

ANNUAL REVIEW 2006



Contents

From our president	2
Introduction	3
How IES works	5
Employment policy research at IES	6
Research and consultancy on human resource management	9
The IES HR Network	12
Council and Board of Trustees	14
Staff	15
Financial summary	17
Clients	18
An active institute: publications, papers and presentations	20
Advisory roles	27
The IES mission	28

From our president



Sir David Varney
President

Once again, I am pleased to introduce this Review, which sets out the highlights of a very successful year for IES. It has continued to expand the range and influence of its work, while recording a healthy financial surplus.

IES' uniqueness lies in its dual role of providing independent research and evaluation for government and public bodies in the UK and overseas, alongside rigorous consultancy advice for employers in the private and public sectors. The year has seen major successes in both areas of work, with influential research feeding into government employment and skills policy, and a growing visibility of IES work for employers on key aspects of people management.

The IES corporate membership scheme (the IES HR Network) has been relaunched with enhanced services to help employers, and an expanded range of conferences, events and literature to communicate research findings and inform on good practice.

All this activity is supported and guided by the members of the IES Board and Council, whom I thank for their contributions during the year.

IES has had another strong year, with a further expansion in the volume of commissioned work, and a significant financial surplus. This reflects in no small part the efforts of both staff and the management team in meeting the often conflicting pressures of delivering high quality research and consulting, while operating in an increasingly competitive market for funding.

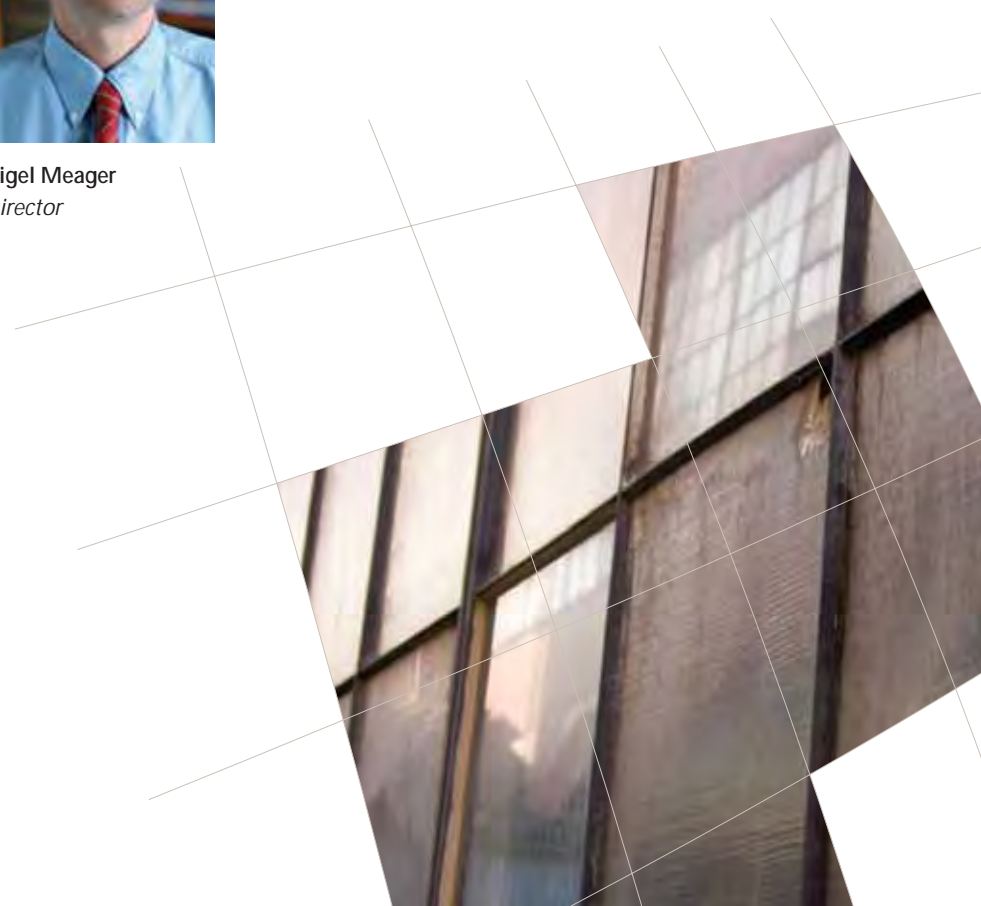
Introduction

Growth occurred in both of our main streams of activity: our research on public policy themes for government and public bodies, and our research and consultancy on human resource management topics for employers in the private and public sectors. In recent years the demand for public policy work has grown more than that for employers, but we continue to pursue a strategy of balance and synergy between the two streams of work, and to invest in building our work with employers.

On the public policy side, we have continued to build on our traditional strengths. These are in areas such as unemployment, labour market disadvantage and welfare-to-work (with major projects on neighbourhood-based initiatives, ethnic minorities, disabled people and migrant workers) and learning and skills (with the completion of our national evaluation of the Employer Skills Pilots, and new projects on vocational training, higher education, the supply and demand for skills, and the relationship between skills and organisational performance). At the same time, newer areas of public policy work have blossomed in the last year. In particular this is true of the portfolio of research in the area of work, health and well-being, tapping into a growing policy concern with the relationship between employment and workforce health. On a smaller scale, the year has also seen more work on employment relations and employment regulation, and we continue to develop our international activities, working with European partners on comparative research projects and European labour market policy issues.



Nigel Meager
Director





On the employer side, a highlight of the year was the launch of our new HR Network, a major development of our corporate membership programme for employers. The HR Network now offers, in addition to leading-edge research on HR topics and an extensive programme of events, a range of inputs to support the continuing professional development of the staff of member organisations. This has been delivered alongside our expanding programme of consultancy and research projects for individual corporate clients, on HR themes such as reward, performance management, staff development, resourcing, organisation development, engagement and retention.

We aim to ensure that the work we do makes a difference. The contribution to wider public benefit is integral to our charitable, not-for-profit status, and manifest through the choice of work we undertake, and the ways in which we disseminate that work. It means that wherever possible we choose projects not according to how much money they will bring in, but according to how likely they are to contribute to policy and practice. How far we succeed in this can be judged through the many examples of projects and clients in this Annual Review. It

means also that we disseminate the findings widely to policy-makers and the wider public, through the media, professional journals and increasingly the Internet. Underlying IES' strategy is the belief that our work should not only directly benefit the clients who fund it, but also contribute more widely to public understanding and debate. We have significantly enhanced our vehicles for doing this, through our targeted newsletters, our revamped website, a growing volume of high quality media coverage and a new annual policy conference in parallel with our long-established employer conference.

Finally, we have taken steps to strengthen our skills base, and our capacity for knowledge generation and methodological rigour. This requires continued investment in staff; I am pleased to report our recent reaccreditation as an Investor in People, and the year has seen renewed efforts on staff training, internal seminars and knowledge-sharing activities. We have created a new post of Principal Economist, to strengthen our economic and econometric capacity, and have established a Visiting Fellowship programme, enabling eminent researchers from other institutions to spend up to a year at IES helping to strengthen our intellectual capital.

IES was established in 1969 to be an independent, national centre of expertise on productivity, manpower planning and labour market change. Since that time it has expanded and diversified to become the UK's leading independent centre for research and evidence-based consultancy in employment, labour market and human resource policy and practice. It is not-for-profit, its activities being funded through research and consultancy commissions, and from its corporate membership programme.

How IES works

Several key principles underlie the operation of IES.

Independence and dissemination

The purpose of IES, set out in its mission, 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 a strong motivation to publish and disseminate the findings of its work.

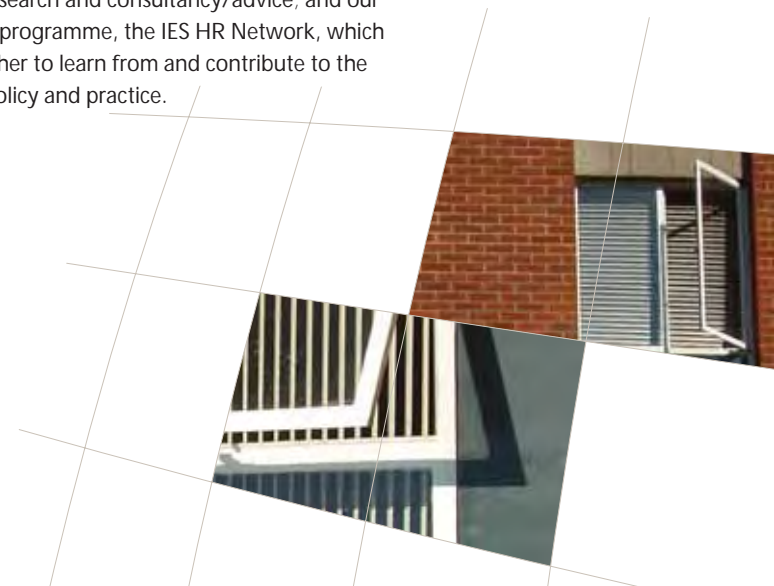
Multidisciplinary

IES aims to deploy 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 64 staff including 49 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.

A dual focus on public policy and employers

Although IES has evolved and developed considerably since its founding in the 1960s, a unique and constant feature of the Institute has been 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 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 page 6 to 8 we detail the past year's extensive range of research on public policy topic areas, in four broad thematic areas, together with our international work. Pages 9 to 11 highlight our work with and for employers, which falls under two broad headings: project work for employers or employer organisations, which is a mixture of research and consultancy/advice; 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.



