department for Business, Innovation and Skills (BIS)

Marangozov R, Nafilyan V, Tassinari A, Buzzeo J (2016), *The social dimension of intra-EU mobility: Impact on public services – A country study on immigrants from the New Member States to the United Kingdom*, European Foundation for the Improvement of Living and Working Conditions (Eurofound)

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Speckesser S, Kirchner Sala L (2015), *Empirical research on Youth Transitions to, and within the labour market: executive summary: Education and labour market trends affecting 16-to-24 year olds and the impact on adult employment trajectories*, Research Paper 255, Department for Business, Innovation and Skills (BIS)

Speckesser S, Nafilyan V, Ledermaier S (2015), *Pay in Europe in different wage-*

*bargaining regimes*, European Foundation for the Improvement of Living and Working Conditions (Eurofound)

Tamkin P (2015), *Reflections on different approaches to behavioural change: Views from the IES HR Directors' Retreat*, HR Network Paper 115, Institute for Employment Studies

Tamkin P, Snowden E, Callen A, Brannon D (2015), 'Realistic expectations? The role of the line in people management', IES event report: Mini-conference 21 May 2015, HR Network Paper Institute for Employment Studies

Varney S (2015), *Organisation Design: A framework for thinking about your own approach*, HR Network Paper 114, Institute for Employment Studies

Williams M, Coare P, Marvell R, Pollard E, Houghton A-M, Anderson J (2015), *Understanding provision for students with mental health problems and intensive support needs*, Higher Education Funding Council for England (HEFCE)

Williams M, Tassinari A, Ball C (2015), *Graduate Recruitment and Selection Evidence Report*, Research Paper (Evidence Report) 231, Department for Business, Innovation and Skills (BIS)

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Wilson S, Sonderegger S, Buzzeo J (2016), *Understanding the Behavioural Drivers of Organisational Decision-Making (Executive Summary)*, Cabinet Office

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Barham L, Hirsh W. 'Careers 50/50: reflecting on the past: innovating for the future' (2015), *Journal of the National Institute for Career Education and Counselling*, 34, April

Baumberg B, Meager N (2015), 'Job Quality and the Self-employed: Is It Still Better to Work for Yourself?', in Felstead A, Gallie D, Green F (eds) *Unequal Britain at Work*, Oxford, July

Broughton A (2015) 'Employers need to be flexible about serious illness', *Employee Benefits*, September

Brown D (2016), 'Opinion: What will top the HR agenda in 2016?', *People Management*, March

Brown D (2016), 'The strategy and soul of the reward professional', *CIPD Community*, February

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Brown D (2015), 'Christian Aid and pay ratios – a case of practising what you preach?', *Thinking High and Low: Exploring pay disparities in society*, High Pay Centre, September

Brown D (2015) 'Closing the gender pay gap through compulsory reporting: what's to be done, will it work?', *Reward & Employee Benefits Association*, September

Brown D (2015) 'Will the national living wage have unintended consequences for employers?', *Employee Benefits*, September

Brown D (2015), 'Opinion: What does the future hold for HR?', *People Management*, August

Brown D (2015), 'Opinion: Why gender pay gap reporting divides employers', *People Management*, July

Brown D (2015), 'Which Way Forward for HR: an Elitist or an Engagement Model of People Management? Part 2: A suggested way forward', *Croner-i*, June

Brown D (2015), 'Why have total reward strategies? Duncan Brown shares his thoughts', *NHS Employers*, June

Brown D (2015), 'Which way forward for HR: an elitist or an engagement model of people management? Part 1: The dilemmas and contradictions', *Croner-i*, May

Brown D (2015), 'Why have total reward strategies?', *NHS Confederation website*, May

Brown D (2015), 'Is Britain in denial over waste of talented women at work?', *People Management*, April

Brown D (2015), 'Want to motivate staff on low pay? Pay more', *People Management*, April

Hillage J (2015), 'How will the main parties provide jobs for young people?', *edquarter*, April

