

A long-exposure photograph of a road at night, showing light trails from cars. The road curves from the bottom left towards the top right. Multiple red light trails from taillights curve away from the road, while a single bright white light trail from a headlight follows the road's path. A small blue 'P' sign is visible on the left side of the road. The background is dark, and the overall composition is framed by a white grid.

**ies**

Institute for Employment Studies  
**Annual Review 2008**

**40**  
YEARS

# The IES Mission

The IES mission is to help bring about sustainable improvements in employment policy and human resource management.

IES achieves this by increasing the understanding and improving the practice of key decision makers in policy bodies and employing organisations.

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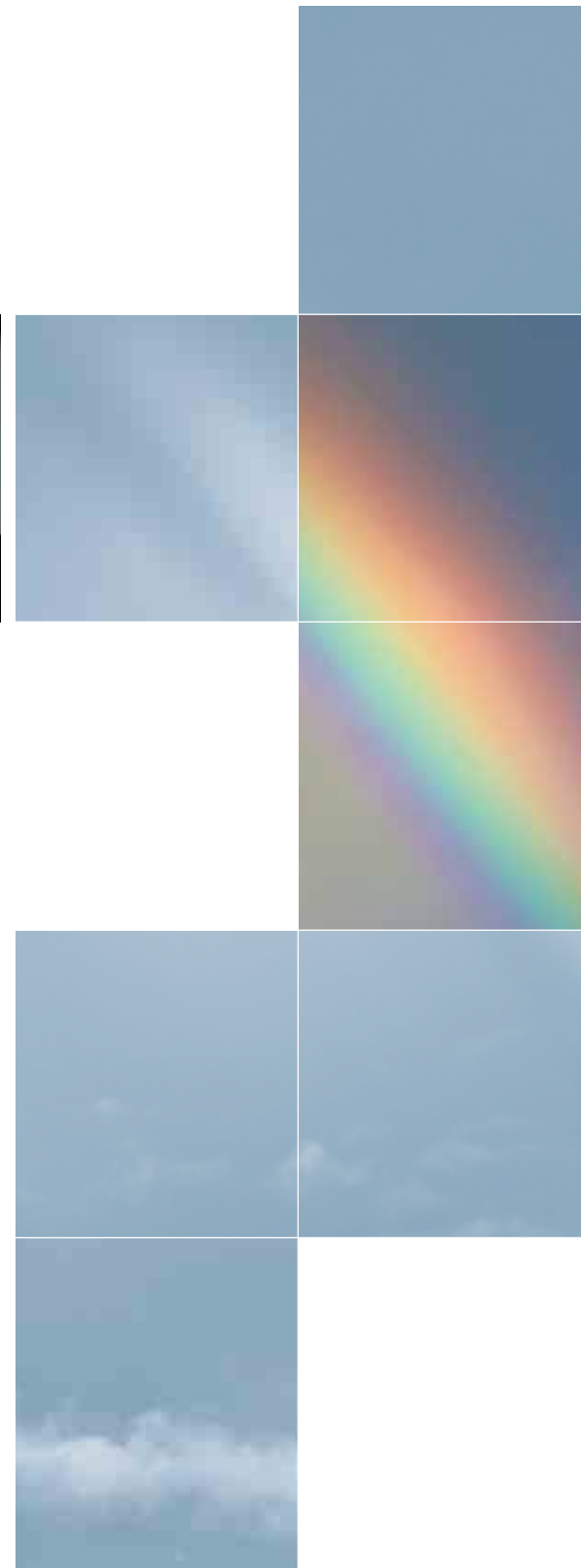


## 2 From our Vice President

As incoming Chair of the IES Board of Trustees, I am delighted to be taking over at a time when IES is in such robust health. As this Annual Review shows, IES has gone from strength to strength in recent years, and the volume and visibility of its work are higher than they have ever been. This is reflected in the growing levels of dissemination and media coverage of the Institute's research, and the strongly positive feedback from the clients and funders who commission work from IES. The finances remain extremely healthy. IES is not resting on its laurels, however, and I am pleased to report that the IES Board has agreed a new strategic plan for the period to 2012, envisaging significant investment in the Institute's future development, with an emphasis on further increasing the impact of the Institute's work among public-policy makers and employers. Part of this development will involve the opening, in late 2008, of the IES London office, which will facilitate closer working and stronger links between the Institute and its key stakeholders. The Institute's work is supported and guided by the members of its Board and Council, and I would like to thank them for their contributions during the year, and to welcome our new President, Sir Richard Sykes, and new Council members Stuart Etherington and Ed Sweeney.

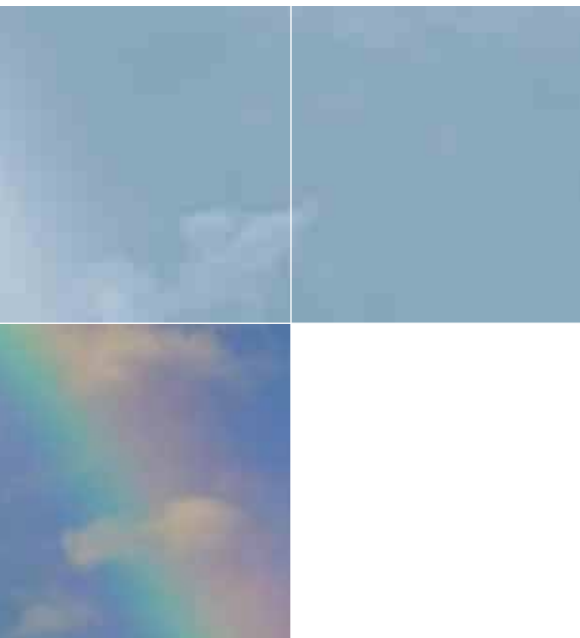


**Stephen Hadrill**  
Vice-President



# Director's introduction

As IES enters its 40th anniversary year, it is pleasing to be able to present such a positive report of the year completed, in this Annual Review.



**Nigel Meager**  
IES Director

The year saw significant growth in all of our key measures of volume, quality and impact. The Institute's income (over £6m), the number of staff (70), the financial surplus (over £200k) and the level of reserves (close to £2m), all reached their highest ever levels during the year. This puts the Institute in a strong position to make the significant investments in its future development, envisaged in our new strategic plan. It also makes it well-placed to respond to an external economic and political environment likely to become more turbulent in the next few years.

The current health of the Institute is shown not just in these crude financial indicators, but by the breadth, quality and impact of the work of IES staff detailed in this Review. It is also evident in the increasing external visibility of IES work. During the year, all of our key dissemination indicators grew strongly: media coverage; journal articles; book chapters; external conference and seminar presentations. IES' own range of dissemination events also expanded in size and scope: alongside our regular annual HR conference for IES corporate members, our second annual public policy conference focusing on UK skills policy, headlined by the Minister for Skills, was a great success. Our programme for the year ahead builds on this with a public policy conference on migration in autumn 2008, again in parallel with our HR conference (looking at HR management in challenging economic times), and a new series of five policy seminars that covers the full range of IES work.

# 4

In our 40th year, it is timely to reflect on the origins and raison d'être of IES, looking back at how the Institute has changed, and at what has remained the same. The charity was established in 1968 as the Institute of Manpower Studies, with support from industry, government, trade unions and academia, to undertake *'work or study designed to improve the disposition of the nation's manpower resources'*. Launching the Institute's original fundraising prospectus, Sir Peter Allen (Chairman of Imperial Chemical Industries) said: *'My colleagues and I support the IMS because there is an obvious and unfilled place for an applied research institute, working at a high technical level in the manpower field, which would make improved techniques of manpower planning for higher productivity available'*. Perhaps what was most interesting about the founding purpose of IMS was its dual focus. On the one hand, it was to provide research and expertise on 'manpower planning' at the corporate level. But crucially, on the other hand, it was also to act at the national level, researching and providing support to government in planning the national labour market and education system, whilst providing a bridge between the large-scale national work and the smaller-scale work at the level of the employing organisation.

Since then, as well as changing its name, the Institute has grown and diversified significantly from its original emphasis on manpower planning (although workforce planning, as it is now called, still features in our current work). Some key features of IMS remain important in today's IES, however: in particular our **charitable mission** and this **dual focus** on research for public policy, and on research aimed at improving human resource management among employers.


Our **charitable mission** is reflected in the choice of the work that we do, aiming always to ensure that our research and consultancy makes a real contribution to public benefit. This means that our work must be able to be used by decision-makers to improve policy and practice; it means also that the results of our work must be freely disseminated to reach as wide an audience as possible, and that we should actively strive to draw the attention of relevant stakeholders to the implications of our research.

Our **dual focus** on work for public policy and work for employers remains, after 40 years, what makes IES unique, and is reflected throughout this Annual Review. On the public policy side we are now one of the foremost UK providers of evidence-based research and evaluation on labour market and employment policy. There is continued growth in our core areas of learning and skills policy, unemployment, labour market disadvantage and welfare-to-work, as well as in newer areas such as health and well-being at work, and some smaller strands of work such as employment relations. Our international public policy work is also growing. On the employer side, we offer bespoke research and consultancy on a wide range of key themes of interest to the HR world, covering areas such as organisational performance, resourcing, transformation of the HR function, reward and performance. Our training, coaching and continuing professional development services to HR practitioners, continued to expand during the year, as did the range of services offered to corporate members of the IES HR Network.

