



Institute for Employment Studies

Annual Review 2009



The IES mission

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

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



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From our President



Sir Richard Sykes
President

I am delighted to be taking over as the new President of the IES Council. The last year has been a turbulent one for the UK and world economies. Despite, or even because of this background, however, demand from public policy-makers and employers for the Institute's robust and independent research and evaluation remains stronger than ever.

As we report in this Annual Review, the volume, visibility and coverage of the Institute's work have all continued to grow in the last year. The year also saw the successful opening of the Institute's London office, enabling closer working and stronger links between the Institute and its key stakeholders. The continuing economic downturn and the inevitable squeeze on public spending will make for a more difficult funding environment in the years ahead. However, IES's finances are very healthy, and I and the IES Board remain confident that ongoing investments in the Institute's capacity will position it to play a leading role in helping public policy-makers and employers tackle the labour market and human resource challenges that emerge in the post-recession world.

The Institute's work is supported and guided by the members of its Council and its Board of Trustees (led by Stephen Hadrill), and I would like to thank them all for their contributions during the year. Thanks are also due to retiring members Trevor Bromelow and Valerie Scoular for their extensive support over many years.



Director's introduction

I am very pleased to report that IES's 40th anniversary year was a strong and successful one, in which the Institute's range of work and its influence both continued to grow.



Nigel Meager
IES Director

2008-09 was a year of significant change within the Institute itself, and in its external environment. November 2008 saw the successful opening of the Institute's new London office. This is a key plank in the strategic plan for the Institute's development agreed with our Board of Trustees, facilitating closer links with policy-makers and other key stakeholders as well as access to a wider range of potential staff. This was followed in summer 2009 by the move of our head office from the campus of the University of Sussex (our home since the early 1970s) to a modern open-plan site in central Brighton. As well as providing better working conditions and a more convenient location, the move reinforces the independent status of the Institute, allowing for links to be built with a wider range of partners and collaborators, both academic and non-academic.

All this took place, of course, against the background of the economic crisis and the first major recession in the UK since the early 1990s. As detailed in the subsequent pages of this Annual Review, the recession has significantly affected the content of the Institute's work: our public policy work has had a growing focus on unemployment and labour



market measures to tackle it, while our employer work has given greater emphasis to how HR management can effectively respond to change. Inevitably the recession has also increased the pressure on sources of funding for the Institute's work. This has been particularly evident in our work for the private sector, whilst in our public policy work, although income has continued to grow, we have experienced much greater competition for funding than in previous years. This can be expected to intensify in the years ahead.

The push to increase the visibility and impact of the Institute's work has continued during the year. As interest in labour market policy and the recession has risen, Institute staff have been increasingly called on by the media to provide authoritative explanations of the latest trends, and informed comment on potential policy solutions. More widely, IES research and comment on a range of issues was also increasingly represented in journal articles, book chapters, and external conference and seminar presentations.

The year was, of course, also one of celebration. The 40th anniversary represented a major milestone in the Institute's history. The year saw a wide range of events and activities, both serious and social, targeted at our stakeholders in the public and private sectors, as well as our partners and staff. The highlights included our high profile public policy conference which looked at the topical policy issue of managing labour migration, and our new series of five policy seminars covering the full range of IES work areas.

Looking to the future, the dominant theme is one of uncertainty. While the UK and European economy will emerge from the recession, its legacy will persist for many years. This will provide opportunities for the Institute's work in helping inform policy-makers and employers as they chart a course through the new environment. But it will also pose challenges: the funding environment for research and consultancy is likely to be less benign than we have experienced in the last decade. There is little doubt that major public expenditure reductions lie ahead, and this will affect the size and shape of funding available for research and evaluation. We can also expect that the political context will change significantly during the next year, and the direction and content of UK employment and labour market policy will adjust accordingly.

IES, under the guidance of its Board of Trustees has been preparing for this new world, and investing in developing the skills and expertise which we believe will be required for the future. While we are not complacent, we believe that the Institute remains strongly placed to continue to achieve its charitable mission of providing robust, independent research and advice to bring about sustainable improvements in employment policy and HR management.

To conclude, I would like to express my thanks, particularly to the staff of IES for their achievements during the year, but also to our Board and Council and the wider group of stakeholders, supporters and associates who continue to ensure the development and relevance of the Institute's work.

How IES works

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

Several key principles underlie the operation of IES.

Independence and dissemination

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

Multidisciplinary, rigorous and ethical

IES deploys a wide range of expertise in its work, approaching problems from different disciplinary perspectives and, where appropriate, combining those perspectives in its research and consultancy projects. IES has 72 staff, including 56 professional researchers and consultants, among whom are economists, econometricians, statisticians, sociologists, management

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

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

A dual focus on public policy and employers

A unique and constant feature of the Institute is its dual focus on work for public policy-makers on the one hand and employers on the other. This stems from a recognition that the employment and regulatory policies of the state and its agencies, and the HR policies and practices of employers, are two sides of the same coin, and that to meet its mission, IES must pursue a balanced portfolio of work for both sides. This portfolio is set out in more detail in the following pages. On pages 6 to 9 we detail the past year's range of research on public policy topic areas, together with our international work. Pages 10 to 14 highlight our work with and for employers, which falls under two broad headings: project work for employers or employer bodies, which is a mixture of research and consultancy, training, coaching and continuing professional development; and our corporate membership programme, the IES HR Network, which brings employers together to learn from and contribute to the evidence base on HR policy and practice.

Public employment policy research at IES

Our research programme on public employment policy helps provide policy-makers and commentators with the evidence they need to develop, implement and evaluate effective policy interventions. Our work is widely recognised for its independence, rigour and practical relevance, and covers all aspects of employment and labour market policy, both in the UK and abroad.