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Hirsh W, Pollard E, Artess J (2015), 'Changing employer practices in graduate recruitment: implications for career development', *Journal of the National Institute for Career Education and Counselling*, Issue 35, October

Reilly P (2015), 'Making analytics count', *Symposium.co.uk*, May

Reilly P (2015), 'Managing across borders and cultures', *Strategic HR Review*, Vol. 14, No. 1/2, May

Robinson D (2015), 'Key issues in staff motivation', *Employee Benefits*, October

Shiels C, Gabbay M and Hillage J (2016), 'Sickness certification for common mental disorders and GP return-to-work advice', *Primary Health Care Research and Development*, March,

Speckesser S, Nafilyan V (2015), 'The impact of youth unemployment on adult employment trajectories', *Centre for Vocational Education Research*, November

# Articles and chapters



# Presentations



Barbone L, 'Key Players? High School Networking Effects on Earnings', *ZEW Conference – Occupation, Skills, and the Labour Market*, Mannheim, 19 March 2016

Blackman A, Hay R, Carter A, 'Features of a Coach: Perspectives from the Coachee', *Academy of Management Annual Meeting*, Vancouver, Canada, 11 August 2015

Broughton A, 'Age Diverse Workplaces', *Managing an Ageing Workforce*, London, 5 February 2016

Broughton A, 'Employer Support for Older Workers', *Managing an Ageing Workforce*, London, 5 February 2016

Broughton A, 'Age Diverse Workplaces', *Managing an Ageing Workforce*, Leeds, 22 January 2016

Broughton A, 'Employer Support for Older Workers', *Managing an Ageing Workforce*, Leeds, 22 January 2016

Broughton A, 'Ensuring the health and wellbeing of older workers', *CIPD Senior Diversity Network*, London, 26 November 2015

Broughton A, 'What is undeclared work?', *Employment Status and Undeclared Work*, Maynooth, Ireland, 20 November 2015

Broughton A, 'Employment conditions in the international road haulage sector', *Road Transport: social dumping and cross-border infrastructure integration*, Luxembourg, 11 November 2015

Broughton A, 'Ensuring the health and wellbeing of older workers', *Industrial Relations in Europe Conference (IREC) 2015*:

*converging or diverging industrial relations in Europe?*, Gothenburg, 11 October 2015

Broughton A, 'Chair: Precarious forms of employment in Europe', *Industrial Relations in Europe Conference (IREC) 2015: Converging or diverging industrial relations in Europe?*, Gothenburg, 10 October 2015

Brown D, 'Reward, low pay and productivity', *DHL Employee Relations Conference*, 22 March 2016

Brown D, 'Low pay trends in Europe', *Industrial Relations News Annual Conference*, Dublin, 10 March 2016

Brown D, 'REBA New Year Lectures: The soul and skills of reward and benefits professionals', *Reward and Benefits Association's New Year Lectures*, London, 4 February 2016

Brown D, 'REBA New Year Lectures: The soul and skills of reward and benefits professionals', *REBA*, London, 5 February 2016

Brown D, 'Contributor', *Evidence on Gender Pay Gaps*, London, 26 January 2016

Brown D, 'Total Rewards: Time for Re-appraisal and Re-conceptualisation, A Concept past its Sell-by Date?', *EIASM European Reward Management Conference*, Brussels, 10 December 2015

Brown D, 'Reward module teaching', *Kingston University International HR Managers*, Moscow, 4 November 2015

Brown D, 'Contributor', *The impact of the National Living Wage on employers: Who pays and how?*, London, 26 November 2015

Brown D, 'How technology affects reward and engagement', *REBA Innovation Day*, London, 25 November 2015

Brown D, 'Contributor', *The impact of the National Living Wage on employers: Who pays and how?*, Leeds, 24 November 2015

Brown D, 'Education Competencies Consortium', *ECC*, London, 15 November 2015

Brown D, 'Low Pay and National Minimum Wage', *McDonalds Franchisee Forum*, London, 10 November 2015