I and the IES staff look forward to building on this success in the year ahead, where we anticipate a number of exciting developments, including the opening of the IES London office in late 2008.



# How IES works



IES is 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.

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, rigorous and ethical**

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 70 staff including 53 professional researchers and consultants, among whom are economists,

econometricians, statisticians, sociologists, management scientists, geographers and occupational psychologists. In addition, we work with an extensive network of individual associates and partner organisations, enabling us to bring a further range of specialist expertise to individual projects as required.

IES sets great store by the independence and rigour of its work. It aims to ensure that its staff deploy appropriate and state-of-the-art methodologies to its research and consultancy assignments, and it invests in staff training and development to support this. It also upholds high standards of research ethics in the conduct of all its research.

### **A dual focus on public policy and employers**

A unique and constant feature of the Institute is its dual focus on work for public policy-makers on the one hand, and employers on the other. This stems from a recognition that the employment policies of the state and its agencies, and the HR policies and practices of employers are two sides of the same coin, and that to meet its mission, IES must pursue a balanced portfolio of work for both sides. This portfolio is set out in more detail in the following pages. On pages 6 to 9 we detail the past year's extensive range of research on public policy topic areas, together with our international work. Pages 10 to 13 highlight our work with and for employers, which falls under three broad headings: project work for employers or employer organisations, which is a mixture of research and consultancy/ advice; training, coaching and continuing professional development for the HR community; 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.

# 6 Public employment policy research at IES

The Institute investigates and evaluates most aspects of public employment policy and labour market activity, and our work is commissioned by UK national government departments and agencies as well as regional and sectoral organisations. We also have a growing portfolio of international work. The results of our research provide the evidence that underpins not just the development but also the implementation of large areas of policy.



## Unemployment and labour market disadvantage

During the first half of the past year, high levels of employment and low unemployment sustained an established public policy orientation centred on extending employment opportunities to groups, communities and areas where disadvantage, inactivity and social exclusion remained strongly entrenched. During the second half, increases in unemployment meant that this perspective was supplemented by a growing concern about short-term, 'frictional' flows onto the unemployment register. As a result, while IES' research portfolio continues to reflect the first set of concerns, we have also been working more intently on the second, somewhat more traditional area, and we expect that this aspect of our research will continue to expand during the year ahead.

Our research on entrenched worklessness has clustered around two key elements of policy, as follows:

- n Much of this research has been **evaluating area-based initiatives**, in an effort to find out how effectively they are reaching into inner city and other disadvantaged areas. The year saw the completion of our evaluation of the *Fair Cities Pilots*, the start of our contribution to the evaluation of the *Cities Strategy Pathfinders*, and new research into worklessness in rural areas.
- n Other research has focused more on **hard-to-help groups**, particularly ethnic minorities, migrant workers, older workers and disabled people. Two projects of particular interest here involve: an evaluation of pilots to assess the value of public procurement arrangements to require greater attention to race equality among suppliers and potential suppliers; and research into employers' policies and practice towards people with mental health conditions. Additionally, we have undertaken new research on some chronically disadvantaged groups, including ex-offenders, homeless people, substance abusers and care leavers.

Our more recent work related to 'traditional' unemployment has involved a number of consultancy projects for the Department for Work and Pensions (DWP) looking at issues raised in the 2007 Green Paper *'In Work, Better Off'* and at the future of the New Deal. In addition, we have contributed to DWP's evaluation strategy for the next phase of the New Deal and the forthcoming *Integrated Employment and Skills system*, and have recently begun to



evaluate some early pilots of revised arrangements and provision for people with lengthening spells of unemployment. More recently, we have begun the evaluation of the *Local Employment Partnerships*.

As the demand side of the economy looks to remain increasingly problematic for some time, we anticipate that this concern with effective measures to deal with growing numbers of relatively short-term unemployed claimants will continue. In the past, an enhanced policy focus on the unemployment register has often led to a diminution of interest in people who are furthest away from the labour market and who are hardest to help. It is our hope that this will not be the case in the next few years, however, and we propose to maintain a presence in both fields for the foreseeable future.

#### **Mental health and employment**

We have recently completed a project for DWP on mental health and employment, in partnership with the Social Policy Research Unit at York University. IES focused on the employer experience, through interviews in 40 employer organisations. We found a general openness to taking on employees with mental health conditions, although most employers said that they usually only learned of an employee's condition when they became ill in post. Employers described a range of in-work adjustments that had been made for staff with mental health conditions, including changes to hours or pace of work, changes to elements of a role or to the work environment, counselling, or more informal types of support. Policy implications from the research included making occupational health services more available to small and medium-sized employers, and using the information and resources that already exist to increase 'mental health literacy' amongst all employers.

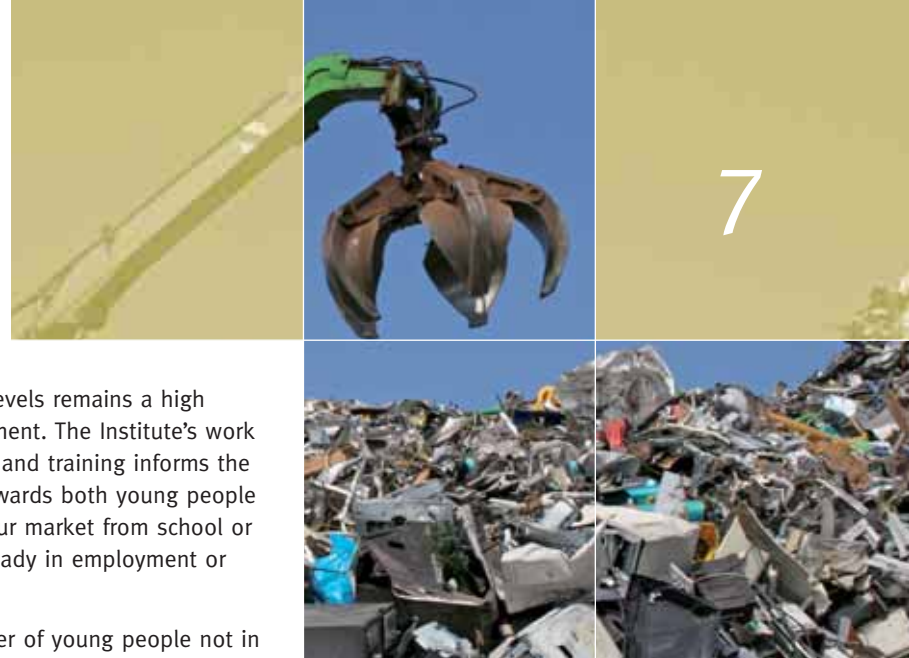
#### **Learning and skills**

Skill development at all levels remains a high policy priority for government. The Institute's work programme on education and training informs the development of policy towards both young people seeking to enter the labour market from school or university, and adults already in employment or seeking work.

The relatively large number of young people not in employment, education or training (the so-called NEETs), or in jobs without training, remains an area of particular policy concern. The evaluation of Activity Agreements and Learning Agreements for 16 and 17 year olds that IES is carrying out in partnership with the National Centre for Social Research (NatCen) and the Centre for Education and Industry (CEI) helps identify the important forms of support that can help young people back into learning, and underpins the development of the policy to raise to 18 the age at which young people can leave compulsory education or training in England.

Both forms of agreement offer financial support to young people to participate in learning, and IES has helped the Learning and Skills Council (LSC) review their approach to learner support funding over the past year. We have also undertaken a qualitative study for the Low Pay Commission, of managers' attitudes to employing apprentices in low-paying sectors, to assess how changes in financial incentives for offering apprenticeships may influence recruitment of young people into these roles.

The Institute has a strong work programme on financial support for students in higher education. We have conducted the latest national Student



Income and Expenditure Survey, again with NatCen, which provides the most authoritative evidence on the financial position of students, and helps assess the impact of the financial support policies in England and Wales. We are also researching the role that finance plays in the decisions people take about going into higher education, and what encourages or dissuades older people in this course.

We are not just interested in who goes to university and why, but also what happens to graduates once they leave, and their contribution to the areas and sectors in which they live and work. Skills policy across the UK is increasingly following a sectoral path and we work with a wide range of sectors to help identify their skill needs and evaluate solutions to skill supply problems. One of the most recent policy innovations has been the creation of the programme of national skills academies, each focusing on a particular sector, and IES is evaluating their progress in partnership with Ipsos MORI.

The two main strands of adult training policy in England are *Train to Gain* and the newly trialled *Skills Accounts*. Both policy areas are being developed and reformed to maximise their effectiveness and impact, a process informed by the continued evaluations from IES, again in partnership with Ipsos MORI.

Learning and skill policy never stands still; the new UK Commission for Employment and Skills (UKCES) has set up a review of measures designed to stimulate employer demand for skills and skill development, which the Institute is carrying out in partnership with the Institute for Employment Research, The Policy Research Institute and the ESRC Centre on Skills, Knowledge and Organisational Performance. The aim is to inform the next generation of skill policies and so should help keep us at the heart of learning and skills policy for some time to come.