The Institute aims to improve employment policy by carrying out authoritative research of practical relevance to policy-makers and those responsible for implementing policy programmes and initiatives. Our research is commissioned by national and sub-national government departments and agencies in the UK, as well as regional, local, sectoral and international policy bodies.

Employment policy research at IES

Our work covers all aspects of employment policy and labour market activity and is mainly organised around four main themes:

- unemployment and labour market disadvantage
- learning and skills
- employment relations
- work, health and well-being.

Unemployment and labour market disadvantage

One continuing preoccupation of public employment policy in the UK has been to ensure that sustained economic buoyancy translates into high levels of employment generally, and more particularly, that it extends into improved employment opportunities in those parts of the labour market where disadvantage, inactivity and social exclusion remain more strongly entrenched. IES's research portfolio reflects this second priority in particular, and over the past year we have continued to assess how, and how far, active labour market programmes have been reaching the most disadvantaged and disenfranchised communities and individuals.

Our work has clustered around three linked focal points:

- evaluations of area-based initiatives, to find out how effectively they are reaching into inner city areas and communities previously reliant on traditional industries, where long-term unemployment and inactivity remain high. In this respect, our evaluations for the Department for Work and Pensions (DWP) of the Working Neighbourhoods Pilots and of Action Teams for Jobs have proved particularly instructive, and we are continuing this area of interest with an evaluation of the Fair Cities Pilots.
- hard-to-help groups, for example, our work on the barriers to employment for Pakistanis and Bangladeshis in Britain, has been extended by DWP to concentrate particularly on the attitudes to work and family amongst Pakistani and Bangladeshi women. Other research has focused on older workers taking part in the New Deal, on the participation of teenage parents in employment and training, on the experiences of migrant workers and the firms employing them, and on barriers to work for lone parents with health problems.
- monitoring the ongoing effectiveness of legislation in redressing aspects of disadvantage in employment. Here, for example, research for DWP is monitoring the ongoing impact of the Disability Discrimination Act on employers and service providers, and has recently been extended to cover the new provisions for landlords under the Act.

While it is important for research to explore constraints and inefficiencies on the supply side of the labour market, this ought not to be at the expense of a clear understanding of its core mechanisms and dynamics. Although unemployment hit a 30 year low in 2005, it has been creeping upwards since. Yet relatively little research has been undertaken in the UK into either employers' hiring practices or the character and dynamics of short-term unemployment, ie into the ways in which jobs are generated and distributed. In recent years the labour force has been expanding at about twice the historic rate, fed by population growth, shifts out of inactivity and rising immigration. Looking to the future, while we will continue to improve our understanding of particularly disadvantaged groups, we also expect to focus attention on the UK's long-term capacity to sustain such growth rates, and the overall demand for employment.

Learning and skills

Demand for employment is linked to the skills and capabilities that people bring to the labour market. The suitability of skills supply to meet employers' current and future needs is a major theme of the Institute's extensive portfolio of work on learning and skills. One key policy aim is to ensure that all young people are able to stay in full-time education, or take some form of approved training course, up to the age of 18, to give them a foundation of skills and knowledge that will help them throughout their later life. To succeed, education and training options must be relevant and attractive to non-traditional participants. One recent policy development has been the establishment of a programme of young apprenticeships for 14 to 16-year olds, underpinned by a drive to address occupational segregation and encourage young people to consider non-traditional options. IES has been evaluating how equal opportunity issues have been addressed in this initiative, and identified the importance of accurate information and advice in shifting outdated and stereotypical images of jobs and careers.

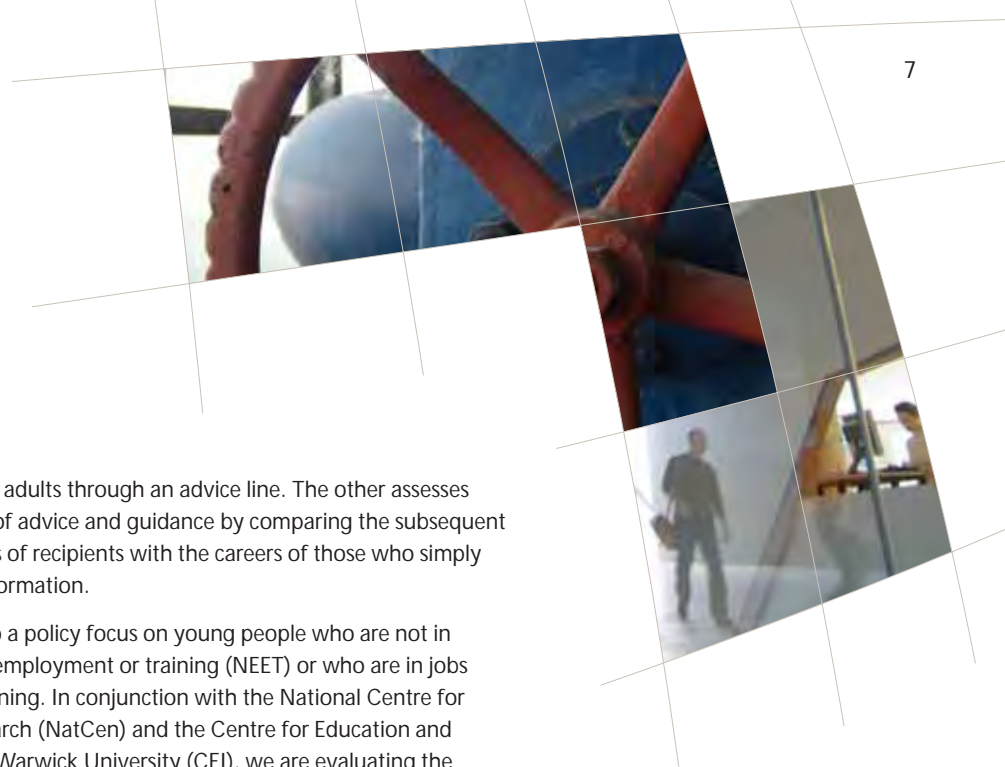
It is not only young people who need labour market information, advice and guidance. The right balance of provision for adults is at the centre of the government's current review of provision in this area. The results of two current studies for the Department for Education and Skills (DfES) will provide significant evidence for the review. One evaluates the current **learn**direct trial of providing

guidance to adults through an advice line. The other assesses the impact of advice and guidance by comparing the subsequent career paths of recipients with the careers of those who simply received information.

There is also a policy focus on young people who are not in education, employment or training (NEET) or who are in jobs without training. In conjunction with the National Centre for Social Research (NatCen) and the Centre for Education and Industry at Warwick University (CEI), we are evaluating the Activity and Learning Agreement pilots for young people, designed to encourage them to take up more structured training.

Turning to higher education, the new student finance regime started with this year's intake, and its effects can be measured from the baseline established by the Student Income and Expenditure Survey (SIES) we conducted jointly with NatCen. We found that students increasingly financed their course through term-time work and student debt (averaging £8,000 for those finishing in 2005). However, our research into the graduate labour markets in Scotland and Wales shows that degrees remain financially advantageous, and graduates continue to command a significant wage premium.

At the same time as improving the flow, policy needs to focus on the stock of people already in work, many of whom still lack qualifications and skills. The Employer Training Pilots aimed to encourage work-based skill development by offering subsidised training and wage compensation to employers. The Institute's evaluation (conducted with the Institute for Fiscal Studies (IFS) and MORI) helped identify the key learning points from the pilots and informed the design of Train to Gain, the successor national training programme in England. Other work has focused on basic skill acquisition at work.



We also examine skill development in higher-level occupations and, for instance, recently conducted a comparative study that found mixed evidence on the quality of UK management, and that much management training was centred on short-term immediate priorities. We are now identifying and filling some of the key data gaps on management and leadership in a project for the Department of Trade and Industry, and also extending our research into the returns that employers can reap from an investment in skills development for managers or other groups of employees.

Employment relations

Another strand of work at IES covers the relationships between employers and employees, individuals' rights at work and consultation processes and mechanisms. Over the past year we have investigated individuals' understanding of their rights at work, employees' views of their work-life balance, the take-up of the right to request flexible working, and the experience of individuals in pursuing claims for race discrimination through the employment tribunals system.

In the pay area we have examined the impact of the minimum wage on employment and profitability, and how employers have adjusted pay and procedures in response to the national minimum wage. More generally we looked at the impact of public-private partnerships on employee relations and the terms and conditions of employment.

Work, health and well-being at work

In this growing area of IES work, we have been generating evaluative evidence for the Health and Safety Executive (HSE) on three pilot initiatives aimed at developing advice and support for employers. Two specifically support small businesses through better access to support on occupational health issues: the national Workplace Health Connect service, and the regional Constructing Better Health pilot. The third involves greater partnership working between local authority and HSE inspectors.

The HSE also continues to target ill health and absence rates, and IES has recently completed two research projects on asbestos-related diseases: looking at the barriers to safe behaviour amongst those in the construction trades, and the new legislation about the

management of asbestos in premises. We have also recently finished a six-year longitudinal study of the outcomes of management interventions in the workplace for those suffering workplace trauma, for the British Occupational Health Research Foundation.

This programme has strong links with other areas of IES work, eg on effective absence management and incapacity benefits, while recent work for the Learning and Skills Council links it to IES work on learning, by examining the role of health and safety training, including the role of supervisors, in improving the health and safety awareness of apprentices.