Brown D, 'Keynote Speech: Gender Pay Reporting', *Employee Benefits Live 2015*, London, 22 September 2015

Brown D, 'Addressing Unequal Pay: Opening Pandora's Box', *Coffee & Comp – Addressing Unequal Pay: Opening Pandora's Box*, London, 10 September 2015

Brown D, 'Christian Aid and pay ratios – a case of practising what you preach?', *Thinking High and Low: Exploring Pay Disparities in Society*, London, 1 September 2015

Brown D, 'Contributor', *Gender Pay Reporting*, London, 13 August 2015

Brown D, 'Opening Pandora's Box', *Equal Pay Seminar*, Bristol, 17 July 2015

Brown D, 'Future reward strategies and innovation', *REBA Founder's Day*, London, 7 July 2015

Brown D, 'Senior reward trends and issues in HE', *South West Universities HR Directors Group*, Exeter, 2 July 2015

- Brown D, 'Senior reward trends and issues in HE', *Northern Universities Reward Group*, Leeds, 30 June 2015
- Brown D, 'The Role of Sales Compensation', *Revenue Growth in Financial Services and the new Accountability Regime*, London, 23 June 2015
- Brown D, 'Total Rewards: A concept past its sell-by date?', *E-reward Annual Conference*, London, 18 June 2015
- Brown D, 'One size fits all? A strategic approach to total rewards', *NHS Confederation Conference*, Liverpool, 4 June 2015
- Brown D, 'Current trends and key issues in setting senior pay in public and private sector', *UCEA Senior Pay Conference*, London, 3 June 2015
- Brown D, 'Total Rewards: the future for HE or adopting a failed private sector model', *Universities HR Annual Conference*, Leeds, 21 May 2015
- Brown D, 'Post-election Employment Debate', *The election and employment*, London, 18 May 2015
- Brown D, 'The Evidence and Viewpoints', *Reforming Performance Pay Conference*, 13 May 2015
- Brown D, 'HR progress and priorities in HE', *Strategy Awayday*, Northampton, 27 April 2015
- Brown D, 'FORUM on the Future of Gender Equality in the EU', *FORUM on the Future of Gender Equality in the EU*, Brussels, 20-21 April 2015
- Buzzeo, J, 'Are apprenticeships delivering for young people?', *Creating a Generation of Apprentices: Funding, quality and a route to employment*, London, 10 March 2016
- Carter A, 'What coachees want', *Annual Knowledge Sharing Conference*, London, 3 December 2015
- Carter A, 'Barriers to coaching effectiveness', Webinar, Charlotte, USA, 13 April 2015
- Carter A, Blackman A, 'Barriers to coaching effectiveness', *Sydney Network Forum*, Sydney, Australia, 12 May 2015
- Carter A, Blackman A, 'Barriers to coaching effectiveness', *Townsville Network Forum*, Australian Human Resources Institute, Townsville, Australia, 6 May 2015
- Carter A, Blackman A, 'HR Professional Development Workshop', *HR Professional Development Workshop*, Cairns & Townsville, Australia, 6 May 2015
- Carter A, Blackman A, Hicks B, 'Barriers to Coaching in Business Settings: A Study and a Categorization Framework', *Academy of Management Annual meeting*, Vancouver, Canada, 11 August 2015
- Carter A, Bush M W, 'Coaching for Organisational Change', *CPD Workshop for HR and OD leads*, Cambridge, 2 October 2015