#### University for all

A key element of the Government's skills strategy is to expand access to higher education (HE) with the aim of having at least 40 per cent of the working population qualified to level 4 (ie, broadly degree level) by 2020 (up from the current 31 per cent). Although the number of mature students has risen steadily in recent years and over half of new HE entrants are aged over 21, to meet the target many more older and employed people need to be encouraged to enter higher education. Recent research from IES, in partnership with BMRB, for the Department of Innovation Universities and Skills (DIUS) found that 30 per cent of working adults who had not already been to university would consider applying in the future. However, to get them in, higher education institutions need to:

- n get a much clearer message across about the modern opportunities available in HE for working adults, their entry requirements, and available learning methods which would enable them to combine study with work
- n put on the sort of vocational course these adults want, and
- n work more closely with employers to get them to facilitate (and financially support) their employees' entry to HE.





### Health and well-being

In 2008, Dame Carol Black's review of the health of the working age population was published, proposing radical changes to the way primary and occupational health professionals and employers manage health-related absence and return to work. The government's response to this review is still being developed, but when available is likely to shape the future of policy in this area for the foreseeable future.

We have been working closely with the Health and Safety Executive (HSE) reviewing their progress in working with employers to implement standards for managing the causes of work-related stress. We are also evaluating occupational health delivery models through our work on the *Workplace Health Connect* and *Workboost Wales* pilots, and we have investigated the links between regulation and effective asbestos management. Our exploratory work for the Irish Health and Safety Authority has helped them understand the health and safety behaviour of migrant workers in the construction industry.

We have continued to help policy makers draw on the best available evidence, completing (with Sheffield University) a review for the National Institute for Health and Clinical Excellence (NICE) looking at absence management. We are also working with the cross-departmental *Health Work Wellbeing* initiative to draw out the detail of what is already known about 'what works' in terms of helping people back to work following health-related absence. This will help the programme in its development of future government policy.

### Employment relations

Another major strand of our work covers the relationships between employers and employees, individuals' rights at work and workplace procedures and processes. An aim of policy is to prevent individual or collective disputes through workplace training, early mediation and conflict resolution. This year we have evaluated *Acas' Workplace Training* service, finding high levels of satisfaction with the quality of training provided. We have also begun an evaluation of *Acas Workplace Projects* which seek to resolve conflict and problems by using collaborative techniques to bring employees and managers together to develop solutions jointly. Lastly, we have begun a major project to assess the outcomes of the new pilot *Pre-Claim Conciliation Service*. This new service has been developed in response to the Gibbons Review of dispute resolution processes for the former DTI, which found widespread problems with the operation of current disciplinary and grievance procedures. The purpose of the new Acas service is to reduce the number of workplace conflicts that result in employment tribunal cases. The results of the study will inform the future roll-out and development of the service.

### International

Our international work continues to expand and we have carried out a range of European and international projects over the past year, both building on previous work and expanding into new areas. We are continuing our work for the European Foundation for the Improvement of Living and Working Conditions, Dublin: this year we have been looking at issues such as the development of pay in EU member states, including a focus on pay issues in the information technology sector, and the incidence and regulation of non-standard forms of working around Europe. We have also continued to provide understanding and exchange of

good practice in employment policy in EU member states through our co-ordination of the EU's Mutual Learning Programme, in collaboration with our Austrian partners, ÖSB Consulting. This partnership has recently been extended with a new contract to co-ordinate similar activities in the social policy area, through the Peer Review and Assessment in Social Inclusion. Our work on disability issues with Norwegian, Dutch and Danish partners continued into a new phase during the year.



## Research and consultancy on HR management

For employers and employer bodies in all sectors of the economy we offer a range of services. The largest component of what we do is bespoke research and consultancy for individual clients. The work is based upon a body of research knowledge built up over the years. We organise the research and consultancy ‘products’ under a number of headings related to this knowledge base. This is described in more detail below.

Making similar use of our content expertise we offer continuing professional development (CPD) either in the form of skills training or as knowledge inputs (‘masterclasses’). Another development offering is individual coaching, predominantly, but not exclusively, designed for senior HR professionals. This allows such people the chance to step back and reflect upon their own personal goals and work challenges and to review them in the company of a disinterested but skilled coach.

Our final service to employers is the corporate membership offer of networking, knowledge-sharing and research.

### **Research and consultancy**

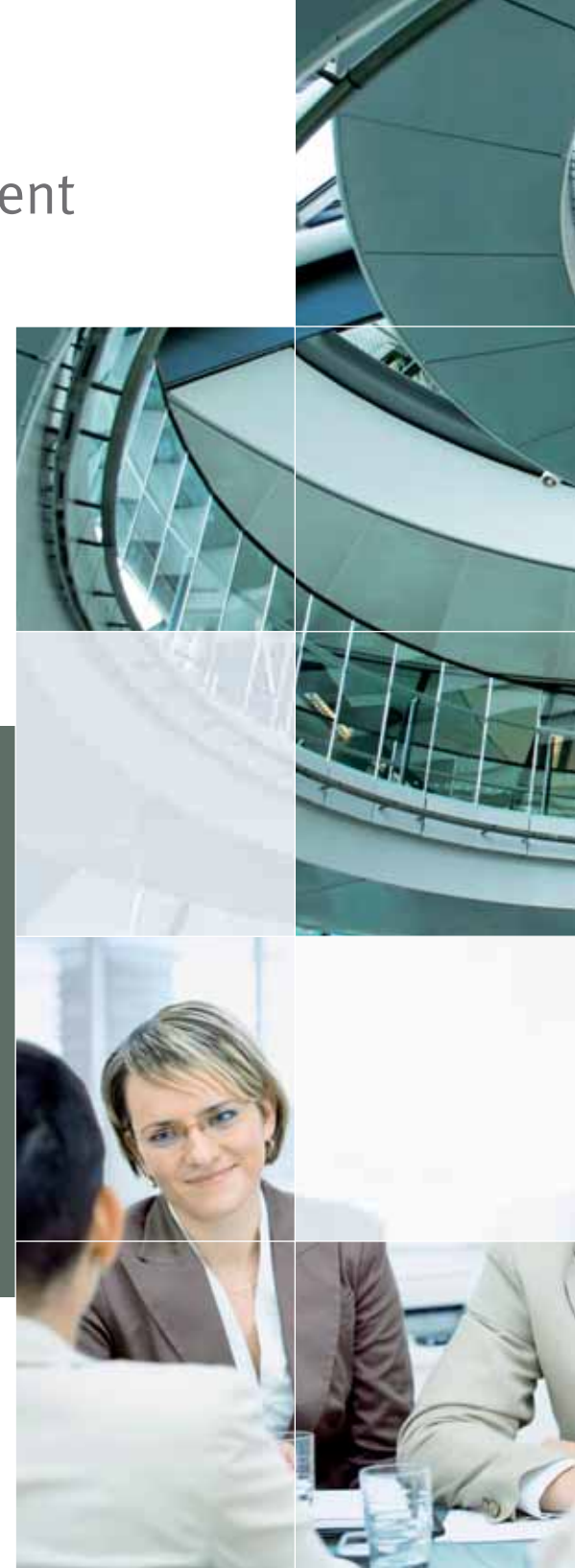
We organise our bespoke research and consultancy in the following four areas.

#### **Improving organisational performance through understanding your employees**

This comprises our long-standing work in: understanding and describing employee engagement; staff attitude surveys; measuring the people/performance link; and dealing with the adverse effects of high levels of attrition.

Sponsored by IIP, BERR, Ufi, DIUS, and Skills for Business, IES together with The Work Foundation looked at measures linking people inputs and organisational performance. The research, published as *People and the Bottom Line*, detailed data items that employers can capture for themselves without considerable effort or sophisticated systems. These HR practices or people metrics are those with proven links with organisational performance.

IES also puts this work into practice by carrying out employee surveys to gather attitudinal data, by assisting organisations to collect both business and people performance statistics, and by putting all the data together to construct models on the people-performance connection.



### Resourcing your business to meet current and future needs

This area includes: (our original raison d'être), workforce planning; analysing local and other labour markets for reasons of relocation or expansion; understanding the impact of changing demographics on the world of work; and developing talent pipelines, which might involve assessment, development or succession-planning processes.

We have carried out work in this area at sectoral, professional and organisational level. Topics have included evaluation of processes such as assessment centres or coaching; developing leadership or Continuing Professional Development strategies; the progress of high potential people in talent pools or on talent programmes; and considering labour market dynamics.

Two specific examples of our projects are the examination of issues relating to the coaching of senior women managers, looking in particular at the reasons why women decide (or not) to apply for board-level positions and focusing on issues in Germany, Greece, Sweden and the USA.

We have also been working with a public sector organisation looking at the local labour markets within which it operates to understand supply and demand pressures at different locations.

### Getting the most from your HR, Learning and Development, and Organisation Development functions

We have done a lot of work on HR transformation that leads into the capability to: undertake functional audits; assist with structural modernisation; advise on HR metrics; and design and deliver development for people working in these areas.

IES is currently engaged with NHS in the North West in building capability within the HR function. We have described a model of 'world class' HR and invited the participating NHS Trusts to consider to what extent they are meeting the demands of the model. We have helped this exercise by providing an online customer survey and other tools, such as activity mapping. Following the gap analysis, IES is facilitating action planning so that the participating organisations can decide how to meet the challenges that the exercise has identified or confirmed.