International

While the majority of IES employment policy research work is UK-based, increasingly we undertake international projects, often in partnership with overseas research institutes, covering the operation of transnational or international labour markets, the comparison of employment policy regimes between countries, and the identification of international good practice in employment policy. For example, IES continues to co-ordinate, with Austrian and Latvian partners, the EU's Mutual Learning Programme of the European Employment Strategy, in which we provide expert support to the understanding and exchange of good practice in employment policy between EU member states.



IES offers two distinct, but linked, groups of services to employers. We undertake bespoke research and consultancy projects for private sector and public sector organisations alike, and we carry out an ongoing programme of activities for member organisations, which includes research on topics of interest to members, tailored continuous professional development (CPD) for the HR community and senior managers, and regular events of interest delivered through our HR Network.

Research and consultancy on human resource management

The continuing themes in our work for employers remain the development and engagement of employees, and the effectiveness of the human resources (HR) function. The two topics are clearly linked.

The way people are treated at work has direct impact on their enthusiasm and effort. This treatment has two key aspects: there is the framework the organisation provides, which demonstrates its commitment to its people; and there is the approach of line managers in dealing with each individual in the workplace. The framework encompasses all those HR policies and practices on recruitment, development, talent management, performance etc. that are vital for setting the scene, but which depend on the skills of line managers in applying them to reap the real benefit. Get this right and the results can be higher quality, greater productivity, and a positive working environment. What is clear is that such practices are not just about making employees feel happy and contented. High performing organisations care about people but they also get a lot out of them.

There is therefore a balance between intent and execution. The HR function is a key player in partnership with line managers. This strengthens the argument of HR practitioners about the value of HR interventions, but also embeds success deeply into the individuality of the organisation. There has been a lively debate in the literature between those who assert the value of adopting a bundle of people management practices that link to high performance, and those who emphasise interventions crafted to fit the culture and climate of the organisation and sensitively adopted by line managers attuned to this context, as the key to realising high performance.

IES research on employee engagement continues to show that the line manager role is key to developing positive attitudes to work among staff. It also supports the 'contingent' approach, in that it demonstrates that the drivers of employee engagement vary not only between organisations, but also between different groups of employees within the workforce (for example, depending on job role, age group and length of service).

Line managers, however, have not always been interested or effective in their people management responsibilities and some may have had to overcome institutional obstacles to giving time and attention to staff. IES research has recently concluded that it is often the personal (as opposed to professional) inclinations of managers that determines whether they are serious and successful people managers.

HR for its part has been accused of failing to let go activities that by rights ought to be undertaken by managers, but the recent preoccupation of the HR function has been more with structural and process change than devolution. At least this is true in the large organisations. The early movers in repositioning HR are now giving serious attention to career management and skills. How the function can best develop staff to take on new roles is becoming a pressing question.

It is over this territory that IES's research, consultancy and training services for employers have ranged this year.

People and performance

Though they may be called different things, there is a cluster of activities in our work for employers that looks at the 'people dimension' to organisational success. In this work, we draw a distinction between human capital management and reporting. The former is about the activities undertaken by organisations to build skills and enthuse staff. Our work this year on employee engagement has continued to explore the factors that drive engagement and to test our model in a wider range of organisational settings. We have also explored some of the individual factors that affect engagement. In particular, we looked at the effects of age – relevant to the new age discrimination regulations. This showed that the engaged show greater similarities to each other, irrespective of age, than the disengaged. However, how to engage the older worker (creating a sense of being valued and involved) is subtly different from engaging the younger employee.

Our work on human capital reporting has had to cope with the government's late decision not to require companies to disclose human capital measures in the Operating and Financial Review (OFR). How big a setback this will be to measuring the employee contribution to business is yet to be seen. As always, there are organisations that succeed in effective measurement without the need for compulsion. This year we have contributed further to the debate by working with some of the UK's key policy players in

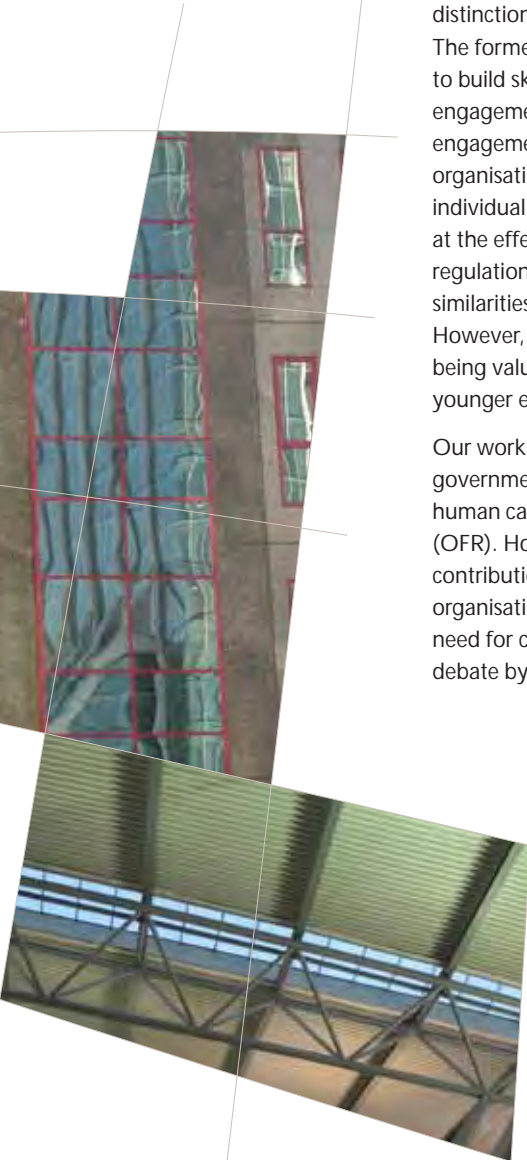
skills, to develop an index for employers; we are now busy trialling and testing it. We hope to identify those aspects of human capital investment that have the strongest relationship to business performance.

This analysis identified two key dimensions to human capability: the first encompasses the development of capability at one end and its deployment at the other; the second dimension has the individual at one end and the organisation at the other in terms of their roles. Putting these two dimensions together creates four quadrants of activity which together form our '4A' model that looks at employee 'ability' and 'attitude' against organisational 'access' and 'application'.

Interest in human capital topics also persists in the investment community. We are working closely with HR practitioners, investors, consultants and researchers to similarly contribute to the human capital reporting debate, and identify those measures which investors can use to identify better performance. Our message would be that it is important to give the employing organisation (and, we would argue, its stakeholders) a clear view of 'performance through people', and basic reporting can help achieve this. How the organisation captures what it is that makes it unique, and what is then done with the results of such work is, however, entirely context-specific.

We would also emphasise what can be the neglected area of the collective 'voice' of the workforce, as well as the individual. The tendency for employers is to respond to regulations on consultation only in terms of compliance. The research on high performance workplaces suggests that that the collective dimension is an important aspect of employee satisfaction.

The role of HR is to offer policies and procedures to facilitate, rather than inhibit that line manager/employee relationship, and to contribute to the establishment of an appropriate culture that responds to individual, as well as collective needs.





Changing HR function

If IES has a view on the impact of the changing HR function, it is that too much attention has been given to structures and insufficient attention to the capability of HR staff to fulfil the roles assigned to them. We have done our bit to rectify this situation by undertaking research for the CIPD on careers for HR staff. We have seen a significant challenge for the function in terms of modernising its delivery of services, whilst also maintaining clear career and development routes to continue to meet customer needs. The best organisations have thought very carefully about how to facilitate the growth of talented HR practitioners with the right skills set.

Building on this work, IES is currently researching the impact of structural change on the future of HR, for CIPD. This work is highlighting some of the challenges facing the function in terms of greater engagement in strategic roles, maintaining valued expertise and delivering day to day support to line managers.

Our coaching programme for HR managers addresses one of these key needs: how to enable HR practitioners to cope with a new and challenging agenda, as does our training on business partner skills, and wider continuing professional development programme.

The IES approach

Through its work for employers, IES offers the link between research and consultancy. We aim to learn from our research and apply it in our consultancy, and vice versa. Corporate members of the IES HR Network also have the opportunity to shape and participate in the research we do specifically on their behalf, and to receive the results at member events. We have two major projects running at present on the effectiveness of individual performance-related pay and on the customer view of HR. We are also undertaking a benchmarking exercise on the data items that support our '4A' model of investment in employee capability.

Recognising the need to invest in skills, especially in the HR function, we have recently launched continuing professional development options to corporate members as part of an enhanced membership package (see IES HR Network on p.12) and to non-members at commercial rates. The programme includes masterclasses, solutions workshops and advanced skills development. It is focused on those skills that will help HR professionals make the most effective impact on the organisation, and hence covers topics such as HR function models, talent management, business partner roles, workforce planning, and coaching or consultancy skills.

The IES HR Network combines membership of a select community of leading edge employers with access to research carried out by one of the UK's foremost employment research institutes.

The IES HR Network

In May 2006 we launched our revised corporate membership programme as the IES HR Network, to include continuing professional development options, a restructured research agenda and a new membership structure for three levels of membership: Standard, Enhanced, and Associate. Membership is by invitation, and is open only to those organisations that will both gain from membership and also contribute to the collective success of the community.

All members now have access to all activities and resources, arranged under four themes:

- **resourcing and organisation**
- **employee and management development**
- **reward and performance management**
- **motivation, well-being and retention.**

Throughout the year members take part in an exclusive series of regular seminars, and two Network conferences, in Spring and Autumn. The concept of the HR Network is participating in the sharing, development and application of knowledge.