A dominant, but by no means exclusive, feature of our work over the last year has been the economic recession and its impact on the labour market and education and training systems. In addition to our regular portfolio of work on diversity, learning and skills, work health and well-being and employee relations, the Institute has provided an independent commentary on the state of the labour market as well as supporting the design and implementation of specific anti-recession interventions through our research and evaluation work.

Impact of recession on active labour market policy

As unemployment has risen, policies have had to be developed to cope with short term, 'frictional' flows onto the unemployment register, and to prevent spells of unemployment lengthening into long-term detachment from the labour market. At the same time, previous policies aimed at reducing economic inactivity and persistent worklessness have required revision to be effective in radically different labour market conditions. IES has been working intently in both areas.

We have significantly expanded our portfolio of research, mainly for the UK Department of Work and Pensions (DWP) on measures to tackle shorter-term unemployment, including:

- several projects about the next phase of the New Deal, including the evaluation of early pilots of revised arrangements and provision for people with lengthening spells of unemployment
- the evaluation of the Local Employment Partnerships which aim to engage employers more constructively with the job-broking activities of the Jobcentres; and
- the evaluation of the Integrated Employment and Skills initiative, which aims to supplement these job-broking activities with a review of individual Jobcentre customers' skills and improved access to customised training opportunities.

In addition, our ongoing research around entrenched worklessness continues to cluster around four themes:

- Evaluating area-based initiatives, in an effort to find out how effectively they are reaching into inner city and other blighted areas. Our contribution to the evaluation of the City Strategy Pathfinders continues to assess how far local autonomy can provide active labour market programmes better calibrated to local conditions and economic slowdown.
- Policies aimed at key target groups, particularly: ethnic minorities, migrant workers, older workers and disabled people. Additionally, we have undertaken new research on some particularly hard-to-help population groups, including ex-offenders, homeless people, substance abusers and care leavers.
- Benefit reform: IES is undertaking two large projects focused on the evaluation of the Employment and Support Allowance, which is replacing Incapacity Benefit with the aim of reducing long-term economic inactivity due to ill-health.
- We have evaluated progress in reaching socially excluded groups and supporting them into employment, as measured by government targets or 'Public Service Agreements'.

We would argue that it is important to avoid an enhanced policy focus on the unemployment register resulting in the neglect of programmes for the economically inactive and harder-to-help individuals. With this in mind, IES plans to maintain and develop its programme of work in both of these areas in the coming years.

Evaluation of equality procurement pilots

Eroding the persistent gap between the employment rates of black and minority ethnic (BME) groups and their white counterparts has been a key policy aim for several years. There has been long-standing interest in the potential of using government procurement processes to achieve equality outcomes among contractors and this was a key recommendation of the Business Commission on Race Equality in the Workplace in 2007. This DWP-funded project evaluated a pilot of revised contract terms to improve race and other equality measures and monitoring in procurement in three government departments. For suppliers, this was uncontroversial, and something they expected when working for government departments, and they did not find it onerous to comply with the requirements. But limited implementation, amid continuing controversy about the legality of such measures, means that it is still too soon to identify any direct impact on the proportion of BME groups employed by government suppliers.

The project is very timely, and will inform the development of the procurement guidance for the Equality Bill. The hope is that this legislation will provide a much clearer legal framework, allowing equality practices in government procurement to be more widely developed and implemented.

Impact of recession on learning and skills

The Institute has also looked at the way the recession has affected other aspects of labour market and training policy. For instance, we have been working with the Learning and Skills Improvement Service to understand how the further education sector can

best adapt to the recession and aid recovery, and we have examined the regional consequences for education and training.

The effects of the recession on young people is a major policy concern. The Institute's ongoing evaluation of Activity Agreements for 16 and 17 year olds (in partnership with the National Centre for Social Research (NatCen), and the Centre for Education and Industry), has demonstrated the type of support disengaged young people need in order to re-connect with the labour market or the education and training system.

Another by-product of the recession is an increased demand for places in higher education. During the year the Institute completed the Student Income and Expenditure Survey, again with NatCen, which provides the most authoritative evidence on students' financial position in England and Wales. It shows that recent changes in financial support, including the re-introduction of a maintenance grant, has gone some way to alleviate the concerns young people have about how they can cover the cost. We are also interested in what happens to students once they have left university, and how they are faring in the current climate. In particular we are investigating

the progress of creative and cultural graduates, and are conducting a study of the career pathways of doctoral graduates for the UK Research Councils.

More generally on careers, the government in England is committed to introducing a careers service for adults, to help them navigate their way through the increasingly difficult waters of the labour market. The Institute is contributing to the development of policy in this area through evaluations of forerunners of the new service (ie, Adult Network Prototypes and the Careers Advisory Service) in partnership with Inclusion.

Levels of employer training, so far, appear to have held up well during the recession as employers recognise the importance of continuing to retain and develop their skill base in order to benefit from the recovery when it comes. IES's evaluation of Train to Gain has been able to identify the role it has played in maintaining workplace training levels. We have also been working for the UK Commission for Employment and Skills in partnership with the Institute for Employment Research, the Policy Research Institute and the ESRC Centre on Skills, Knowledge and Organisational Performance, to identify further policy measures that could be taken to enhance employer investment in skills.

Impact of recession on business support

A growing area of work for the Institute is in evaluating the role government can play in supporting the start-up and development of small and medium-sized enterprises (SMEs). The Institute is currently evaluating the business health checks conducted by Business Link, and the Transitional Loan Fund, both for the new Department for Business, Innovation and Skills. We have also recently completed an evaluation of the Small Firms Loan Guarantee Fund, which demonstrates the importance

of such support to small businesses particularly in periods of economic recession.