### Designing and reviewing reward and performance management approaches

Our work on the performance-pay link often straddles the boundary between reward and performance management, but we also evaluate and design, and provide advice on, the strategic positioning and change processes of both areas.

There is constant need to improve reward management to meet external and internal requirements. At Ordnance Survey we have been conducting an equalities review of their new Pathways performance management approach and associated reward consequences. This involves both pay data analysis and consideration of policy materials.

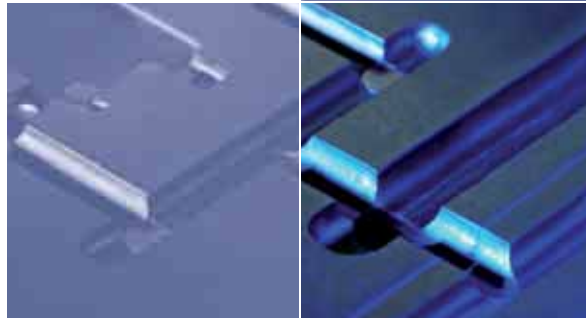
At the Department for the Environment, Food and Rural Affairs, we are assisting an investigation of specialist pay by defining who are the specialists and asking whether they have any specific recruitment and retention challenges with a reward component.

Work with HM Prison Service has centred on looking at the application of the job evaluation system from a good practice and equalities stand point.

Besides these areas where we have content expertise, we have particular strengths in measuring, evaluating and auditing organisational performance overall, specific practices (eg training and coaching evaluation), and policies (whether they relate, for example, to well-being or flexible working).

We also do bespoke research for professions and sectors. This might include: identifying good practice; evaluating sector initiatives; delineating their shape and size; or looking at their career patterns, skill needs and resourcing challenges against changing skill demands.

As well as working for individual organisations, we carry out consortium research, ie where a number of organisations co-fund a study of mutual interest. Occupational health intervention, the future of learning and development, and talent management are three topics currently being supported in this way.



## Corporate membership: the IES HR Network

The *HR Network* is a key means by which IES delivers its charitable mission and strategic vision: 'increasing the understanding and improving the practice of key decision makers in policy bodies and employing organisations'.

Membership is by invitation, and is open to employing organisations we believe will benefit from the services and contribute to the network.

Throughout the year, corporate members of the HR Network take part in an exclusive series of regular seminars and conferences culminating in our annual conference in November. The concept of the HR Network is participating in the sharing, development and application of knowledge.

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

- n organisational performance
- n resourcing and development
- n reward and performance
- n motivation and well-being
- n HR functional excellence

This year we introduced changes to the number and nature of events, which enabled us to offer greater flexibility to our calendar and increased participation from senior members of the HR community.

We divided our events into shorter seminars, longer conferences (where we could use more external inputs, both practitioner and academic) and 'Hot Topics' which offer the possibility to respond to current issues facing employers. For example, we ran one event on the right to request flexible working and another in response to the Dame Carol Black review of the health of Britain's working age population.

### Training and coaching for the HR community

We offer continuing professional development (CPD) courses, 90-minute masterclasses, and coaching, coach training and supervision. We have also just launched an *Emerging HR Leaders Programme*, designed to help people step up to the top level of HR leadership. It comprises a mix of action learning, self-reflection and knowledge inputs.

The CPD offerings can be taken as part of IES corporate membership or independently (or sometimes on a consortium basis). We have masterclasses (eg on developing individual strengths, or world class HR), solutions workshops (working with an organisation's particular business issue) and advanced skills (eg consultancy skills for HR people, or development of the business partner role). We have just launched *Knowledge Nibbles* – 90-minute masterclasses to stimulate thinking in a concentrated way.

IES is a leading supplier of executive coaching, coach training and supervision. We concentrate on HR executives, but we do not exclude other directors or senior managers who would benefit from our approach. We also train and supervise coaches for internal use by organisations.

Finally, we also undertake research on the subject of coaching, which informs the way we do our coaching work, making it a truly evidence-based methodology.



## Current HR Network members

This year we also held an *HR Directors' Retreat* that provided the opportunity for our member organisations' top HR executives to build relationships with each other and with IES, as well as hearing presentations on and debating topics such as corporate social responsibility, labour market continuity and talent management. A talk from the CEO of QinetiQ was a highlight of the event.

The HR Network continues to fund and publish research. *The Customer Views of HR* work was featured at the CIPD conference, having been made available well in advance to Network members. *Human Capital Measurement* has also generated considerable media interest. Other pieces of research have appeared as exclusive member publications or as more generally-available briefing papers. *HR Network*-funded work is continuing on, amongst other things, issues concerning older workers, the engaged manager, the changing role of OD, and women in management.



**Aegis Group plc**

**Aegon**

**British Broadcasting Corporation**

**BUPA**

**Cabinet Office**

**Centrica plc**

**Civil Aviation Authority**

**Corus Group**

**Department for Business Enterprise and Regulatory Reform**

**Department for Children, Schools and Families**

**Department for Communities and Local Government**

**Department for Innovation, Universities and Skills**

**Department for Environment, Food and Rural Affairs**

**Department for Transport**

**Department for Work and Pensions**

**East Sussex County Council**

**Food Standards Agency**

**Foreign & Commonwealth Office**

**HBOS plc**

**National Offender Management Service**

**HM Revenue & Customs**

**Home Office**

**Home Retail Group plc**

**HSBC Bank plc**

**Improvement and Development Agency**

**Infineum International Ltd**

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**Scottish & Newcastle plc**

**Shell in the UK**

**Siemens IT Solutions and Services**

**Transport for London**

**VT Group plc**

**The Wellcome Trust  
Sanger Institute**

## IES Council and Board of Trustees

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 Stephen Hadrill, acts as the formal trustees and in the governance role.

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**Sir Richard Sykes**<sup>†</sup>

### Vice-President and Board Chair

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*Acas*

**Imelda Walsh**

*Sainsbury's Supermarkets Ltd*

**Bob Watson**\*

*BUPA*

**Honorary Life President**

**Sir John Cassels CB**



We are pleased to welcome to our Council this year Ed Sweeney, Chair of Acas, and Stuart Etherington, Chief Executive of the National Council for Voluntary Organisations. Our thanks go to retiring members Prof. Robert Burgess who has served nine years, including six on our Board; Margaret Salmon who served from 1997-99 and 2002-08; and Julia Palca who has been a member of our Board since 1999.

\* Board Members

† To be confirmed at October 2008 AGM



# Staff and associates

IES is a knowledge-based organisation, 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. The diversity and flexibility of our work is enhanced by the complementary skills of a wide range of associates.

## **Institute Director**

Nigel Meager BA, MPhil,  
FRSA

## **Director of Finance and Administration**

Jane Hart BA, LLB, ACIS

## **Director of Research**

Jim Hillage BA, MSc, MBE

## **Director, HR Research & Consultancy**

Peter Reilly BA, MA

## **Associate Directors**

John Atkinson BA, MA

Annette Cox BA, MSc,  
PhD, MCIPD

Valerie Garrow BA, MSc,  
PhD

## **Research and consulting staff**

Jane Aston BSc, MPhil  
Susanna Baldwin BSc,  
MSc

Linda Barber BA  
Helen Barnes BA, MSc,  
DPhil

Peter Bates BA, MA  
Anne Bellis BA, DPhil  
Andrea Broughton BA,  
MA, PGDip

Emanuela Carta MSc  
Alison Carter BA, MBA,  
DBA, FCIPD

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  
Harriet Fearn BSc, MRes  
Ruth Francis BA  
Sue Hayday BA  
Hülya Hooker BSc, MA,  
PhD

Will Hunt BSc, MSc  
Nick Jagger BSc  
Claire Johnson MA, MSc  
Tom Levesley BEd, MSc  
Daniel Lucy BSc, MSc  
Carl Markwick BSc, MSc  
Mary Mercer BSc, MSc,  
MCIPD  
Linda Miller BSc, PhD  
Miranda Munro BSc, MSc  
Becci Newton MA, PGCert  
Siobhán O'Regan BA,  
MSc

Joy Oakley BSocSc  
Daniel Pearmain BA, MSc  
Rachel Pillai BA, MPhil,  
PhD

Emma Pollard BA, MA  
Gemma Robertson-Smith  
BSc

Dilys Robinson BA, MBA,  
FCIPD, FRSA

Jenny Savage BSc, MSc  
Alice Sinclair BSc, MSc  
Helen Stevens BA  
Marie Strebler BSc, MSc,  
PGCE

Freddie Sumption BA,  
MSc, PGCert  
Nii Djan Tackey 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

## **Communications Assistant**

Richard James BSc

## **HR Network Membership Manager**

Jo Davis

## **Finance Manager/Asst**

**Company Secretary**  
Philip Miles

## **Office/HR Manager**

Pamela Stocks BA,  
PGCert, PGDip

## **Team Administrators and support staff**

Caroline Beaumont  
Gill Brown BA PGDip  
Denise Hassany  
Tish Henley  
Sue Kent  
Linda Lawrence  
Gwen Leeming  
Diane Page  
Karen Patient BA PGDip  
Louise Paul  
James Walker-Hebborn