Under the theme of Resourcing and Organisation, our research has examined the changing role and structure of the HR function and on human capital reporting in the context of the changing statutory requirements. We have also run sessions on people management techniques in assessment and selection. Our understanding in this area is reflected in the practical work we have undertaken for clients in the public and private sectors. Two major projects are under way for different police forces on changing skill mix, and a separate research project has looked at how rebalancing resources is being undertaken in a number of sectors.

In our programme on Employee and Management Development, we have a long track record of research on and delivery of coaching. This year we have added a paper on career coaching. Research has also been reported on planning and organising the training function and on e-learning. Skills and business performance, rethinking learning and diversity awareness were other topics in our events series.

Our events programme on Reward and Performance Management has examined pay progression approaches, the theories behind performance-related pay, job evaluation schemes and reward and performance management in call centres. Where appropriate, we have applied this learning to consultancy projects. This has applied, for example, to pay modernisation in local and central government and in the voluntary sector. We have conducted a number of equal pay reviews for a number of employers. We have looked at the theory of team-based pay and applied our knowledge in various organisational settings.

Employee engagement and involvement have remained the principal components of our research in the fourth theme of Motivation, Well-being and Retention. Another upcoming topic of great interest, currently being researched at IES, is how to motivate the older worker, and a paper has been produced on this subject. A wide variety of other papers (on corporate social responsibility, stress, employee assistance programmes etc.) can also be downloaded from the members' website. Other projects have tackled issues such as absenteeism, retention and well-being. Employee opinion is a recurring theme and IES continues to run attitude surveys for employers in the public and private sectors.

Continuing Professional Development

Our range of advanced capability-building programmes for HR people stems from discussions with our members. Run on-site, these focus on capabilities that set excellent HR people apart from the rest. Membership brings free credits and reduced rates for our programme, where:

- **Masterclasses** present knowledge, research, examples and insights for tackling specific issues
- **Solutions Workshops** present processes to help develop a strategy, approach or solve a particular business issue
- **Advanced Skills Development** focuses on skills that help HR professionals make the most effective impact on their organisation.

Members of the IES HR Network

Association of London
Government

Barclays Bank plc

Birmingham Professional
DiverCity

British Broadcasting
Corporation

BP

Cabinet Office

Centrica

Civil Aviation Authority

Corus Group

Department for Communities
and Local Government

Department for Education and
Skills

Department for Environment
Food and Rural Affairs

Department for Transport

Department of Trade and
Industry

East Sussex County Council

Foreign & Commonwealth
Office

HBOS plc

HM Prison Service

HM Revenue & Customs

Home Office

HSBC Bank plc

Infineum International Ltd

Institute of Cancer Research

J Sainsbury plc

Kent, Surrey, Sussex NHS

Legal & General Group plc

Lloyds TSB Group

Marks & Spencer plc

MCCCH Society Ltd

Ministry of Defence

Northern Foods plc

Office of National Statistics

Ordnance Survey

Rolls-Royce plc

Royal Bank of Scotland Group
plc

Royal Mail

Royal Navy

Scottish Equitable

Scottish & Newcastle plc

Scottish Water

Shell in the UK

Siemens plc

T-Mobile

Transport for London

Unilever UK (Holdings) Ltd

The Wellcome Trust Sanger
Institute



Our Council provides guidance, advice and support to staff in furthering the Institute's mission and long-term objectives. The Board, a subgroup of Council chaired by Anne Minto, acts as the formal trustees and in the governance role.

Council and Board of Trustees

President

Sir David Varney*
HM Treasury

Vice-President and Board Chair

Anne Minto OBE*
Centrica plc

Council members

John Alty
DTI

Brendan Barber
Trades Union Congress

Steve Barnett
NHS Employers

Peter Blausten
BAA plc

Trevor Bromelow
Siemens Business Services Ltd

Prof. Robert Burgess*
University of Leicester

John Elliott
DfES

Ram Gidoomal, CBE*
*Winning Communications
Partnership*

Carolyn Gray[†]
Guardian Media Group

Stephen Haddrill*
Association of British Insurers

Bert Massie, CBE
Disability Rights Commission

Roger McClure
The Scottish Funding Council

Sam Mercer
Employers Forum on Age

Julia Palca*
Olswang

Geoffrey Podger CB[†]
Health and Safety Executive

Neil Roden*
*Royal Bank of Scotland Group
plc*

Margaret Salmon
*Sector Skills Development
Agency; Kingfisher*

Valerie Scoular*
Aegis Group plc

David Smith[†]
Asda Stores Ltd

Imelda Walsh
Sainsbury's Supermarkets Ltd

Bob Watson*
BUPA

Honorary Life President

Sir John Cassels, CB

* Board Members

[†] To be confirmed at 2006 AGM

We are pleased to welcome to our Council Carolyn Gray, Sam Mercer, Geoffrey Podger and David Smith. Particular thanks are due to Richard Gregory, Susie Parsons, Nic Turner and Timothy Walker who retired from Council during the year.



Staff

As with any knowledge-based organisation, IES is driven by the skills and expertise of its staff. IES is multidisciplinary in nature, and its staff draw on a wide range of backgrounds, both academic and more practical in nature. We operate high standards of recruitment and IES is an Investor in People, committed to providing skill and career development to all our staff.

IES staff also work with a large number of associates and partner organisations in the UK and across Europe, drawing on their complementary skills, and local or specialist knowledge.

Director

Nigel Meager BA, MPhil

Director of Research

Jim Hillage BA, MSc

Director of HR Consultancy, and Corporate Membership Services

Peter Reilly BA, MA

Director of Finance and Administration

Jane Hart BA, LLB, ACIS

Associate Directors

John Atkinson BA, MA
Penny Tamkin BSc, PhD,
CIPD Diploma, Dip Econ

Research and Consulting staff

Jane Aston BSc, MPhil
Susanna Baldwin BSc, MSc
Linda Barber BA
Peter Bates BA, MA
Anne Bellis BA, DPhil
Andrea Broughton BA, MA
Alison Carter BA, MBA,
DBA, FCIPD
Jo Casebourne MA, MSc, PhD
Marc Cowling BA, MSc, PhD
Sara Davis BA, MSc
Sally Dench BA, PhD
Ann Denvir BSc, MSc, MSc
Sara Dewson BA, MSc
Paul Fairhurst BSc, MSc
Jonny Gifford BA, MA
Vanessa Gordon-Dseagu
BSc, MSc
Sue Hayday BA
Darcy Hill BA, MSc
Hülya Hooker BSc, MA, PhD
Will Hunt BSc, MSc
Nick Jagger BSc
Laura James BA, MSc, PhD
Daniel Lucy BSc, MSc
Mary Mercer BSc, MSc, MCIPD
Linda Miller BSc, PhD
Miranda Munro BSc, MSc
Fiona Neathey BSc, MA
Becci Newton MA, PGCert
Siobhán O'Regan BA, MSc

Rosie Page BA, MSc, PGCert
 Emma Pollard BA, MA
 Jo Regan BSc, MSc
 Dilys Robinson BA, MBA, FCIPD
 Claire Simm MA, MSc
 Alice Sinclair BSc, MSc
 Marie Strebler BSc, MSc, PGCE
 Nii Djan Tackey BSc, MSc
 Siobhan Tuohy BSc, MSc
 Claire Tyers BSc, MSc
 Thomas Usher BA, MSc
 Ceri Williams BA, MA
 Rebecca Willison BA, MSc
 Sally Wilson BSc, PhD

Communications Manager

Andy Davidson BA, MA,
 MBA, DipM

Office/HR Manager

Pamela Stocks BA, PGCert

Team Administrators and Support Staff

Caroline Beaumont
 Denise Hassany
 Nicole Healing
 Tish Henley
 Gill Howd BA, PG Dip
 Sue Kent
 Gwen Leeming
 Diane Page
 Louise Paul
 Sarah Pope MAAT
 Jean Smith DCE
 James Walker-Hebborn

Principal Associate Fellows and Consultants

Helen Connor BSc
 Vic Hartley BA, MA, FCIPD
 Wendy Hirsh MA, PhD

Visiting Fellow

Rob Briner BA, MSc, PhD
 Professor of Organisational
 Psychology, Birkbeck College

Associate Fellows

Karl Ashworth BSc, MSc
 David Beech BSc, MSc, DMS,
 MCIPD, CPsychol
 Prof. Jim Buchan MA, PhD, DPM
 Prof. Christine Godfrey
 Richard Hayes BA, MSc,
 DMS, FCIPD
 Julia Holloway
 Charles Jackson BSc, MSc, PhD,
 CPsychol
 Penelope Johnson BA,
 MSc, FCIPD
 Geraldine Lyons BA
 Chris Mabey PhD
 Katherine Mann BA, MA
 Keith Mattacks BA, MPhil,
 MCIPD
 Anne Reid BA, MSc
 Jo Rick BA, PhD, CPsychol,
 AFBPsS
 Ian Seccombe BA, MA, PhD
 Elaine Sinclair BSc, DipSW,
 CPsychol
 Paul Suff BA, MSc
 Ken Walsh BA, MA
 Matthew Williams BA

Partner organisations

Agroni
 Astri, Netherlands
 At Work Partnership Ltd
 Baltic International Centre for
 Economic Policy Studies, Latvia
 Birkbeck College
 British Market Research Bureau
 Centre For Economic and Social
 Inclusion
 Employment Research Ltd
 FORBA
 Frontier Economics Ltd
 GfK NOP Ltd
 Higher Institute for Labour
 Studies, Belgium (HIVA)
 HR Planning Services
 ICM Research
 Institute for Labour and Social
 Research (FAFO), Norway
 Ipsos MORI
 ISB-Mako-Institute of Sociology,
 Hungarian Institute of Science
 Kineo
 Policy Research Institute, Leeds
 Metropolitan University
 Centre for Research in Social
 Policy, Loughborough University
 Makrotest
 Mathematica Policy Research
 Inc., USA

National Centre for Social
 Research (NatGen)
 National Institute for Adult and
 Continuing Education (NIACE)
 NIFU STEP, Norway
 ÖSB Consulting, Austria
 Qinetiq
 Quality Fieldwork and Research
 Services
 Sheffield Hallam University
 Social Research Association
 Stakeholder Research Associates
 Ltd
 TNS UK Ltd
 University of Manchester
 Institute of Work Psychology,
 University of Sheffield
 Science and Technology Policy
 Research Unit, University of
 Sussex
 University of Wales Bangor
 Centre for Education and
 Industry, University of Warwick
 University of Westminster
 The Work Foundation
 Work Psychology Partnership
 Work Research Institute,
 Norway
 WZB Berlin

Based on a continued strong flow of research contracts and controlled costs, IES achieved another successful financial outcome for the year.