Importance of work for health and well-being

Following the report from Dame Carol Black in 2008, the government has developed a range of policies to improve workplace health and get people on sickness absence back to work quicker. During 2009, IES has been working closely with the DWP and the Department of Health on their joint project 'Fit for Work', which will be piloted in 2010. This will build closer links between occupational health services, GPs and employers, and aims to reduce return-to-work times for those off sick. IES has been leading a team of experts assessing the best way to evaluate Fit for Work.

IES is also responsible for the evaluation of a DWP pilot of a dedicated telephone advice line serving SMEs, which builds on our experience of evaluating interventions aimed at improving the occupational safety and health practice of SMEs, such as the Health and Safety Executive's (HSE) Workplace Health Connect pilot, the evaluation of which was completed in 2009.

We are currently evaluating the occupational safety and health practice and provision on the Olympic build site in East London. This will provide insights into good practice on the largest construction project in Europe, for both the HSE and the Olympic Delivery Authority, as well as the construction industry more widely. Other projects for the HSE examine: what works in communicating with different stakeholders in the construction sector (eg, equipment manufacturers and suppliers, major contractors, designers) to promote better health and safety practice; risks related to musculoskeletal disorders (eg, in the transport/haulage sector); and occupational asthma (eg, in the case of motor vehicle spray painting).





Workplace Health Connect

Smaller employers are a key target group for the government in improving occupational health and safety at work. The HSE invested in a two-year pilot of a service called Workplace Health Connect, designed to offer advice and guidance to small employers to help them address their occupational health, safety and return-to-work needs.

The results of the IES evaluation of this pilot showed that SMEs responded well to the offer of free, personalised support from trained health and safety professionals and that the service resulted in measurable improvements to the health and safety practices of those who used it. Results on health were more difficult to demonstrate, with most SMEs focused on compliance with health and safety legislation rather than the broader issues of occupational health and well-being. Learning from the pilot will be useful in forming policies that assist smaller employers to improve workplace health and well-being effectively.

Helping managers and employees resolve disputes

The major recent change in the employment relations field has been the simplification of workplace dispute resolution procedures, and experiments in offering greater support to employees and managers to resolve disputes without resort to the law. IES led a major evaluation of the pilot Pre-Claim Conciliation Service developed by Acas. This service is intended to reduce employment tribunal claims by providing an opportunity for the parties to gain advice from Acas staff to resolve disputes before they escalate. Also for Acas, IES has evaluated the Workplace Projects service which aims to use joint problem-solving techniques to help managers and employees achieve mutually satisfactory solutions and promote good employment relations. For the Low Pay Commission, IES undertook research with employers to understand their attitudes to any changes to the exemption of apprentices from National Minimum Wage regulations.

Learning from abroad: our growing international portfolio

IES's international work continued to expand in 2009, in recognition of the increasing importance of the international context to domestic policy formation. A number of our UK projects have international elements; we disseminate our work across the globe and work for a number of international institutions.

Our project work for the European Foundation for the Improvement of Living and Working Conditions, Dublin, has focused on the effect of the green economy on employment, and we will be examining the management of work-related stress in the EU during early 2010. We have also been working with the International Labour Organisation on a number of projects linked to the socially-responsible management of enterprise restructuring. Collaboration with our Austrian partners, ÖSB Consulting, has continued during the year, through the Peer Review and Assessment in Social Inclusion project for the European Commission. This EU evaluation programme identifies and disseminates good practice in social policy across EU member states, and is led by ÖSB.



Research and consultancy on HR management

IES offers a range of services for employers and employer bodies in all sectors of the economy. The largest component of what we do is bespoke research and consultancy for individual clients. Our work is based upon a body of research knowledge built up over the years and which we organise under a number of themes as described here. From this expertise we also offer continuing professional development (CPD), individual coaching and, through our corporate membership programme, networking, knowledge-sharing and research.

Research and consultancy

This year we have reorganised our bespoke research and consultancy services into the following areas:

Planning and resourcing your workforce

IES helps employers make effective, practical and sustainable resourcing decisions to be sure their workforce is 'fit for purpose', both in the short and longer term. It asks questions such as: can you be confident that you can deploy the right number of people at the right time, with the right skills to deliver your business goals? Are your decisions based upon a sound understanding of both internal and external labour markets and the context in which they operate? Do you understand the resourcing implications for your organisation as it undergoes change and as staff – and future staff pipelines – also become increasingly diverse and complex? Our work in this area takes in workforce planning, external labour market intelligence, attraction, recruitment and retention (in general, and specifically of graduates) and flexible working.

On **workforce planning** we have helped the Department for Children, Schools and Families improve its internal processes. Similarly, IES is supporting IDeA to refresh and improve the tools, techniques and information on workforce planning on its website, and to develop training in workforce planning for local authorities.

In **local labour market analysis** we have conducted projects for a government agency and NHS Trust.

Regarding **workforce flexibility**, we carried out a project for NHS Professionals on the use of the flexible nursing workforce in the NHS, including analysing data held on trends in the use of bank and agency nursing staff, and conducting case studies on the use of flexible workers.

We also undertook a review of HM Prison Service's Job Simulation Assessment Centres, which form part of their recruitment process.

Developing your people

IES helps employers to develop the skills and potential of the people they employ, to meet ever-changing business needs. We deliver this help by clarifying skill and career development needs, by designing policies, frameworks and processes (eg, in learning and development; coaching; competencies; and talent management) and by evaluating the effectiveness of development processes, and the business impact of learning or career interventions.