## **Principal Associates**

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

## **Associates**

Karl Ashworth BSc, MSc  
John Barry BA, MA, MBA  
Prof. Jim Buchan MA,  
PhD, DPM  
Lynne Butler BA, MSc,  
FCIPD

Richard Hayes BA, MSc,  
DMS, FCIPD

Julia Holloway FCIPD  
Charles Jackson BSc,  
MSc, PhD, CPsychol  
Penelope Johnson BA,  
MSc, FCIPD

Geraldine Lyons BA  
Katherine Mann BA, MA  
Keith Mattacks BA, MPhil,  
MCIPD

Geoff Pike BA  
Jo Regan BSc MSc

Anne Reid BA, MSc

Jo Rick BA, PhD,  
CPsychol, AFBPsS

Ian Seccombe BA, MA,  
PhD

Diane Smith

Paul Suff BA, MSc

Sharon Varney BA, MSc  
DipM

Ken Walsh BA, MA

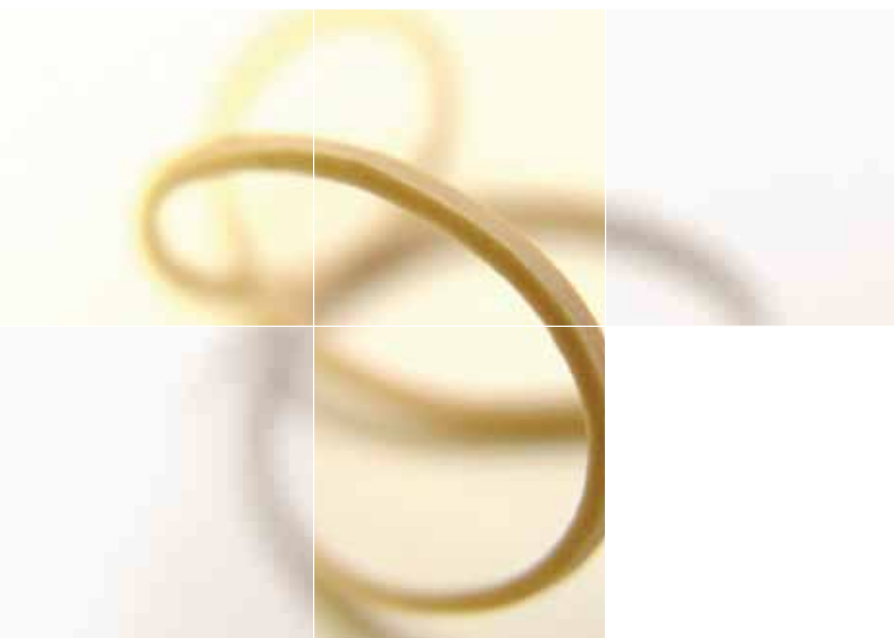
Matthew Williams BA



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## Partner organisations

IES works with a wide range of partner organisations in the UK and across Europe, in order to share complementary skills and local or specialist knowledge.



Applica, Belgium

Astri Research and Consulting, the Netherlands

BMG Research

British Market Research Bureau

Career Development and Employment Centre, University of Sussex

Careers Research and Advisory Centre

Centre for Economic and Social Inclusion

Centre for Education and Industry, University of Warwick

Centre for Labour Market Studies, University of Leicester

Centre for Regional, Economic and Social Research, Sheffield Hallam University

CEPS/INSTEAD, Luxembourg

Charles Sturt University, Australia

Chartered Management Institute

Danish National Centre for Social Research

Employment Research

ERAWATCH Network ASBL, Belgium

ESRC Centre for Skills, Knowledge and Organisational Performance, Universities of Cardiff and Oxford

Haldane-Spearman Consortium

i-works research

IFF Research

Industrial Relations Research Unit, Warwick University

Institute of Work Psychology, University of Sheffield

Institute for Employment Research, University of Warwick

Ipsos MORI

Leftfield Associates

Loughborough University, Department of Civil and Building Engineering

National Centre for Social Research

NIACE (National Institute of Adult Continuing Education)

NICEC

ÖSB Consulting GmbH, Austria

Policy Research Institute, Leeds Metropolitan University

Policy Studies Institute

Researching Equity, Access and Participation Group, Lancaster University

School of Health and Related Research, University of Sheffield

Science and Technology Policy Research Unit, University of Sussex

Shared Intelligence

Social Policy Research Unit, University of York

SPIRE Associates

The At Work Partnership

The Development Partnership

University of the Arts London

University College London

University of Hertfordshire

Work Research Institute, Norway

# Financial summary

2007/08 was another extremely successful year in financial terms for IES.

Gross turnover continued the strong upward trend of recent years, increasing by a further 16 per cent over the previous year. Net income (gross turnover less direct costs of subcontracting etc) also grew steadily, reflecting a real growth in IES work. As in previous years most of our income derives from research projects and consultancy but includes a significant contribution from our HR Network membership (income from which remained constant compared with the previous year).

Our main expenditure was on staff costs which continued to grow, reflecting further expansion of the staff base. Management and administration costs were, however, held at the level of the previous year. As a result, the surplus for the year 2007/08 was above expectations at £213 thousand. IES continues to maintain a healthy level of reserves which stand at £1.9 million, meeting our stated policy of covering six months operating costs and enabling us to continue to invest in our future. IES has no borrowings.

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

## Summary Income and Expenditure Statement 2007/08

	2006/07	2007/08
<b>INCOME</b>	<b>£000'</b>	<b>£000'</b>
Project	4,871	5,725
Membership	462	464
Other (Events, Publications, Interest)	79	95
<b>Total Income</b>	<b>5,412</b>	<b>6,284</b>
<b>EXPENDITURE</b>		
Staff costs	2,400	2,784
Partners and subcontractors	2,014	2,454
Other direct costs	230	242
Management and administration	599	591
Total expenditure	5,243	6,071
Surplus (undesignated funds)	169	213
Reserves	1,740	1,940

## Clients list

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

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:

**Acas**

**Adecco UK Ltd**

**Aegis**

**Aegon UK**

**Bank of America  
Foundation**

**BBC**

**Birmingham Health and  
Wellbeing Partnership**

**BOC Group**

**Boehringer-Ingelheim  
UK**

**Brighton and Hove City  
Council**

**British Film Institute**

**BUPA**

**Cabinet Office**

**Centrica plc**

**Chartered Institute  
for Personnel and  
Development**

**Civil Aviation Authority**

**Commission for Rural  
Communities**

**Corus Group**

**Defence Equipment and  
Support**

**Department for  
Business, Enterprise and  
Regulatory Reform**

**Department for Children,  
Schools and Families**

**Department for  
Communities and  
Local Government**

**Department of Health**

**Department for  
Innovation, Universities  
and Skills**

**Department for Work and  
Pensions**

**Department for  
Environment and Rural  
Affairs**

**Ealing Borough Council**

**East Cheshire Hospital  
NHS Trust**

East Sussex County Council	HM Revenue and Customs	National School for Government	Royal College of Veterinary Surgeons	Volkswagen Financial Services (UK) Ltd
Eastern and Coastal Kent PCT	HM Treasury	NHS Institute for Innovation and Improvement	Royal Mail Group Plc	VT Group
Economic and Social Research Council	Home Retail Group plc	NHS North West	Royal Navy	Wellcome Sanger Trust Institute
Electrical Contractors Association	Home Office	NHS Professionals	Scottish and Newcastle Ltd	West Midlands Regional Improvement and Efficiency Partnership
Engineering Construction Industry Training Board	HSBC	National Institute for Health and Clinical Excellence (NICE)	Scottish Water	West Midlands Learning and Skills Council
European Commission	Imperial College Healthcare NHS Trust	Norwegian Research Council	Shell International Ltd	Worcestershire County Council
European Foundation for the Improvement of Living and Working Conditions	Improvement and Development Agency (IDeA)	Nuffield Foundation	Siemens United Kingdom	
Foods Standard Agency	Infineum International Ltd	Organisation for Economic Co-operation and Development (OECD)	Skills for Health	
Foreign and Commonwealth Office	Institute of Cancer Research	Office for National Statistics	Sector Skills Development Agency (SSDA)	
Foundation of Coaching	Investors in People UK	Ordnance Survey	SummitSkills	
Greater London Authority	J Sainsbury plc	Pensions Service	Training Journal	
Guys and St Thomas NHS Foundation Trust	Kettering Borough Council	Police Federation of England and Wales	Transport for London	
Hammersmith Hospitals NHS Trust	Learning and Skills Council	Quality Improvement Agency	UK Border Agency	
Health and Safety Authority, Ireland	Lloyds TSB	Reenas Technology Europe Ltd	UK Commission for Employment and Skills	
Health and Safety Executive	Local Government Association	Royal National Institute of Blind People (RNIB)	University of Hertfordshire	
Hewitt Associates	London Councils	Rochdale Metropolitan Council	University of Sussex	
Higher Education Funding Council England	Low Pay Commission	Rolls Royce plc	University of the Arts London	
HM Prison Service	Marks and Spencer plc	Royal Bank of Scotland plc		
	MCCH Society Ltd			
	Ministry of Defence			
	National Arts Learning Network			