- Carter A, Bush M W, 'Leveraging Coaching for Organisational Change', *CPD workshop*, Cambridge, 22 April 2015
- Cox A, 'Age Diverse Workplaces', *Managing an Ageing Workforce*, Manchester, 2 February 2016
- Cox A, 'Employer Support for Older Workers', *Managing an Ageing Workforce*, Manchester, 2 February 2016
- Cox A, 'Age Diverse Workplaces', *Managing an Ageing Workforce*, Birmingham, 28 January 2016
- Cox A, 'Employer Support for Older Workers', *Managing an Ageing Workforce*, Birmingham, 28 January 2016
- Cox A, 'Age Diverse Workplaces', *Managing an Ageing Workforce*, London, 27 January 2016
- Cox A, 'Employer Support for Older Workers', *Managing an Ageing Workforce*, London, 27 January 2016
- Cox A, Hadjivassiliou K, Speckesser S, 'Economic and Social Costs of Low-Skilled Adults in the EU', *Cedefop Information Meeting and Technical Workshop: Economic and social consequences of low skilled adults in the EU*, Brussels, 2 October 2015
- Cox A, Perry S, 'Impact on Business Operations and Emerging Approaches for an Ageing Workforce', *Working Overtime: The Ageing UK Workforce*, London, 16 June 2015
- Hadjivassiliou K, 'Presentation on What works for the labour market integration of youth at risk', *High Level Learning Exchange on 'Designing and implementing effective strategies to support the integration and retention in the labour market of youth at risk'*, Sweden, 19 February 2016
- Hadjivassiliou K, 'Traineeships/Internships in the EU: A Route to Sustainable Employment or to a Dead End?', *Canterbury Christ Church Business School's Research and Knowledge Exchange seminars*, Canterbury, 2 December 2015
- Hadjivassiliou K, 'Traineeships/Internships in the EU: A Route to Sustainable Employment or to a Dead End?', *Canterbury Christ Church Business School's Lunchtime Talk Programme*, Canterbury, 17 June 2015
- Hadjivassiliou K, 'Apprenticeship Schemes across Europe: Features, Effectiveness and Key Success Factors', *Youth labour markets and unemployment*, Thessaloniki, Greece, 22-23 May 2015
- Hillage J, 'The role of evidence in policy-making: informing, influencing or impacting?', *Institute of Education, University of Wolverhampton, 2015/16 public lecture and seminar series*, Institute of Education, University of Wolverhampton, 23 March 2016
- Hirsh W, 'Talent management in the HE context: Issues of focus and fit', *Exploring workforce planning and talent management in the HE Context*, London, 22 January 2016
- Hirsh W, 'Talent and Succession Management: Where next?', *Talent and Succession Management: Where next?*, London, 3 November 2015
- Hirsh W, 'Taking Charge of Your Own Development', *Newham College Cambridge*, Cambridge, 16 November 2015
- Hirsh W, 'Stepping up to the plate: How HR can take a lead', *HR Summer School*, Ashridge, 18 July 2015
- Hirsh W, 'Conference Chair', *Future HR? HR Summer School*, Merton College, Oxford, July 2015
- Hirsh W, 'The UK plc Remuneration Committee: its evolving purpose, effectiveness and challenges', *The UK plc*