This year we have undertaken a number of studies on development issues in the NHS. For example, IES has been working with NHS Yorkshire and the Humber to identify and understand the diverse career paths that chief executives of NHS trusts take in reaching this position. We have evaluated a pilot development programme that the NHS Institute is running for non-executive directors. We have also carried out an evaluation for West Midlands Strategic Health Authority of a bespoke Nurse Director and Board development programme.

In other sectors, IES was asked by the HR function of a government department to review their current training delivery arrangements.

More broadly, we are working with *Training Journal* and a consortium of sponsors to explore the future of learning and development in the workplace. The particular focus this year is on the skill set that will be required of L&D professionals in the future.

We try to address the balance between business and individual development priorities, and between short-term and longer-term needs. We consider development strategies for the whole workforce alongside interventions for specific occupational groups. We recognise career development as a crucial enabler of learning and also of effective skill deployment. Evaluation helps us understand how development interventions can be improved, and how they impact on individual and organisational performance. In our work we recognise development as resting on the quality of formal and informal relationships between individuals and their managers and colleagues.

Reward and performance management

Here our work covers the strategies, systems, practices and processes that organisations use to develop, manage and reward employee performance. We work with the topical issues in the reward and performance management world, combining perspectives from the latest research with the everyday experiences of organisations.

We break this part of our work down into:

- reward and performance management strategy
- design of all the key areas of reward management
- reward and performance management process design and the facilitation of change
- evaluating the effectiveness of reward and performance management systems.

Projects in the reward area have encompassed: the relationship between **reward and engagement**, for clients including Scottish Natural Heritage and Architects Registration Board; **specialist pay** in a project for Defra; **total reward** in a project for Capital Ambition who are piloting an approach in local government; **equal pay** in reviews for the Department for Communities and Local Government, Guys and St Thomas's NHS Trust, and the Government Equalities Office, and a diversity analysis of performance appraisal ratings for the Department of Health; and the relationship between **pay and performance** at the Ordnance Survey, in an examination of how well their performance assessment worked in driving pay progression. **Pay comparability** has featured in projects, including the Society and College of Radiographers.

Motivation and well-being

The core element of this work area is employee engagement which, during difficult economic times, poses especially important questions of what motivates people at work. Understanding employee opinions through surveys and focus groups is one way of gaining insight into this question – an area of long-standing expertise at IES. We have recently extended our interests into questions of physical and mental health, looking at stress and well-being at work in all its forms. We also continue to address the negative side of ill health that appears through absence, and we are still posing questions about the origins of non-attendance and possible solutions to it.

Various studies we have published this year have looked at: **financial well-being** and its relationship to individual performance; **stress reduction** progress by employers and further development of **employee engagement** within the London NHS. We have also undertaken a project on making the case for conducting **employee surveys** within the Department of Health.

Getting the most from your HR, L&D and OD functions

The centre of gravity of this theme is HR transformation. We work on design options in structural change and their consequences; we look at the changing nature of roles and the implications for training and careers; we examine the customer perspective on current standards and changed delivery models; we deal with the issues of capability building within the function – growing new skills and attitudes; and we consider the different ways of measuring HR performance. We execute these roles as designers, developers and auditors.

IES has worked a lot in the area of **understanding HR customer opinion** and feedback as an input to reviews. This approach was used at Boehringer Ingelheim, in local government, and in the NHS, involving the conduct and analysis of customer surveys.

We have continued to help organisations **develop their HR staff**, for example, through coaching or bespoke development programmes. Furthermore, IES assisted IDEa in their objective of 'raising the standards of HR professionalism in the public sector' by helping to design a self-assessment capability tool for senior HR professionals.

We have also given advice on working through the implications of **restructuring of HR functions**, as at Siemens and in local and central government.

Organisational Development, change and organisational effectiveness

Organisational Development (OD) can take many forms, from incremental to large-scale interventions to improve organisational effectiveness. IES is helping organisations to deploy a variety of OD techniques to diagnose issues, to measure and evaluate the success of OD initiatives, to build the capacity for change and to manage its consequences. We continue also to examine the link between people and organisational performance.

This year we have carried out a series of projects in the health sector on OD matters. This included, for the NHS Institute for Innovation and Improvement, a literature review of contemporary theory and evidence surrounding 'organisational cultures for innovation'. We have evaluated the 'Academy for Large Scale Change' designed to equip leaders with world-class improvement and change skills. We have completed a series of evaluations of projects supporting service redesign to reduce system delays. Moreover, we looked at capability building programmes in the NHS.

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

We also do research for individual 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.

Training and coaching


Under this banner we offer continuing professional development (CPD) courses, 90-minute masterclasses, and coaching, coach training and supervision. We have also launched the *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, independently, or on a consortium basis. They include 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 can deliver this content through *Knowledge Knibbles* – designed 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.



Corporate membership: the IES HR Network



The *HR Network's* purpose is to help its member organisations improve the effectiveness of their HR practice, now and in the future, in an increasingly challenging operating environment.

The *HR Network* is also a key means to ensure IES delivers its charitable mission of: 'increasing the understanding and improving the practice of key decision makers in policy bodies and employing organisations'. It does this by providing thought leadership and applied research, from subject experts and practitioners, including contributions from our members who comprise a range of private and public sector organisations.

Throughout the year, members of the *HR Network* have had the opportunity to attend a series of 13 seminars, workshops and conferences, including an exclusive retreat for HR Directors. In response to feedback from our members, we have revised our themes and events to provide a greater breadth of knowledge and match those of our consultancy services.

In June this year we held a very enlightening *HR Directors' retreat*. All our speakers were encouraged to share their experiences over the last few years, in light of the economic climate. Julian Birkinshaw of the London Business School and the MLab spoke on the generation of new management ideas. This was in the context of hearing very frankly about management challenges (successes and failures) in

as diverse a range of organisations as the Olympic Delivery Authority, Royal Bank of Scotland, Asda, Royal Mail and the NHS. The retreat offered both insights to the issues organisations have faced and a hope for the future of what post-recession management and relationships with employees might look like.