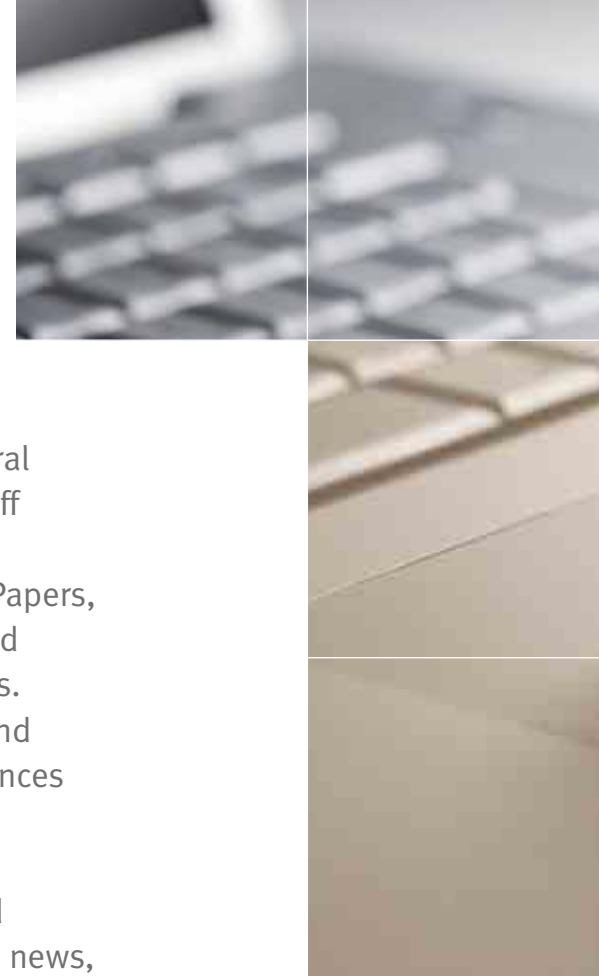


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## An active institute: publications, papers and presentations

The active dissemination of results and recommendations from IES research is central to our purpose. During the last year IES staff authored 59 contract-related publications: 10 in the IES Report Series, 2 IES Working Papers, 4 HR Network papers, 7 Opinion Papers, and a further 36 reports published by our clients. In addition, our staff authored 47 articles and chapters and presented at over 100 conferences and seminars.

Our website continues to be developed and 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 23,000 unique visitors per month. 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.





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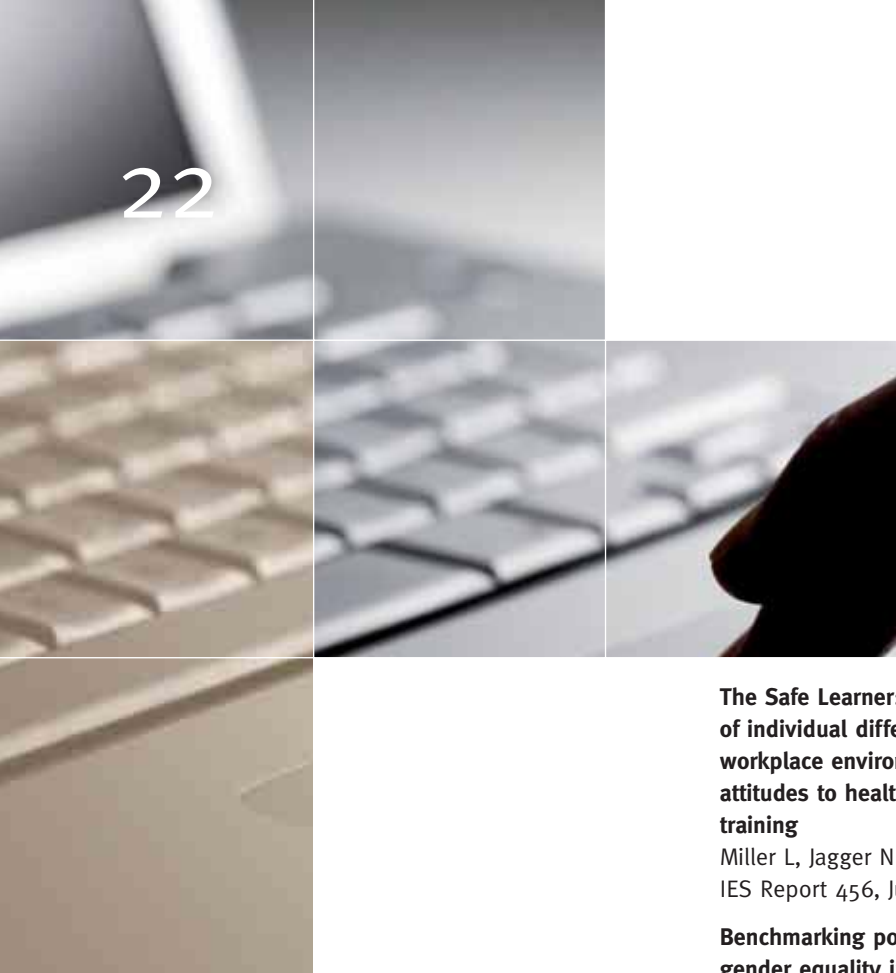
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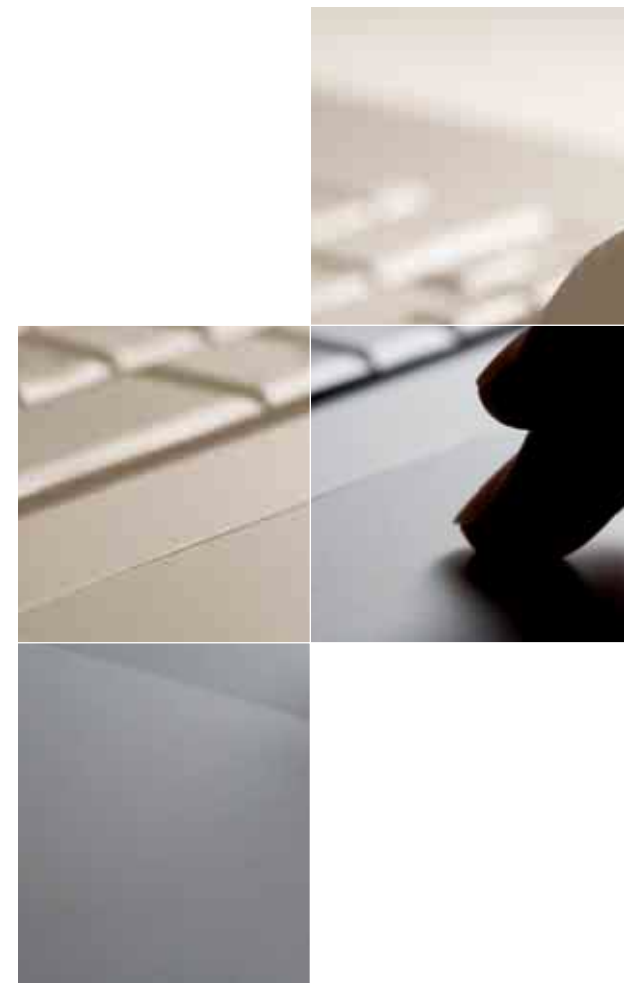
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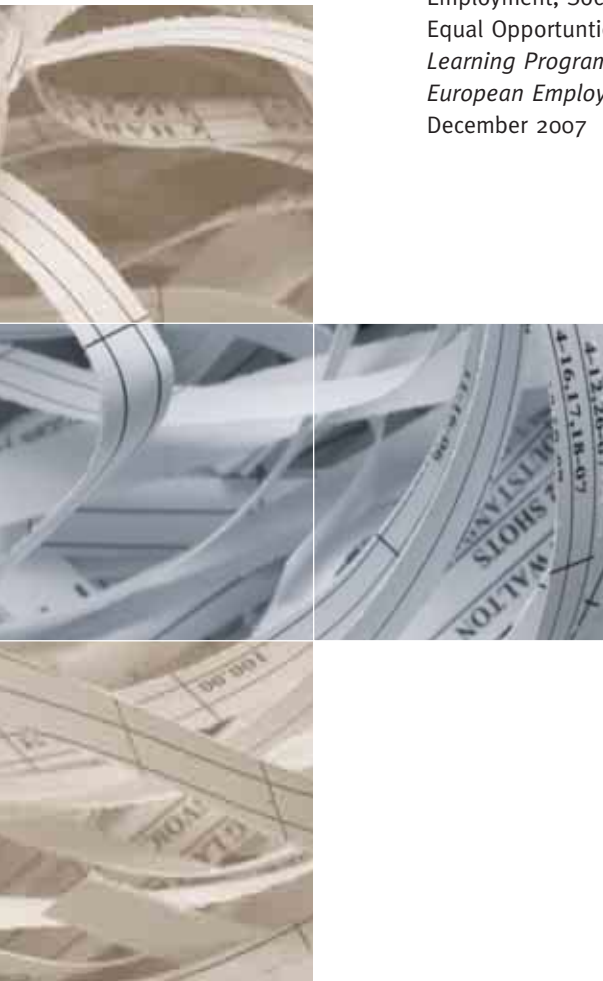
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Tyers C, Hill D, 'Workplace interventions in preventing and managing CHPs – what works?', *Occupational Health Review*, January 2008