Financial summary

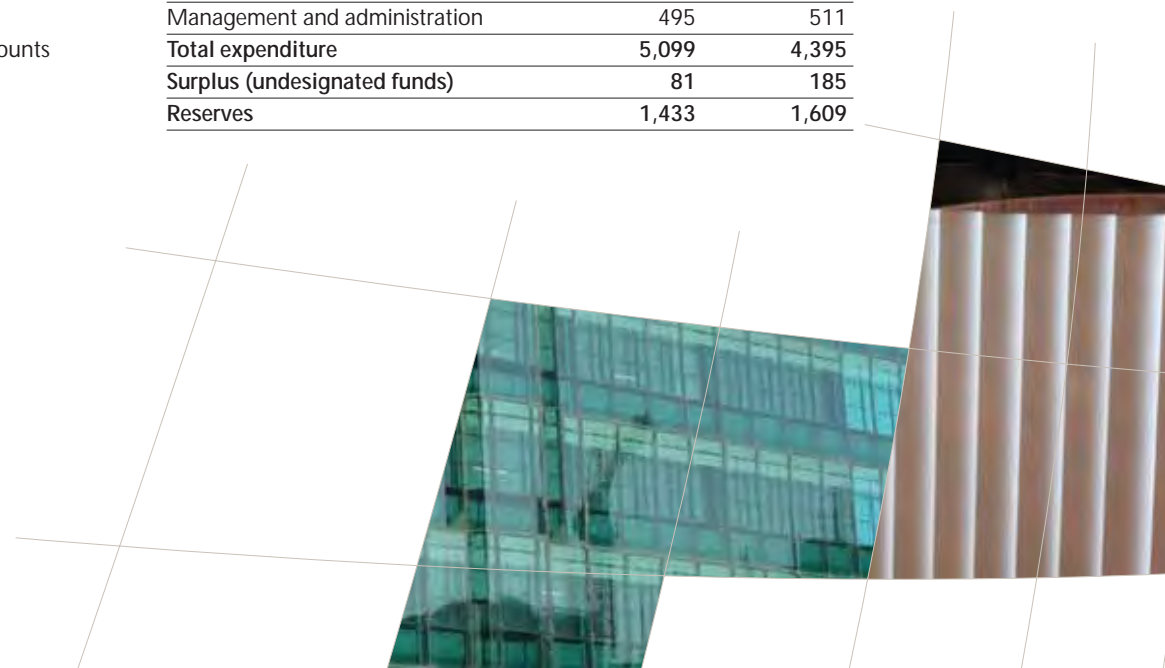
A reduced level of expenditure on subcontracting held gross turnover back to £4.5 million, but our net income (gross income less direct costs) continues to rise at a steady rate. Most of our income (88 per cent) derives from research projects and consultancy, but includes a significant contribution from membership services. In line with previous years, our main expenditure was on staff costs.

IES had no borrowings and maintains a healthy level of reserves. Having halted the previous decline in the rate of financial surplus in 2004/05, the surplus in 2005/06 rose to £185 thousand, enabling us to increase our reserves, which currently stand at £1.6 million. This allows us to continue to invest in our future, whilst providing some financial security. It also meets our stated policy of covering six months operational costs.

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

Summary Income and Expenditure Statement 2005/06

	2004/05	2005/06
	£000s	£000s
INCOME		
Project	4,573	4,031
Membership	543	489
Other (Events, Publications, Interest)	64	59
Total income	5,180	4,579
EXPENDITURE		
Staff costs	2,102	2,240
Partners and subcontractors	2,276	1,300
Other direct costs	226	345
Management and administration	495	511
Total expenditure	5,099	4,395
Surplus (undesignated funds)	81	185
Reserves	1,433	1,609



IES is truly independent, and funds its activities from a wide range of research and consultancy assignments carried out for UK and international employing organisations, policy bodies and foundations.

Clients

The diversity of clients and assignments ensures IES retains a broad perspective and representative experience of current employment issues, and of the organisations and people they affect. Among our clients over the last year were:

Advisory, Conciliation & Arbitration Service (ACAS)

Adecco

AEGON UK

Association of London Government

Barclays Bank plc

BBC

Blue Edge Consulting

BOC Group plc

Bracknell Forest Borough Council

Bradford College

British Occupational Health Research Foundation

Cabinet Office

CapGemini

Centrica

Chartered Institute of Management Accountants

Chartered Institute of Personnel & Development (CIPD)

Civil Aviation Authority

CBI

Corus Group plc

Department for Communities and Local Government

Department for Education & Skills

Department for Transport

Department for Work & Pensions

Department of Health

Dept for Environment & Rural Affairs

Dept of Trade & Industry

East Sussex County Council

Employers' Organisation for Local Government

European Commission

Experian Business Strategies

Foreign & Commonwealth Office

Greater London Authority

Havering Borough Council

HBOS

Health & Safety Executive

Higher Education Funding Council for England

Higher Education ESF Services Ltd

Higher Education Funding Council for Wales

HM Prison Service

HM Revenue & Customs

Home Group plc

Home Office

HSBC Bank plc

Infineum International Ltd

Institute of Cancer Research

Institute for Prospective Technological Studies (IPTS)

Investors in People UK

J Sainsbury plc

Learning & Skills Council

Learning and Skills Development Agency

Legal & General Group plc

Liberata UK Ltd

Lloyds TSB

London Borough of Barking and Dagenham

London Borough of Barnet

London Borough of Brent

London Borough of Camden

London Borough of Hackney

London Borough of Hammersmith & Fulham

London Borough of Hillingdon

Low Pay Commission

Maidstone Borough Council

Metropolitan Police

Ministry of Defence

National Air Traffic Services

National Centre for Social Research

National Trust

NHS Employers

NHS Institute for Innovation & Improvement

NHS Professionals

Northern Foods plc

Northumbria Police

Norwegian Research Council

Office for National Statistics

Ordnance Survey

Public Appointments Service, Ireland

Quality Improvement Agency

QinetiQ

Rolls Royce plc

Royal Bank of Scotland plc

Royal College of Arts

Royal College of Veterinary Surgeons

Royal Mail Group plc

Royal Navy

SCOPE

Scottish & Newcastle plc

Scottish Enterprise

Scottish Executive

Scottish Water

Sector Skills Development Agency (SSDA)

Shell International Ltd

Siemens plc

Small Business Service

Society of Radiographers

South East England Development Agency

Surrey Police

T-Mobile

Transport for London

Treasury Solicitors Department

UK Film Council

Unilever UK

Universities and Colleges Employers Association (UCEA)

Universities UK

University for Industry (Ufi Limited)

University of Surrey

Wellcome Trust Sanger Institute

West Midlands Local Government Association

Westminster City Council

Wolseley plc



An active institute: publications, papers and presentations

The active dissemination of results and recommendations from IES research is central to our purpose. During the last year IES staff authored 53 publications: 9 in the IES Report Series, 12 Research Networks papers, and a further 32 reports published by our clients. Our website attracts wide international interest, carrying news, briefings of current research, summaries of all new publications, profiles of our work, and interactive research, and a substantial HR Networks Members' area. The website received over 126,000 visits in the last 12 months. Our three news publications reach audiences on employment policy (Employment Studies), corporate HR (HR Insight), and our Research Networks (Research Digest). Sent electronically as well as in print, all news content appears on our website.