The *HR Network* continues to fund and publish research, driven by the interests and needs of our corporate members. We conducted an online vote for this year's research programme, and our members voted for evaluative studies. Updates of these projects can be found on our website. The research projects this year are:

- Evaluating management and leadership development: new ideas and practical approaches – led by Dr Wendy Hirsh
- Evaluating cost-saving initiatives without job loss – led by Peter Reilly
- Reward effectiveness: how do we move to more evidence-based reward management? – led by Duncan Brown
- A coaching project, joint-funded with Harvard University.

Responding to the interest raised by employee engagement, we also produced an additional literature review: *Employee Engagement: A review of current thinking*. A full profile of the *HR Network's* research can be found in the members' area of our website.

The real benefits of corporate membership of the *HR Network* will become even more apparent this year as we support and guide organisations during these difficult times. Membership is the most effective way to:

- develop **HR strategies** to meet business needs using high quality research
- **reflect and consult** with peers from other organisations
- provide **professional development opportunities** for key HR individuals
- **participate** in research that is relevant to the sector
- broaden **professional networks**
- increase **knowledge** through the calendar of events, online library of research, briefings and occasional papers.

Current HR Network members

Aegis Group plc	Department for Transport	Ministry of Defence
Aegon UK	Department for Work and Pensions	National Offender Management Service
British Broadcasting Corporation	East Sussex County Council	National Policing Improvement Agency
BUPA	Foreign and Commonwealth Office	NHS North West
Cabinet Office	HM Revenue & Customs	Ordnance Survey
Centrica plc	HM Treasury	Royal Bank of Scotland Group
Civil Aviation Authority	Home Office	Royal Navy
Corus Group	The Hyde Group	Shell in the UK
Department for Business Innovation and Skills	Improvement and Development Agency (IDeA)	Siemens IT Solutions and Services
Department for Communities and Local Government	Infineum International Ltd	Stoke-on-Trent City Council
Department for Children, Schools and Families	Institute of Cancer Research	Surrey Police
Department for Environment, Food and Rural Affairs	J Sainsbury plc	Transport for London
	London Councils	University of Birmingham Human Resources
	MCCH Society Ltd	University of Brighton
		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 Haddrill, acts as the formal trustees and in the governance role.

We are pleased to welcome Sir Richard Sykes as President of Council this year, and have welcomed Roger McClure and David Smith to our Board. Our thanks also go to retiring members Trevor Bromelow, who has served nine years on Council, and Valerie Scoular, who has served six years, including three on our Board.

President
Sir Richard Sykes
NHS London

Vice-President and Board Chair
Stephen Haddrill*
Financial Reporting Council

Council members
John Alty*
Department for Business, Innovation and Skills

Brendan Barber
Trades Union Congress

Steve Barnett
NHS Confederation

Peter Blausten

John Elliott
Home Office

Stuart Etherington
National Council for Voluntary Organisations

Ram Gidoomal CBE*
Amsphere

Carolyn Gray
Guardian Media Group

Roger McClure*

Sam Mercer
Business in the Community

Paul Milliken*
Shell in the UK

Geoffrey Podger CB*
Health and Safety Executive

Neil Roden*
Royal Bank of Scotland Group plc

David Smith*†

Ed Sweeney
Acas

Imelda Walsh
J Sainsbury plc

Bob Watson*
BUPA

Honorary Life President
Sir John Cassels CB

* Board Members
† to be confirmed at Oct 2009 AGM



Staff and associates

As a knowledge-based organisation, IES depends crucially on the skills and expertise of its staff. The IES staff is multidisciplinary, drawing on a wide range of academic and practical backgrounds. We operate high standards of recruitment and IES is an Investor in People, committed to providing skill and career development to all our staff. We also work with a wide range of associates whose skills and experience supplement those of our staff.

Institute Director

Nigel Meager BA, MPhil,
FRSA

Director of Finance and Administration

Jane Hart BA, LLB, ACIS

Director of Research

Jim Hillage BA, MSc,
FRSA, MBE

Director, HR Research & Consultancy

Peter Reilly BA, MA

Director of HR Business Development

Duncan Brown MA, MBA

Associate Directors

John Atkinson BA, MA
Annette Cox BA, MSc,
PhD, MCIPD

Valerie Garrow BA, MSc,
PhD

Sara Dewson BA, MSc
Claire Tyers BSc, MSc

Research and consulting staff

Jane Aston BSc, MPhil
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

Catherine Chubb BSc
Marc Cowling BA, MSc,
PhD

Sara Davis BA, MSc
Sally Dench BA, PhD
Paul Fairhurst BSc, MSc
Harriet Fearn BSc, MRes
Ruth Francis BA
Kari Hadjivassiliou BA,
MSc

Sue Hayday BA
Will Hunt BSc, MSc
Nick Jagger BSc
Claire Johnson MA, MSc
Priya Khambaita BSc,
PG Cert, MSc, PhD
Sue Knott BA, FCIPD
Tom Levesley BEd, MSc
Daniel Lucy BSc, MSc
Rose Martin BA, MSc
Mary Mercer BSc, MSc,
MCIPD

Linda Miller BSc, PhD
Miranda Munro BSc, MSc
Becci Newton MA,
PGCert

Joy Oakley BSocSc
Rachel Marangozov BA,
MPhil, PhD
Emma Pollard BA, MA
Gemma Robertson-Smith
BSc, PGCSocSciRM
Dilys Robinson BA, MBA,
FCIPD, FRSA