*Remuneration Committee: its evolving purpose, effectiveness and challenges*, London, 25 June 2015

Hirsh W, Pollard E, Artess J, 'Changing Employer Practices in Graduate Recruitment – Implications for Career Development', *NICEC Seminar*, London, 26 November 2015

Meager N, 'Self-employment: independent 'enterprise', or precarious low-skilled work? The case of the UK', *International Conference on Microfinance*, France, 29 October 2015

Meager N, 'Welfare to Work: Commissioning for Innovation', *Labour Party Conference Fringe*, Brighton, 29 September 2015

Meager N, 'The UK Labour Market after Recession', *University and Colleges Employers Association (UCEA): Summer Event*, London, 2 July 2015

Newton B, 'Evidence Report', *Skills Commission Spotlight on Young People: Evidence Session 1*, London, 7 March 2016

Newton B, 'Apprenticeships Equality, Diversity and the Reform Programme', *Community Safety Social Inclusion Scrutiny Commission*, London, 9 February 2016

Newton B, 'Evaluation of the Apprenticeship Trailblazers', *Evaluation of the Apprenticeship Trailblazers*, London, 16 July 2015

Reilly P, 'Focusing Talent Management on your vital assets', *HRO Today Europe Forum*, Amsterdam, 12 November 2015

Reilly P, 'HR Operating Models', *University HR M25 & Southern Groups*, London, 23 September 2015

Reilly P, 'Chair', *HR Forum 2015*, Birmingham, 9 September 2015

Reilly P, 'Chair', *Mission Critical HR Analytics 2015*, London, 2 July 2015

Reilly P, 'Best practice in building an HR analytics function', *People Analytics 2015*, London, 23 April 2015

Robinson D, 'Can we be happy at work?', *Brighton Action for Happiness*, Brighton, 2 September 2015

Robinson D, 'Employee Engagement', *Lecture to International Masters students*, Brighton, 12 May 2015

Robinson D, 'Employee Engagement', *Lecture to Mid Sussex College CIPD students*, Horsham, 20 April 2015

Spiegelhalter K, 'Evaluating innovative approaches to supporting carers to remain in employment', *Work and Health, Manchester*, 21 March 2016

Swift S, 'Working at the Institute for Employment Studies', *Charity and Voluntary Sector Careers*, London, 26 January 2016

Swift S, Tassinari A, 'Plus ça Change...? Innovation and Continuity in UK Youth Employment Policy in the Context of the Great Recession and Its Aftermath', *Inequalities in Youth Labor Transitions*, 27th Annual Meeting, London School of Economics, London, 3 July 2015

Tamkin P, 'A deep dive into outstanding leadership', *CASS Business School Masterclass Series*, London, 13 April 2015

## HR blogs

Callen A, *Laughing all the way to the bank*, 26 May 2015

Brown D, *Gender pay gap reporting: Let's get on with it*, 8 March 2016

Brown D, *HR Business Partners: Yes, please? No thanks? ...or somewhere just-right in-between?* 25 August 2015

Brown D, *Gender Equality: Who cares, why care?* 10 June 2015

Brown D, *Consulting to Change and Sharing in Success: Lessons from IES's HR Directors' Retreat*, 15 May 2015

Brown D, *Fair Pay: What do the Politicians and HR Directors want?* 22 April 2015

Brown D, *New year, same old problem: Low reward, engagement and productivity*, 8 March 2015

Hirsh W, *Does 'talent' help or hinder?* 5 June 2015

Mercer M, *Firms offering innovative options for working families are coming up trumps*, 16 June 2015

Reilly P, *It's the job, stupid!* 5 October 2015

Reilly P, *Making analytics count*, 14 May 2015

Rickard C, *Some questions to ask yourself on International Day of Persons with Disabilities*, 3 December 2015

Robinson D, *Heightism: an unacknowledged bias?* 14 October 2015

Robinson D, *Mary Parker Follett: an unsung heroine*, 16 April 2015

Tamkin P, *Five reasons for the death of an HR practice*, 23 November 2015

Varney S, *Organisation Design without the drama*, 28 July 2015

## Employment Policy blogs

Broughton A, *Work-life balance – a win-win situation*, 29 September 2015

Broughton A, *May Day: pagan rites and employment rights*, 1 May 2015

Buzzeo J, *More apprenticeships, but some are locked out*, 16 March 2016

Cox A, Buzzeo J, *Directing training funds through employers: what does it mean for adult learners?* 17 June 2015

Hadjivassiliou K, *Will EU rhetoric be a match for the reality of youth unemployment?* 12 August 2015

Hillage J, *Productivity tops the next government's to do list*, 1 April 2015

Hirsh W, *How are employers attracting the right graduates?* 10 December 2015

Marangozov R, *The true cost of 'welfare tourism'*, 11 February 2016

Meager N, *Growing entrepreneurship: is it good for the workers?* 16 November 2015

Meager N, *The Queen's Speech: full employment and productivity – do the numbers add up?* 29 May 2015

Newton B, *The heat is on: new uptake figures say it's time to make up our minds on the agenda for Apprenticeships*, 3 July 2015