Publications

Evaluation of the Intensive Activity Period 50plus Pilots

*Atkinson J, Casebourne J, Davis S, Dewson S,
Gifford J, Tuohy*
DWP Research Report DWPRR 388,
September 2006

Northern Ireland Student Income and Expenditure Survey 2004/05

NatCen, IES
a DELNI report, September 2006

Barriers to Employment for Pakistanis and Bangladeshis in Britain

*Tackey N D, Casebourne J, Aston J, Ritchie H,
Sinclair A, Tyers C, Hurstfield J, Willison R,
Page R*
DWP Research Report DWPRR 360,
September 2006

Welsh Graduates and their Jobs: Employment and Employability in Wales

*Tyers C, Connor H, Pollard E, Bates P,
Hunt W*
a HEFCW report, August 2006

Scoping Study into the Lack of Women Screenwriters in the UK: A Report Presented to the UK Film Council

Sinclair A, Pollard E, Wolfe H
UK Film Council, August 2006

Learning through Work: Literacy, language, numeracy and IT skills development in low-paid, low-skilled workplaces : Literature Review

Newton B, Miller L, Bates P, Page R, Akroyd K

IES Report 433, August 2006

Learning through Work: Literacy, language, numeracy and IT skills development in low-paid, low-skilled workplaces: Audit of Learning

Newton B, Miller L, Braddell A

IES Report 434, August 2006

The Impact of Training on Unemployed, Low-qualified Adults: A Systematic Review

Dench S, Hillage J (IES), Coare P (CCE, University of Sussex)

DWP Research Report DWPRR 375, August 2006

e-Recruitment: Practices and trends in Ireland

Reilly P, Barber L

PAS Research Advisory Panel, August 2006

Impact Evaluation of Five Steps to Risk Assessment

Neathey F, Sinclair A, Rick J, Ballard J, Hunt W, Denvir A

HSE Research Report RR476, July 2006

Employer Training Pilots: Final Evaluation Report

Hillage J, Loukas G, Newton B, Tamkin P

DfES Research Report RR774, July 2006

Young Apprenticeships: Equal Opportunities

Newton B, Miller L, Akroyd K, Tuohy S

IES Report 428, June 2006

Watching Me, Watching You: the Search for Safe Supervisory Practice

Miller L, Jagger N

IES Report 431, June 2006

Evaluation of the Safe Learner Pilot

Miller L, Hunt W

IES Report 432, June 2006

The UK Veterinary Profession in 2006: The Findings of a Survey of the Profession Conducted by the Royal College of Veterinary Surgeons

Robinson D, Hooker H

RCVS Manpower Surveys, June 2006

Working together: Embedding Good Employment in Public Services

CBI, May 2006

The Labour Market for Graduates in Scotland

Bates P, Tyers C, Loukas G

Scottish Enterprise SE1726, April 2006

The Comparative Capability of UK Managers

Tamkin P, Mabey C, Beech D

SSDA Research Report 17, April 2006

Employment Rights at Work: Survey of Employees 2005

Casebourne J, Regan J, Neathey F, Tuohy S

DTI Employment Relations Research Series ERRS51, April 2006

The Experience of Claimants in Race Discrimination Employment Tribunal Cases

Aston J, Hill D, Tackey N

DTI Employment Relations Research Series ERRS55, April 2006

Managing and developing HR careers: Emerging Trends and Issues

Tamkin P, Reilly P, Hirsh W

CIPD Research Report, April 2006

Recruitment and Retention of Staff in Higher Education 2005

Strebler M, Pollard E, Miller L, Akroyd K

UCEA, March 2006

Employers' Use of Migrant Labour: Main report

Dench S, Hurstfield J, Hill D, Akroyd K

Home Office RDS Online Report 04/06, March 2006

Maximising the Role of Outreach in Client Engagement

Dewson S, Davis S, Casebourne J

DWP Research Report DWPRR 326, March 2006

Review of Action Teams for Jobs

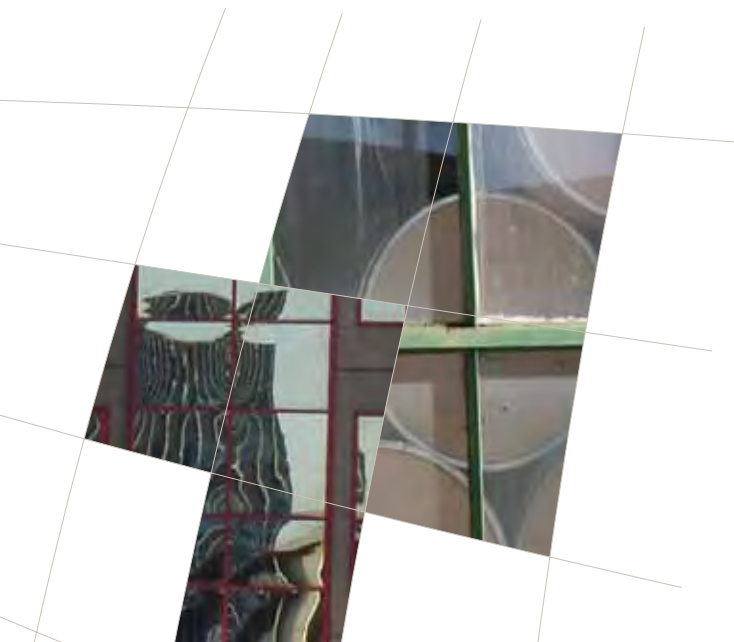
Casebourne J, Davis S, Page R

DWP Research Report DWPRR 328, March 2006

Student Income and Expenditure Survey 2004/05

Finch S, Jones A, Parfremment J, Cebulla A (NatCen), Connor H, Hillage J, Pollard E, Tyers C, Hunt W, Loukas G (IES)

DfES Research Report RR725, March 2006



Women in London's Economy*GLA*

Greater London Authority, January 2006

Vocational Education and Training in the UK*Page R, Hillage J*

WZB Discussion Paper, January 2006

Employee Involvement: Information, Consultation and Discretion*Gifford J, Neathey F, Loukas G*

IES Report 427, December 2005

An Evaluation of Adult Learners' Week 2005*Page R, Pollard E*

NIACE, December 2005

Evaluation of the Working Neighbourhoods Pilot: Year One*S Dewson*

DWP Research Report DWPRR 297, November 2005

Training Participation by Age Amongst Unemployed and Inactive People*Newton B, Hurstfield J, Miller L, Akroyd K, Gifford J*

DWP Research Report DWPRR 291, November 2005

What Employers Look for When**Recruiting the Unemployed and Inactive: Characteristics, Skills and Qualifications***Newton B, Hurstfield J, Miller L, Page R, Akroyd K*

DWP Research Report DWPRR 295, November 2005

New Deal for Disabled People: Survey of Employers*Dewson S, Ritchie H, Meager N*

DWP Research Report DWPRR 301, November 2005

Working in Partnership in Higher Education: a report for JNCHES*Neathey F, Regan J, Newton L*

UCEA report, November 2005

Sectors Matter: An International Study of Sector Skills and Productivity*Jagger N, Nesta L, Gerova V, Patel P*

SSDA Research Series RR14, October 2005

Beyond the Screen: Supporting eLearning*Pollard E, Willison R*

IES Report 425, October 2005

Non-Disclosure and Hidden Discrimination in Higher Education*Strebler M, O'Regan S*

IES Report 424, October 2005

Learning at Work: Strategies for Widening Adult Participation in Learning Below Level 2 via the Workplace: a Scoping Study*Bates P, Hunt W, Hillage J*

Learning and Skills Development Agency 052230, October 2005

Constructing Better Health: Report of Baseline Employer Survey*Sinclair A, Tyers C*

HSE Research Report RR381, October 2005

Literature Review of Evidence on e-Learning in the Workplace*Lain D, Aston J*

IES Occasional Paper, October 2005

HR Network papers**Agents of Delivery: managing agency workers***Reilly P, Mercer M*

IES Network Paper MP72, October 2006

Well-being and Call Centres*Akroyd K, Gordon-Dseagu V, Fairhurst P*

IES Network Paper MP69, October 2006

Changing Skill Mix: A Recipe for Success*Tuohy S, Reilly P, Hayday S*

IES Network Paper MP68, September 2006

Customer Views of the HR Function: A Literature Review*Baldwin S*

IES Network Paper MP71, September 2006

Pulling Together: Getting the Most out of Teams*Suff P, Reilly P*

IES Network Paper MP70, September 2006

CSR for Employers: Proof of 'Employee Engagement'*Barber L*

IES Network Paper MP55, October 2005

The Application of an Inexact Science: Job Evaluation in the 21st Century*Suff P, Reilly P*

IES Network Paper MP58, February 2006

Business Models and HR: Logic or Fashion?*Robinson D, Wolfe H*

IES Network Paper MP57, February 2006

Bullying and Harassment: Building a Culture of Dignity and Respect*Suff P, Strebler M*

IES Network Paper MP59, March 2006

eRecruitment Developments*Barber L*

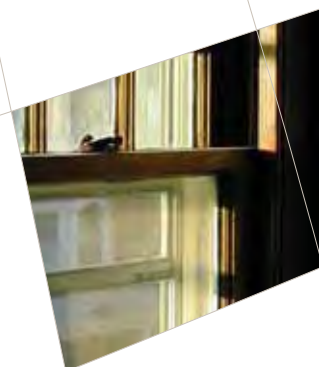
IES Network Paper MP63, April 2006

Carers in the Workplace*Hillage J, Hunt W*

IES Network Paper MP61, April 2006

Career Development of Knowledge Workers: Facing the Challenge*Hirsh W*

IES Network Paper MP60, April 2006



Articles and chapters

Bates P, Tyers C, '**Destinations of Scottish graduates**', Graduate Market Trends, July 2006

Carter A, Wolfe H, Kerrin M, '**Employers and Coaching Evaluation**', International Journal of Coaching in Organizations, Vol. 3 (4), Winter 2005

Casebourne J, Davis S, '**Lessons Learned from Action Teams**', Working Brief Issue 173, London 2006

Cowling M, Licht G, Fryges H, Murray G, '**Survival of New Technology Based Firms in UK and Germany**', Frontiers of Entrepreneurship Research, best papers 2006, Babson College, Wellesley, MA, September 2006