Jenny Savage BSc, MSc
Maria Sigala BSc, MSc,
PhD
Alice Sinclair BSc, MSc
Paul Sissons BA, MA, PhD
Helen Stevens BA
Marie Strebler BSc, MSc,
PGCE

Freddie Sumption BA,
MSc, PGCert
Nii Djan Tackey BSc, MSc
Diana Tlupova MSc, PhD
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

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
Linda Lawrence
Gwen Leeming
Diane Page
Karen Patient BA PGDip
Louise Paul
James Walker-Hebborn

Principal Associate Fellows and Consultants

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

40th Anniversary Visiting Fellows 2008-09

Prof. Frank Bond BA,
PGDip, MSc, PhD,
CPsychol, ICTLHE
Prof. Richard Hyman BA,
DPhil
Prof. Ewart Keep BA, PhD
Prof. Mick Marchington
BSc, MSc,
Chartered CCIPD
Prof. Diane Perrons PhD,
AcSS

Associate Fellows

Karl Ashworth BSc, MSc
John Barry BA, MA, MBA
Alex Braddell
Prof. Jim Buchan MA,
PhD, DPM
Nick Coleman
Deborah Evitts BA
Francis Greene BA, MPhil,
PhD
Richard Hayes BA, MSc,
DMS, FCIPD
Julia Holloway FCIPD
Pam Hurley
Suzanne Hyde
Charles Jackson BSc,
MSc, PhD, CPsychol
Penelope Johnson BA,
MSc, FCIPD
Jacqueline O'Reilly PhD
Keith Mattacks BA,
MPhil, MCIPD
Gordon Murray BSc,
PhD, MBA
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
Caroline Taylor
Sharon Varney BA, MSc
DipM
Ken Walsh BA, MA
Matthew Williams BA

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.

Organisations with which IES worked in partnership during 2008-09 included:

- Alexander Braddell Consultancy**
- Applica sprl, Belgium**
- AStri Research and Consulting, The Netherlands**
- Austrian Institute for Economic Research (WIFO)**
- BMG Research**
- British Market Research Bureau**
- Career Development and Employment Centre, University of Sussex**
- Centre for Economic and Social Inclusion**
- Centre for Education and Industry, University of Warwick**

- Centre for Higher Education Research and Information**
- CEPS/INSTEAD, Luxembourg**
- CERGE-EI, Czech Republic**
- Danish National Centre for Social Research**
- Databuild**
- The Development Partnership**
- EdComs**
- Employment Research**
- GfK NOP Social Research**
- GHK Economics & Management**
- Hay Group**
- i-works research**
- Industrial Relations Research Unit, University of Warwick**
- Institute of Education, University of London**
- Institute of Employment Research, University of Warwick**
- Institute for Fiscal Studies**

- Institute for Labour and Social Research (FAFO), Norway**
- Ipsos MORI**
- MigrationWork CIC**
- National Centre for Social Research (NatCen)**
- National Children's Bureau**
- National Youth Agency**
- NIACE (National Institute of Adult Continuing Education)**
- National Institute of Careers Education and Counselling (NICEC)**
- National Foundation for Educational Research**
- The Office for Public Management Ltd**
- OMB Research**
- ÖSB Consulting GmbH, Austria**
- Oxford Economics**
- Policy Research Institute**
- Policy Studies Institute**
- Prime R&D**

- Researching Equity, Access and Participation Group**
- Shared Intelligence**
- Social Policy Research Unit, University of York**
- SPIRE Associates**
- The Tavistock Institute**
- Teacher & Leadership Research Centre**
- Training and Employment Research Unit, University of Glasgow**
- University of Hertfordshire School of Health and Emergency Professions**
- Whitmuir**
- The Work Foundation**
- Work Research Institute (AFI), Norway**

Financial summary

2008/09 was another successful year in overall financial terms for IES. Gross turnover fell slightly: this largely reflected a changing balance in our projects, with a decline in the number of projects that involved major surveys. As we normally subcontract the fieldwork for such projects to specialist survey houses, the year also saw a corresponding fall in expenditure on partners and subcontractors.

As a result, net income (gross turnover less direct costs of subcontracting etc.) grew by 13 per cent over the previous year, reflecting a continuing real growth in IES work. As in previous years, most of our income derives from research projects. Income from our corporate membership programme (the HR Network) was lower than the previous year, reflecting the impact of the recession in the private sector in particular.

Our main expenditure was on staff costs which continued to grow, reflecting further expansion of the staff base to 72. The Institute opened an office in London during the year, which resulted in a small increase in management and administration costs for the year, but the surplus for the year 2008/09 was in excess of budget at £215,000.

IES reserves continue to be maintained at a healthy level of £2.16 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 2008/09

	2007/08	2008/09
INCOME	£000	£000
Project	5,725	5,201
Membership	464	297
Other (Events, Publications, Interest)	95	107
Total income	6,284	5,605
EXPENDITURE		
Staff costs	2,784	3,174
Partners and subcontractors	2,454	1,311
Other direct costs	242	233
Management and administration	591	672
Total expenditure	6,071	5,390
Surplus (undesignated funds)	213	215
Reserves	1,940	2,155

Client 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. Among our clients over the last year were:

Acas	Boehringer Ingelheim Limited	Department for Energy and Climate Change (DECC)	German Federal Ministry of Labour and Social Affairs (BMAS)
Adecco UK Ltd	British Film Institute	Department for Work and Pensions (DWP)	Government Equalities Office
Architects Registration Board	Bury Metropolitan Council	Department of Health	Guardian Media Group
Association of Chief Police Officers	Capital Ambition	East Sussex County Council	Guy's and St Thomas' NHS Foundation Trust
Austrian Public Employment Service (AMS)	Central Science Laboratory	Economic & Social Research Council (ESRC)	Hammersmith Hospitals NHS Trust
Balfour Beatty WorkPlace Ltd	Centrica plc	Equality and Human Rights Commission (EHRC)	Harvard University
Bank of America Foundation	Commission for Rural Communities	Essex County Council	Health & Safety Authority (Ireland)
BDO Stoy Hayward LLP	Department for Business, Innovation and Skills (BIS)	European Commission	Health & Safety Executive (HSE)
Birmingham City Council	Department for Children, Schools and Families (DCSF)	European Foundation for the Improvement of Living and Working Conditions	Healthcare Commission
Birmingham Health and Wellbeing Partnership	Department for Communities and Local Government (DCLG)	Eversheds	HM Prison Service
BOC Group		Fonds de la Recherche Scientifique	HM Treasury
		The Foundation of Coaching	Housing Ombudsman Service
		German Federal Institute for Vocational Education and Training	Improvement and Development Agency (IDeA)
			Institute of Cancer Research (ICR)
			International Labour Organisation (ILO)

Learning and Skills
Council (LSC)

Learning and Skills
Improvement Service
(LSIS)

Local Government
Analysis and Research
Team

Local Government
Association

London Borough of
Bromley

London Borough of
Harrow

London Borough of
Havering

London Borough
of Richmond upon
Thames

London Councils

Low Pay Commission

Medway NHS
Foundation Trust

Ministry of Defence

National Endowment
for Science,
Technology and the
Arts (NESTA)

National Institute for
Health and Clinical
Excellence (NICE)

National Offender
Management Service
(NOMS)

National Policing
Improvement Agency
(NPIA)

National School for
Government

Network Rail

NHS Employers

NHS Institute for
Innovation and
Improvement

NHS London

NHS North West

NHS Professionals

NHS West Midlands

Northern Foods plc

Nottingham University
Hospitals NHS Trust

The Nuffield
Foundation

The Pension, Disability
and Carers Service

The Research Council
of Norway

Research Councils UK

Rochdale Metropolitan
Borough Council

Rolls-Royce plc

Royal Borough of
Kensington & Chelsea

Royal College of
Veterinary Surgeons

Scottish Natural
Heritage

Siemens IT Solutions
and Services Ltd

Skills for Health

Skills for Justice

Society of
Radiographers

Stefan Cross Solicitors

Stoke-on-Trent City
Council

SummitSkills

Thurrock Council

Training and
Development Agency
for Schools

UK Commission for
Employment and
Skills (UKCES)

University of the Arts
London

University College
London

University of
Hertfordshire

University of Sussex

Wellcome Trust Sanger
Institute

West Midlands
Regional Improvement
and Efficiency
Partnership

Yorkshire and the
Humber Strategic
Health Authority

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 58 publications: 5 in the IES Report Series, 7 IES Working Papers, 3 HR Network papers, 5 Opinion Papers, and a further 38 reports published by our clients. Our website attracts wide international interest with 40,000 visits per month, carrying news, briefings of current research, summaries of all new publications, profiles of our work, and interactive research, and a substantial members' area for the HR Network. Our three news publications reach audiences on employment policy (Employment Studies), corporate HR (HR Insight), and our HR Network (Research Digest). Sent electronically as well as in print, all news content appears on our website.

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Cowling M. 'Entrepreneurship, gender and job creation in Europe', *DIANA Women's Entrepreneurship Symposium*, Belfast, November 2008

Cowling M. 'Graduate Choices: University, Living and Working', *DIUS Learning Seminar*, London, November 2008

Cowling M. 'The dynamics of women's entrepreneurship in Europe', *1st International Women's Entrepreneurship and Leadership Summit*, Istanbul, June 2009

Cowling M. 'The impact of enterprise training on entrepreneurial activity', *Triple Helix 7th Biennial International Conference on University, Industry and Government Linkages*, Glasgow, June 2009

Cox A. 'Managing Absence', *Fit for work: reducing and preventing absence*, London, May 2009

Cox A. 'Preventing future absence', *Fit for work: reducing and preventing absence*, Newcastle, May 2009

Cox A. 'Preventing future absence', *Fit for work: reducing and preventing absence*, Leeds, May 2009

Cox A. 'Employee financial well-being: what should employers know and do about it?', *Fit for work: reducing and preventing absence*, London, May 2009

Cox A. 'Employee financial well-being: what should employers know and do about it?', *Fit for work: reducing and preventing absence*, Newcastle, May 2009

Cox A. 'Employee financial well-being: what should employers know and do about it?', *Fit for work: reducing and preventing absence*, Leeds, May 2009

Cox A. 'Participant', *Work and Skills Roundtable*, London, September 2009





Denvir A. 'Findings from an Employers' Survey of Apprenticeships', *The National Minimum Wage: Ten Years On*, London, September 2008

Fairhurst P. 'A strengths-based view of talent in the international domain', *Talent Management Forums 2009: Talent Management in the International Domain*, Nottingham, March 2009

Fairhurst P. 'Preventing future absence', *Fit for work: reducing and preventing absence*, Birmingham, May 2009

Fairhurst P. 'The T-shaped L&D person', *L&D 2020: The future of workplace learning*, Cambridge, September 2009

Garrow V. 'Managing the psychological contract through transition', *European HR Change Management, Restructuring and Reorganisation*, Brussels, April 2009

Garrow V. 'Re-engaging a post change workforce', *CMC Best Practice Event*, London, May 2009

Garrow V. 'Demystifying OD', *Organisational Development Conference*, London, September 2009

Hayday S. 'Managing Absence', *Fit for work: reducing and preventing absence*, Newcastle, May 2009

Hayday S. 'Managing Absence', *Fit for work: reducing and preventing absence*, Leeds, May 2009