Wilson S, Meager N, Hill D, 'ICT strategy, disabled people and employment in the UK', Fossestol K (ed.), *Stairway to Heaven?*, Fafo/Work Research Institute, January 2008



## Conferences and seminars

Aston J, 'Working for a Healthier tomorrow: Implementing New Measures to Build a Healthy Workforce', *The House Magazine* Westminster Briefing, London, September 2008

Barnes H, Taylor R, Smeaton D, 'Employers' perspectives on managing age in the workplace – the realities of managing long-term health issues', *Sociology of Ageing programme, First International Sociological Associations World Forum*, Barcelona, September 2008

Broughton A, 'Managing stress and absence in UK workplaces', *8th International Congress on Occupational Safety and Health*, Ordem dos Engenheiros, Porto, July 2008

Broughton A, Tyers C, 'Managing stress and absence: evaluating the impact of HSE initiatives', *Stress and Absence Management*, Institute of Work Psychology, Sheffield, June 2008

Broughton A, 'Mental health and employment: an overview of the issues', *Mental Health and Employment*, Enfield Council, March 2008

Broughton A, 'The impact of social dialogue on working conditions: key findings', *Seminar on working conditions and social dialogue*, European Foundation, Brussels, December 2007

Carter A, 'Top ten research ideas', *1st International Coaching Research Forum*, Harvard Faculty Club, Boston MA, September 2008

Carter A, 'Evaluating executive coaching: the questions we ask', *Annual Meeting Symposium*, Academy of Management, Anaheim, CA, August 2008

Carter A, 'How organisations evaluate coaching', *Civil Service Coaches in Government Network*, London, June 2008

Carter A, 'Measuring the Value of Coaching', *Annual Coaching at Work Conference*, CIPD, London, October 2007

Cowling M, 'Study of the Enterprise Investment and Venture Capital Trusts', *Babson Entrepreneurship Research Conference*, University of North Carolina, June 2008

Cowling M, Pollard E, 'Graduate Choices: University, Living and Working', *Universities, Graduates and Innovation – The Regional Impact of Higher Education*, ESRC, Cardiff, June 2008

Cowling M, 'Evaluating the Enterprise Investment Scheme and Venture Capital Trusts', *Association of Investment Companies Annual Conference*, London, May 2008

Cowling M, 'March 2008 Budget Tax Implications for Smaller Firms', *House of Lords Economic Affairs Committee*, London, May 2008

Cowling M, 'Graduate Locational Decisions: Is it work or quality of urban life?', *Learning Regions' Role in Regional Development and Re-Generation*. An International Conference, University of Limerick, May 2008

Cowling M, 'Tax-based Incentives for Promoting Equity Investment in Small Firms', *HM Revenue and Customs Seminar*, London, April 2008

Cowling M, 'On the use of tax incentives to promote equity investment in smaller, innovative firms in the UK', *Investing in innovation: promoting new opportunities in the UN Economic Commission for Europe region*, Geneva, April 2008



Cowling M, 'The role of the Enterprise Investment Scheme and Venture Capital Trusts in enhancing the performance of small innovative firms', *5th ESRC-SBS seminar on Academic Technology Entrepreneurship*, Durham Business School, April 2008

Cowling M, 'The Role of Loan Guarantees in Alleviating Credit Rationing', *Partial Credit Guarantee Schemes: Experiences and Lessons*, World Bank, Washington DC, March 2008

Cowling M, 'Young people, self-employment and low pay', *National Minimum Wages seminar*, London, October 2007

Cowling M, 'The impact of economics and quality of life on graduate flows', *Impact of HEIs on regional economies*, Glasgow, October 2007

Cox A, 'The Skills Escalator in the Healthcare Sector. Any Lessons for Education?', *Training and Development Agency Professional Development Conference*, March 2008

Cox A, 'Employer struggles with designing effective reward strategies and the missing link of employee motivation', *European Reward Management Conference*, Brussels, December 2007

Fairhurst P, 'Shaping change in learning', *Celebrating best practice*, Training Journal, London, June 2008

Fairhurst P, 'Using your strengths for a change', *Kent HR Conference*, Kent County Council, Gillingham, April 2008

Garrow V, 'Tackling survivor syndrome', *Restructuring and Redundancy Conference*, IRS, London, October 2008

Garrow V, 'Talent management: focus and fit', *2nd Excellence in Talent Management Conference*, Barcelona, September 2008

Garrow V, 'Tackling survivor syndrome: engaging a post-change workforce', *Restructuring and Redundancy Conference*, IRS, London, December 2007

Garrow V, 'Partnerships as Creative Spaces', *The Sussex Improvement Partnership Conference*, Brighton, November 2007

Hillage J, 'The barriers holding people back', *Life chances: supporting people to get on in the labour market*, DIUS/DWP Analytical Seminar, London, June 2008

Hillage J, 'Developing a new national measure of quality of working life', *Quality of Working Life: The W/O Psychology Contribution to Conceptualisation and Measurement*, ENOP Symposium 2008, European Network of Political Foundations, Paris, March 2008

Hillage J, 'Activity and Learning Agreements', *Provision for the bottom 20 per cent and the learning leaving age*, Campaign for Learning, London, March 2008

Hillage J, 'Education and Employment', *The Coming Year in Parliament*, House Magazine, Westminster, December 2007

Hillage J, 'Role of research in the new employment and skills arena', *Continuous Professional Development Conference*, SSDA, York, December 2007

Hillage J, 'Employability – use it or lose it!', *Closing the Employment Inequality Gap in Brighton and Hove*, Equal Brighton and Hove, Brighton, November 2007

Hirsh W, 'Effective Career Discussions at Work', *NAEGA Annual Conference* (National Association for Educational Guidance for Adults), Keble College Oxford, September 2008

Hirsh W, 'Talent Management – Looking Ahead', *WIG Learning Exchange on Talent Management*, Whitehall and Industry Group, London, October 2008

Hirsh W, 'Career Development in Employing Organisations', *Guidance in Finland 2008*, Ministry of Employment and the Economy, Espoo, October, 2008

Hirsh W, Carter A, 'What do customers want from HR?', Co-chairing panel session at *CIPD Annual Conference and Exhibition 2008*, Harrogate, September 2008

Hirsh W, 'Career Development: What is it and why should organisations bother?', *CIPD Annual Recruitment and Retention Conference*, London, June 2008

Hirsh W, 'Career development as a Retention Tool' (chair), *CIPD Annual Recruitment and Retention Conference*, London, June 2008

Hirsh W, 'Conducting HR-based research projects', *Essentials seminar*, HR Society, London, May 2008

Hirsh W, 'Supporting career development', *HRD 2008 Conference*, CIPD, London, April 2008

Hirsh W, 'Succession Planning: Preparing for the Future', *Succession Planning Summit 2008*, Improvement and Development Agency, London, February 2008

Hirsh W, 'Talent Management – Focussing your talent management efforts', *Talent Management Conference*, CIPD, Birmingham, November 2007

Hooker H, 'Work-life Balance Policies and Practices', *Work-Life Balance*, PCS, London, November 2007

Meager N, *Peer Review on Vocational Training for People at the Margin of the Labour Market* (co-ordinator and chair), Mutual Learning Programme of the European Employment Strategy, Dublin, May 2008