Dench S, '**The Importance of Migrant Workers to British Employers**', Union Ideas Network Bulletin, June 2006

Hillage J, '**Known knowns and known unknowns: What can evaluation tell us about labour market impact?**' John Killeen Commemorative Lecture 2005, Career Research and Development, Spring 2006

Hillage J, '**Response to call for evidence**', Leitch Review of Skills, Skills in the UK: The long-term challenge, December 2005

Hirsh W, Tamkin P, '**Piece by Piece: aligning training and development with business needs**', People Management, December 2005

Jenner EA, Fletcher B, Watson P, Jones FA, Miller L, Scott GM, '**Discrepancy between self-reported and observed hand hygiene behaviour in healthcare professionals**', Journal of Hospital Infection (2006) 63, 418-422, July 2006

Meager N, '**Recent developments in active labour market policies in the UK: the shifting focus from unemployment to inactivity**', de Koning (ed). The evaluation of active labour market policies: measures, public-private partnerships and benchmarking, Edward Elgar (Forthcoming) 2006

Miller L, '**Tomorrow's Scientists: Where Will We Find Them?**', Energy and Culture: Perspectives on the Power to Work, Aldershot, July 2006

Miller L, '**New jobs, old occupational stereotypes: gender and jobs in the new economy**', Journal of Education and Work, Vol. 19.1, February 2006

Miller L, Hillage J, Newton B, Jagger N, '**Policies and Strategies for Workforce Development: encouraging a customised approach**', Research in Post-Compulsory Education, Vol. 10, No. 3, November 2005

Reilly P, '**Troubleshooter**', People Management, July 2006

Reilly P, '**New World Order**', People Management, January 2006

Robinson D, '**Great thinkers: the Pankhurst women**', Training Journal, May 2006

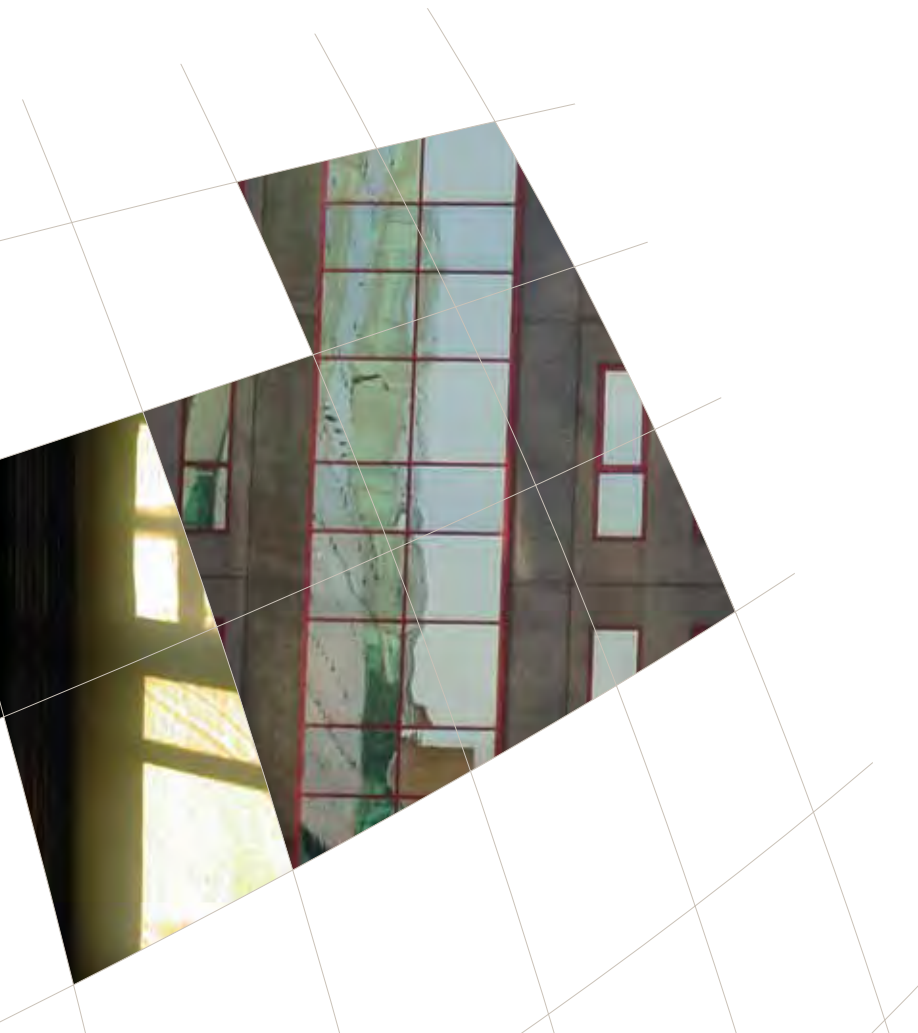
Robinson D, '**Great thinkers: Marie Stopes**', Training Journal, June 2006

Robinson D, '**Great thinkers: Mary Seacole**', Training Journal, August 2006

Sinclair A, '**The five steps to risk assessment. An analysis of the HSE's guidance and its impact on employer practice**', Occupational Health at Work, 3(2): 11-13, August 2006

Strebler M, '**Diversity strategy**', HR Director, Summer 2006

Tamkin P, Hillage J, Gerova V, '**The regional implementation of the Employer Training Pilots in the United Kingdom**', Skills Upgrading: New Policy Perspectives, June 2006



Conferences and seminars

Aston J, 'Race discrimination and employment tribunals', DTI Lunchtime Seminar, London, April 2006

Aston J, 'The experience of claimants in race discrimination Employment Tribunal cases', Race Discrimination and Employment Tribunals, London, April 2006

Atkinson J, 'Small businesses in the UK', Small Business Service seminar, Sheffield, September 2006

Atkinson J, 'Older people in the New Deal', Department for Work and Pensions, Sheffield, July 2006

Barber L, Hirsh W, 'Attracting and developing talent', HR Society, Hard Edge Workshop, London, November 2005

Carter A, 'A European perspective on coaching research priorities', Coaching Foundation Research Advisory Panel Conference, New York, July 2006

Carter A, Mattacks K, 'A practical framework for evaluating coaching programmes', 13th Annual European Mentoring & Coaching Council Conference, Cologne, November 2006

Casebourne J, Keynote address, Childcare and Employers Conference, London, September 2006

Casebourne J, 'Lessons learned from action teams', Welfare-to-Work Convention, Birmingham, June 2006

Casebourne J, 'Lone parents and health problems', One Parent Families National Conference, London, October 2005

Casebourne J, Davis S, 'Lessons learned from action teams', Local Works Conference, Gateshead, November 2005

Casebourne J, Hooker H, 'Third Work-Life Balance Employees Survey', DTI Seminar, London, July 2006

Casebourne J, Neathey F, 'Do employees know their rights? Key findings from the Employees' Awareness Knowledge and Exercise of Employment Rights Survey 2005', DTI Lunchtime Seminar, London, April 2006

Connor H, 'Towards a strategy for widening BME participation in HE', Improving Choice and Opportunities for Black and Minority Ethnic Learners in HE, London, June 2006

Cowling M, Guest speaker, Breaking Barriers and Mobilizing Resources to Develop the European Risk Capital Market, Helsinki, Norface, October 2006

Dench S, 'Addressing disadvantage amongst teenage parents and their families', A fairer society? A review of policies for unmovable groups, CRSP, University of Loughborough, September 2006

Dench S, 'Supporting teenage parents in education', London, Policy Studies Institute Seminar, June 2006

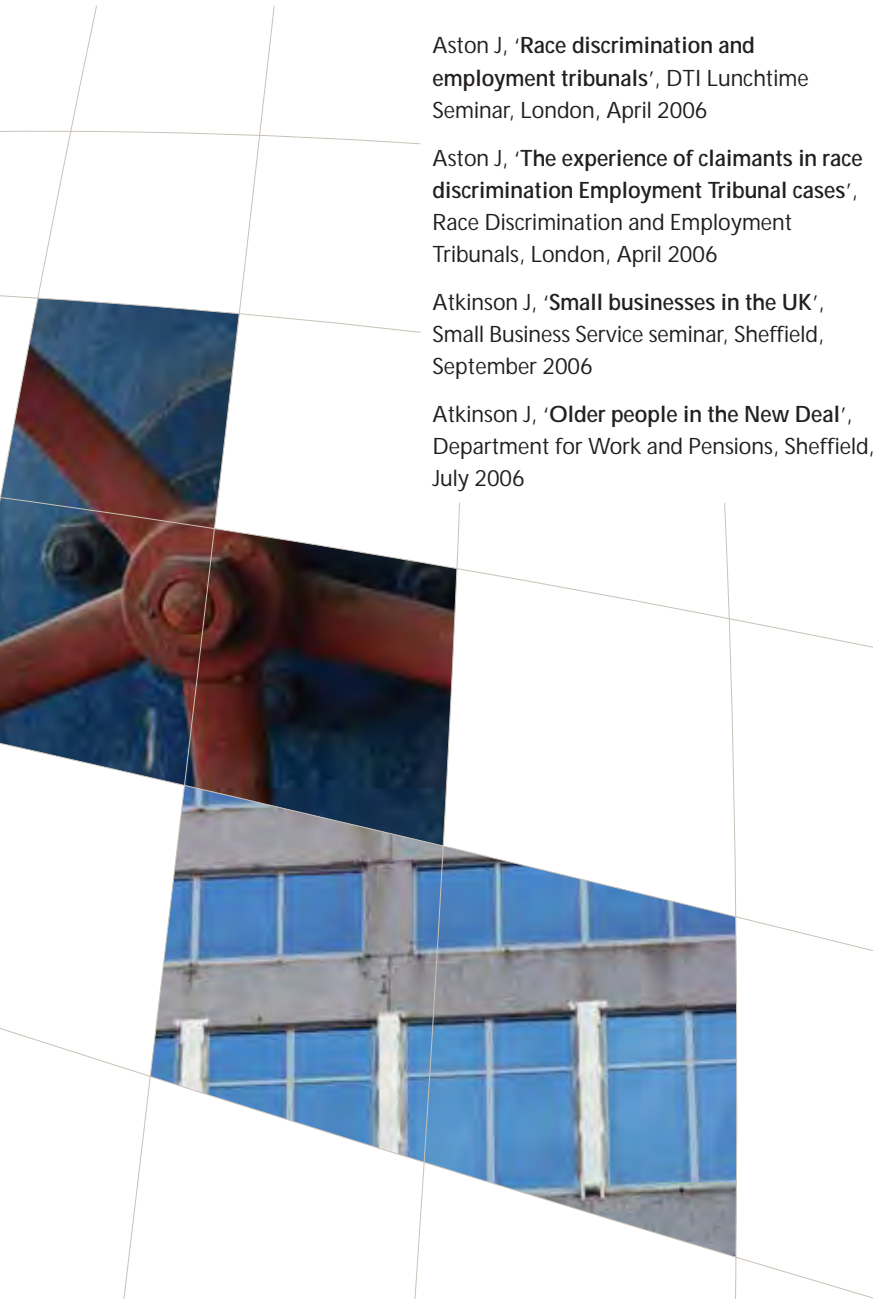
Dench S, 'Addressing disadvantage amongst teenage parents and their families', A fairer society? A review of policies for unmovable groups, CRSP, University of Loughborough, September 2006