Newton B, *Adult Learners' Week: What next for adult Apprentices?* 15 June 2015

Pollard E, *How are our graduates faring?* 26 June 2015

Speckesser S, *Work experience key to improving skills and reducing youth unemployment*, 15 July 2015

Swift S, *India and the UK: a golden opportunity?* 11 November 2015

Williams M, *Universities and student mental health: how are universities coping with soaring demand?* 9 October 2015

Wilson S, *Workplace stress: an ongoing issue*, 5 November 2015

Wilson S, *Risk Management with a smile! Getting an early start on health and safety*, 18 June 2015

# Blogs



# Staff advisory roles



## **Lucia Barbone**

Visiting Fellow at the University of Sussex

## **David Brannon**

Member of the Academy of Management International Business Outreach Program  
Reviewer for the British Academy of both the Human Resource Management and Organisational Psychology Divisions  
Reviewer for the Academy of Management  
Research Fellow of the HUCK Centre for Management Research

## **Andrea Broughton**

Peer reviewer for the journal Qualitative Research in Organizations and Management  
Member of the LSE Commission on the Future of Britain in Europe: Evidence Session on Social Europe, EU Employment Legislation and Britain's Labour Market

## **Duncan Brown**

Member of the HR Committee at Christian Aid  
Governor and Council member of the Pensions Policy Institute  
Editorial Advisory Board member for Croner's Developing HR Strategy  
Expert Adviser to House of Commons Select Committee for Women and Equalities  
Visiting Fellow at Kingston University

## **Annette Cox**

Associate Fellow at the ESRC Centre for Skills, Knowledge and Organisational Performance (SKOPE) at the Universities of Cardiff and Oxford  
Expert Witness for the Skills Commission Older Workers Evidence Session

## **Kari Hadjivassiliou**

Council Member, UK Evaluation Society  
Co-Director Europe and Middle East, The International Alliance for Women (TIAW)  
Board Member, City Women's Network (CWN) Marketing Committee  
Member of the Steering Group of the Voluntary Evaluation Peer Review pilot

## **Jim Hillage**

Member of the Strategic Area Advisory Group of the South West National Careers Service

## **Chiara Manzoni**

Peer reviewer for the journal of Ethnic and Racial Studies  
Member Academic International Network for Research and Action on European Slums NETRACES  
Member European Academic Network on Romani Studies, Council of Europe and European Commission  
Member Academic European Network Urban Rom

## **Rachel Marangozov**

Fellow, London School of Economics  
Director, MigrationWork CIC  
Advisor and mentor, UpRising leadership programme  
Specialist Advisor to the Inquiry into Immigration and Integration by the All Party Parliamentary Group on Social Integration

## **Nigel Meager**

Thematic expert for the European Employment Observatory  
Advisor to the Austrian Labour Ministry panel on Fiscal Impact of Active Labour Market Policies (FISCATIV)

## **Becci Newton**

Occasional Referee for The International Journal of Training Research  
Associate Researcher for the Department for Education  
Occasional Referee for Educational Research journal  
Occasional referee for Journal of Managerial Psychology  
Occasional reviewer for the Journal of Social Policy & Administration  
Associate of the Education and Training Foundation  
Occasional Reviewer for the Journal of Social Policy

## **Emma Pollard**

Associate of the Education and Training Foundation  
Associate Researcher for the Department for Education  
Member of the Research Advisory Group for the Postgraduate Experience Project

## **Stefan Speckesser**

Associate Researcher for the Department for Education

## **Penny Tamkin**

Defining and Assessing Competence (DAC)  
Evaluation Advisory Panel for the College of Policing

## **Joy Williams**

Fellow, NIHR School for Social Care Research, London School of Economics

## **Sally Wilson**

Specialist Advisor to Working Age Dementia Study, Public Health England





79

Projects commissioned



76

Clients worked for



68

Partners worked with



27,438

Project hours worked

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