- Meager N, *Peer Review on Increasing the Employment Rate of Older Workers through Lifelong Learning*, (co-ordinator and chair), Mutual Learning Programme of the European Employment Strategy, Reykjavik, December 2007
- Meager N, 'Policies to integrate disadvantaged groups in the labour market', *Arbeidsparticipatie van iedereen... lukt dat?*, Leiden, November 2007
- Meager N, *Active Ageing Strategies to Strengthen Social Inclusion*, (co-ordinator and chair), EU Peer Review and Assessment in Social Inclusion, Helsinki, November 2007
- Meager N, 'Employment of Disabled People in Europe: some key issues (keynote speaker)', *Optimising strategies for integrating people with disabilities into work*, European Commission, Brussels, October 2007
- Meager N, *Multi-Regional Operational Programme to Combat Discrimination*, (co-ordinator and chair), EU Peer Review and Assessment in Social Inclusion, Cordoba Spain, October 2007
- Meager N, *Peer Review on Matching Supply and Demand for Skills – the Welsh Approach*, (co-ordinator and chair), Mutual Learning Programme of the European Employment Strategy, Cardiff, October 2007
- Miller L, 'Evaluation of advanced practitioner roles to inform future workforce role redesign decisions', *New Ways of Working in Health and Social Care*, Skills for Health and Skills for Care, Manchester, June 2008
- Pollard E, 'University is not just for young people', *Participation Research Group*, School of Education, University of Southampton, June 2008
- Pollard E, 'Provision and participation in postgraduate creative arts and design: what do we need to know and why?', *The Postgraduate Landscape in Art and Design*, National Arts Learning Network, London, June 2008
- Pollard E, 'University is not just for young people', *Million+ Residential Conference*, Birmingham, May 2008
- Pollard E, Hunt W, '(Widening) routes to postgraduate study: what does the data tell us?', *Widening Participation in the Arts: What Next?*, National Arts Learning Network, London, February 2008
- Reilly P, 'Key issues to be faced in developing your reward system', *Pay, Grading and Total Reward – What's next for Cumbria?*, North West LGA Seminar, Penrith, September 2008
- Reilly P, 'Dilemmas in HR Management in Shared Services', *SAP HR Practitioner Network*, SAP, Strasbourg, September 2008
- Reilly P, 'Effectively establishing a shared services centre: dealing with the people issues', *Planning and Launching Successful New Shared Services*, IQPC, London, September 2008
- Reilly P, 'Challenges in HR transformation', *Employee Transformation team meeting*, Capgemini, London, August 2008
- Reilly P, 'Managing performance and reward in contact centres', *Employer's Seminar*, Welsh Contact Centre Forum, Cardiff, July 2008
- Reilly P, 'Benchmarking and key performance indicators – do they really help improve performance in shared service centres?', *Employer's Seminar*, Welsh Contact Centre Forum, Cardiff, July 2008
- Reilly P, 'The Changing HR function, transforming HR? Research into practice', *HRM seminar*, School of Business, Economics and Law University of Gothenburg, June 2008
- Reilly P, 'The Changing HR function, transforming HR? Experiences from the UK', *Starting-up Conference for the HR transformation Research Project*, Handelshögskolan vid Göteborgs universitet, June 2008
- Reilly P, 'Pay and Employee Relations', Seminar, London Councils, June 2008
- Reilly P, 'Motivation and Reward', *e.reward conference*, London, June 2008
- Reilly P, 'The changing role of the HR function: its contribution to NHS service improvement', *East Midlands NHS Workforce Planning and Development Programme*, East Midlands NHS, Loughborough, June 2008
- Reilly P, 'Workforce Planning: an overview', *UCEA conference*, London, May 2008
- Reilly P, 'Raising the Standard – Leading HR', Public Personnel Managers Association Annual Conference, Brighton, May 2008
- Reilly P, Taylor M, 'Transforming Your HR Function', *The Changing Face of the HR Function*, CIPD, London, May 2008
- Reilly P, 'Restructuring the HR Function', *HR Transformation: Creating business value through HR services*, Symposium, London, April 2008
- Reilly P, 'Developing a top class HR department', *University Personnel Association Annual Conference*, Durham University, April 2008
- Reilly P, 'Restructuring the HR Function', *HR Transformation: Creating business value through HR services*, Centaur Events, Manchester, April 2008

Reilly P, 'Where is HR headed? Evidence from CIPD research', *What Future for HR? A one-day knowledge exchange event*, University of Glasgow, April 2008

Reilly P, 'The Changing HR Function: Transforming HR?', *The Changing World of HR*, Leicestershire CIPD, Loughborough, March 2008

Reilly P, 'New HR structures', *HR seminar for companies from the former Soviet Union*, Leading Ventures, London, March 2008

Reilly P, 'HR Transformation and Change', *Seminar, Public Sector People Managers' Association*, Eastern Region, Bury St Edmunds, December 2007

Reilly P, 'Research findings on the HR shared services model', internal Shell International seminar, December 2007

Reilly P, 'The Challenges Facing the HR Business Partner', *University Personnel Association*, University Personnel Association, University of London, December 2007

Reilly P, 'HR Transformation and Change', *Public Sector People Managers' Association*, London Region, London, December 2007

Reilly P, 'Defining your flexible benefits strategy', *Employee Benefits Senate*, Employee Benefits, London, November 2007

Reilly P, 'The case for flex: are you asking the right questions?', *Flexible Benefits Seminar*, Equiniti, London, November 2007

Reilly P, 'HR transformation and talent management', *Taleo Executive Seminar*, London, November 2007

Reilly P, 'Shared Services and BPO Research', *SAP HR Practitioner Network*, SAP, Edinburgh, November 2007

Reilly P, 'New HR structures', *HR seminar for companies from the former Soviet Union*, Leading Ventures, London, November 2007

Reilly P, 'Key trends in HR structures and systems: their contribution to organisational performance', *Public Sector HR Effectiveness*, Centaur, London, November 2007

Reilly P, 'The challenges facing the HR business partner', *Oxen Park European HR Forum*, EMEA HQ DuPont, Geneva, October 2007

Reilly P, 'Why outsource your HR function?', *HR Outsourcing Forum*, Symposium, London, October 2007

Reilly P, 'HR transformation and its organisational impact', presentation to internal seminar, University of Middlesex, October 2007

Robinson D, Technology Roundtable, *The HR Director*, London, September 2008

Robinson D, 'The evidence base – why staff engagement matters', *Engage, involve, improve: making NHS staff engagement a reality*, NHS Employers, London, July 2008

Robinson D, 'Engaging line management', *West Midlands Police People Development Board Conference*, West Midlands Police, Birmingham, July 2008

Robinson D, 'The critical role of the line manager', *Employee Engagement Conference*, IRS, London, May 2008

Robinson D, 'Moving Forward with Employee Engagement', *Employee Engagement Conference*, IRS, London, May 2008

Robinson D, 'Improving Business Performance, Creating a Positive Working Environment and Maintaining High Standards', *Employee Engagement Summit 2008*, Symposium Events, London, April 2008

Robinson D, Chair, *Employee Engagement Summit 2008*, Symposium Events, London, April 2008

Tyers C, 'Taking risks with asbestos? What influences the behaviour of maintenance workers', *8th International Congress on Occupational Safety and Health*, Ordem dos Engenheiros, Porto, July 2008

Tyers C, O'Regan S, 'Maintenance workers and asbestos: understanding influences on worker behaviour', *Construction Symposium, Annual Conference*, Ergonomics Society, Nottingham University, April 2008

Usher T, 'How do we get qualitative insights into the role of student finance in HE decision-making?', *Three by the sea: learning from research*, Sussex Learning Network, Brighton, June 2008





# Advisory roles

**Helen Barnes BA, MSc, DPhil**

Editorial Board, *Journal of Social Policy*

**Alison Carter BA, MBA, DBA, FCIPD**

Joint editor, *International Journal of Mentoring and Coaching*

Editorial Board, *Coaching at Work (CIPD)*

Research Advisory Panel,  
Foundation for Coaching

Volunteer Tutor, Expert Patient Programme, Community Interest Company

**Helen Connor BSc**

Editorial Advisory Board,  
*Education and Training*

Advisory Group for ESRC/TLRP project: Non-participation in HE, University of Southampton

Steering Group for Centre of Excellence in Professional Learning from the Workplace, Westminster University

Advisory Group for Graduate Future Track longitudinal study, Higher Education Careers Service Unit

**Marc Cowling BA, MSc, PhD**

Editorial Board, *International Journal of Small Business*

Visiting Professor, School of Business and Economics, University of Exeter

Editorial Board, *Entrepreneurship, Theory and Practice*

Member of PRIME Research Advisory Group

Editorial Board, *International Journal of Management Studies and Research*

**Annette Cox BA, MSc, PhD, MCIPD**

Associate Fellow at the ESRC Centre for Skills, Knowledge and Organisational Performance (SKOPE) at the Universities of Cardiff and Oxford

**Valerie Garrow BA, MSc, PhD**

Visiting Lecturer for MSc in Human Resources and Organisational Analysis, King's College London

Member of Expert Advisory Group 'Workforce Matters'

**Jim Hillage BA, MSc**

Member, Equal Brighton & Hove Action 3 Steering Group



**Wendy Hirsh MA PhD**

Advisor to MOD Defence Business Learning (dblearning)

Editorial Advisory Board, *Women in Management Review*

Fellow, National Institute for Careers Education and Counselling Research

Associate, Roffey Park Management Institute

Visiting Professor, Kingston University

Associate of Newnham College, Cambridge

Editorial Advisory Board, *Career Development International*

**Hülya Hooker BSc, MA, PhD**

Trustee and Non-executive director for the Sussex Interpreting Services (SIS)

**Nick Jagger BSc**

Steering Group member, DEFRA project on Low Carbon Skills

**Nigel Meager BA, MPhil, FRSA**

Member of the Advisory Forum on the Impact of Employment Policies of BERR (the Department for Business, Enterprise and Regulatory Reform)

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

Expert advisory panel of the UK Commission for Employment and Skills

**Linda Miller BSc, PhD**

Associate Editor, *The International Journal of Training Research*

Member of SummitSkills Careers and Diversity Interest Group

Europe Editor, *International Journal of Training and Development*

Editorial Board, *Research in Post-Compulsory Education*

Adviser to the Careers and Diversity Interest Group, SummitSkills (Sector Skills Council for the Building Engineering Services sector)

**Rachel Pillai BA, MPhil, PhD**

Specialist Advisor to the House of Commons Communities and Local Government Committee inquiry into Migration and Social Cohesion

**Peter Reilly BA, MA**

Panel Judge, 2008 Employee Benefits Awards: Best HR Strategy in Line with Business

Honorary Research Fellow, Faculty of Law, Business and Social Sciences, University of Glasgow

Council member, HR Society

**Dilys Robinson BA, MBA, FCIPD**

Member of Department of Health staff policy group: NHS Staff Engagement and Involvement Group

Member of Next Stage Review Nursing Outcomes Measures, review task and finish group

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