Dench S, Millar J, 'IT research study for Work Permits (UK) – overview', Presentation to IT Skills Sector Panel, London, January 2006

Dench S, Newton B, 'The wider benefits of learning in later life – keynote address', Later Life Learning – Fit for Purpose?', Brighton, July 2006

Dench S, Hurstfield J, 'Employers' use of migrant labour', Home Office Seminar, Croydon, October 2006

Denvir A, 'The impact of the National Minimum Wage: pay differentials and workplace change', The National Minimum Wage: Assessing the Impact, London, September 2006



Dewson S, Tutor, DWP Summer School 2006, King's College, University of Cambridge, July 2006

Dewson S, 'Post-16 transitions of young people with special educational needs', Mary Kitzinger Conference, University of Kingston, July 2006

Hillage J, 'Student income and expenditure in Northern Ireland', Department for Education and Learning, Northern Ireland Seminar, Belfast, June 2006

Hillage J, 'Skills training and employability', Home International Funding Conference, Belfast, June 2006

Hillage J, 'The impact of Employer Training Pilots', Adult learning – What role for choice and personalisation?, IPPR, London, November 2005

Hillage J, 'Known knowns and known unknowns: what can evaluation tell us about labour market impact?', John Killeen Commemorative Lecture 2005, RIBA, London, October 2005

Hirsh W, Keynote speaker: Positive career development at work: trends and issues from the UK perspective, AACCO6 International Conference, Sydney, Australia, April 2006

Hirsh W, 'The involvement of managers in career management', Devonshire House Workshop, London, November 2005

Hirsh W, 'Career services for employees and the role of the 'career coach'', NICEC seminar, London, November 2005

Hirsh W, 'Managers as developers of other people', Centre for Guidance Studies, University of Derby, November 2005

Hirsh W, 'Succession planning: the myths and the reality', East of England Regional Assembly and the Employers Organisation for local government, Robinson College, Cambridge, November 2005

Hirsh W, 'Performance', Fit for Business, Employers Organisation for local government, London, October 2005

Jonny Gifford, 'Partnership under pressure', Annual Partnership Conference, Falkirk, October 2005

Meager N, Co-ordinator and Chair, Forecasting labour market and skill needs, Peer Review: EU Mutual Learning Programme of the European Employment Strategy, Helsinki, June 2006

Meager N, Chair, Research ethics in the social sciences, Conference of the Association of Research Centres in Social Sciences (ARCISS), Manchester, June 2006

Meager N, 'UK policies for the labour market participation of disabled people', Disability and Employment: Enabling and Disabling Factors, University of Westminster, May 2006

Meager N, Chair, Filling delivery gaps through better governance, Thematic Review Seminar: EU Mutual Learning Programme of the European Employment Strategy, Brussels, April 2006

Meager N, Co-ordinator and Chair, The Employer Training Pilots. Peer Review: EU Mutual Learning Programme of the European Employment Strategy, Sheffield, December 2005

Miller L, 'The Safe Learner Pilot evaluation', National Learner Safety Partnership Group, Kenilworth, July 2006

Reilly P, 'Recruitment: The challenges of demographic change', Recruitment and Retention Strategy Conference, IRS, London, September 2006

Reilly P, 'New HR structures', seminar for HR Directors from former USSR, London, July 2006

Reilly P, 'Establishing the business case for flexible benefits', Flexible Benefits and Salary Sacrifice Conference, London, June 2006

Reilly P, 'Issues in developing a modern remuneration package', Northern Employee Benefits Exhibition and Conference, Manchester, April 2006



- Reilly P, 'New HR structures', Kent Sussex and Surrey HR Networks in the NHS, London, January 2006
- Reilly P, 'Pay and reward', East Midlands Regional Local Government Association, Melton Mowbray, November 2005
- Reilly P, 'Meeting the business needs v HR service', HR Business Partnership Workshop, November 2005
- Robinson D, 'Engagement drivers', eReward Update Conference 2006, London, June 2006
- Robinson D, 'Drivers of employee engagement', Manchester Metropolitan University/Sussex CIPD annual HR Conference, Manchester, March 2006
- Robinson D, 'Drivers of employee engagement', University of Brighton/Sussex CIPD Annual HR Conference, Brighton, November 2005
- Strebler M, Symposium on implications of age legislation for human capital, Fareham, February 2006
- Tackey ND, Facilitator, Britain Divided? Poverty and Ethnicity, NCVO, London, April 2006
- Tamkin P, 'Transformational HR', Home Office HR Conference, Gatwick, September 2006
- Tamkin P, 'The skills challenge', Skills for Logistics Annual Research Conference, Towcester, September 2006
- Tamkin P, 'Changing careers', Managing careers – who's in charge?, CIPD, University of Manchester, July 2006
- Tamkin P, 'Good cop/bad cop: approaches to absence management', UK and European HR Forum, Oriana, May 2006
- Tamkin P, 'Demonstrating how leadership investment can improve departmental performance', Developing Leaders in Central Government, Inmarsat, London, January 2006
- Tamkin P, 'The changing face of careers in HR', CIPD special interest forum: Where is your career heading?, London, December 2005
- Tamkin P, 'Managing organisational change', Managing Organisational Change: Current Issues for the Civil Service, London, November 2005
- Tamkin P, 'Managing organisational change', Westminster Explained, London, November 2005

Advisory roles

Linda Barber BA

Career Development Forum at the University of Sussex

Alison Carter BA, MBA, DBA, FCIPD

Executive Board Member of European Mentoring and Coaching Council (EMCC), 2002

Joint editor, *International Journal of Mentoring and Coaching*

Editorial Advisory Panel of *Coaching at Work* (CIPD)

Research Advisory Panel Member, Foundation for Coaching

Marc Cowling BA, MSc, PhD

Editorial Board, *International Journal of Small Business*

Sally Dench BA, PhD

Editorial Board of *The International Journal of Social Research Methodology*

Steering group member for Directing Equal Pay in ICT (DEPICT): University of Salford, ESF funded project

Jim Hillage BA, MSc

National Guidance Research Forum Strategic Group

Member, Equal Brighton & Hove Action 3 Steering Group

Nigel Meager BA, MPhil

Chair of the Department of Trade and Industry's Advisory Forum on the Impact of Employment Policies

Member of the executive committee of the Association of Research Centres in the Social Sciences (ARCISS)

Member of East Sussex County Council's Excellence Awards Panel

Linda Miller BSc, PhD

Editorial board of *International Journal of Training Research*

Member of SummitsSkills Diversity Interest Group

European Editor, *International Journal of Training and Development*

Editorial Board, *Research in Post-Compulsory Education*

Peter Reilly BA, MA

National eService Delivery Standards project on e-HR working party

Nii Djan Tackey BSc, MSc

Member of advisory group on Britain Divided: a review of poverty and ethnicity

Penny Tamkin BSc, PhD, CIPD Diploma, DipEcon

Expert Advisory Panel, Sector Skills Development Agency

Editorial Board of special edition of *International Journal of Training and Development*



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.



www.employment-studies.co.uk

Institute for Employment Studies
Mantell Building
University of Sussex Campus
Brighton BN1 9RF
United Kingdom

Telephone
+44 (0) 1273 686751

Facsimile
+44 (0) 1273 690430



INVESTOR IN PEOPLE

IES is a registered charity number 258390

Designed by Andrew Haig & Associates
Printed by East Sussex Press

Produced by Pureprint Group Ltd a CarbonNeutral company accredited with ISO 14001 and EMAS (Eco Management Audit Scheme). Printed using 100% vegetable based inks and electricity generated from renewable sources.