Hillage J. (Chair), *Absence Management Forum 2009*, London, January 2009

Hillage J. 'Rowing with or against the tide? The demand for part-time HE', *Success through partnership: Lifelong learning in higher education*, Brighton, March 2009

Hillage J. 'The economics of education and skills', *Research and Policy Conference: The shape of things to come*, London, April 2009

Hillage J. 'Skills Investment to Accelerate Recovery: the future demand for jobs and skills', *Economic Development Association Scotland, Road to Recovery Series*, Edinburgh, June 2009

Hirsh W. 'What Customers Want from HR', *HR Society Research Briefing*, London, January 2009

Hirsh W. 'What Customers Want from HR', *London Councils HR Seminar*, London, January 2009

Hirsh W. 'Effective Career Discussions at Work', *Corporate members' workshop*, Career Management Research Centre at the Vlerick Leuven Gent Management School, Ghent, March 2009

Hirsh W. 'Conducting HR Research Projects', *HR Society Workshop*, London, May 2009

Hirsh W, Fairhurst P. 'Learning and development strategy: choices for the future', *Training Journal Conference and Awards 2009*, London, June 2009

Jagger N. 'Three and a half years after a PhD', *Vitae 2009 Conference*, Warwick University, September 2009

Johnson C, Pollard E, Low N. 'Student Income and Expenditure: Results from SIES 2007/08', *DIUS Customer Insight Event: Students' financial well-being*, London, April 2009

Johnson C, Pollard E, Parfremont J. 'Income and Expenditure Among Welsh-Domiciled Students: Results from SIES 2007/08', *Welsh Assembly Seminar*, Cardiff, April 2009

Marangozov R. (Moderator), 'Increasing the Participation of Migrants and Ethnic Minorities in Employment', *ESF Learning Network*, Berlin, September 2009

Meager N. (Co-ordinator and chair), *Peer Review on Higher Apprenticeships. Mutual Learning Programme of the European Employment Strategy*, Turin, October 2008

Meager N. (Co-ordinator and chair), *Peer Review on Return of Women to the Labour Market. EU Peer Review and Assessment in Social Inclusion*, Nuremberg, November 2008

Meager N. (Co-ordinator and chair), *Peer Review on The New System to Follow-up the Unemployed. Mutual Learning Programme of the European Employment Strategy*, Brussels, December 2008

Meager N. (Co-ordinator and chair), *Peer Review on Combining Choice, Quality and Equity in Social Services. EU Peer Review and Assessment in Social Inclusion*, Copenhagen, April 2009

- Meager N. 'The Employment Act 2008: Creating Fairer Workplaces', *Inside Government conference*, London, May 2009
- Meager N. 'The Impact of the Recession on the Labour Market', *Office of National Statistics seminar*, London, May 2009
- Mercer M. 'Introducing flexible working', *HR Management*, London, November 2008
- Miller L. (Chair), *The Learning Forum 2009*, London, March 2009
- Miller L. 'Danger! Apprentices at Work: how young workers learn to stay alive', *Researching Practice: Work Based Research in the Learning and Skills Sector*, London, May 2009
- Miller L. 'Session chair', *Researching Practice: Work Based Research in the Learning and Skills Sector*, London, May 2009
- Newton B. 'Putting research into practice in the Young Apprenticeships', *Learning and Skills Research Network Conference 2008*, London, December 2008
- Newton B. 'Lessons from the Young Apprenticeships', *Researching Practice: Work Based Research in the Learning and Skills Sector*, London, May 2009
- Newton B, Gloster R. 'Vocational Guidance using new technologies – Lessons from Learndirect Guidance telephony-based service UK', *Bringing Public Employment Services directly to jobseekers, employers and local communities using accessible, sustainable systems and technologies*, EU Open Access Project, Dublin, November 2008
- Newton B, Gloster R. 'Findings from the Careers Advice Service Progression Insight Research', *Policy makers' seminar*, April 2009
- Newton B, Levesley T. 'Re-engaging young people through the Activity Agreements: the perspectives of young people and their advisers', *NEETS: what the research says, A London Region Post-14 Network Conference*, July 2009
- Pillai R. 'Panel member', *Macpherson Breakfast debate*, London, January 2009
- Pillai R. 'Assessing Migrant Skills and Competencies', *ESF Thematic Working Group on Increasing the Participation of Migrants in the Labour Market*, Brussels, June 2009
- Pillai R. 'Human rights and the working conditions of migrants in the UK', *The Migrant Workforce and the UK Economy – the effect of new legislation*, London, July 2009
- Pollard E, Barber L, Millmore B. 'What graduates really want (and how do they expect to get there)?', *The Tough Guide to Graduate Recruitment, AGR Graduate Development Conference*, London, March 2009
- Pollard E, Hunt W. 'Participation in Postgraduate Study: a look at creative arts and design', *What Now for Widening Participation in the Arts, 3rd National Arts Learning Network Annual Conference*, London, February 2009
- Reilly P. 'HR Transformation: prizes and challenges', *HR National Training Conference*, Las Vegas, Nevada, October 2008
- Reilly P. 'Do HR service delivery models meet customer expectations?', *Mayo Learning Roundtable*, London, November 2008
- Reilly P. 'All together now: the role of team pay', *Reward & Benefits Conference*, London, November 2008
- Reilly P. 'Retaining the best and motivating the rest in shared services', *Welsh Shared Services Managers Forum*, Cardiff, November 2008
- Reilly P. 'The Changing HR Function', *CIPD London Branch CPD Meeting*, London, December 2008
- Reilly P. (Chair), *Reward & Benefits Conference*, London, November 2008
- Reilly P. 'Reward and Performance Management in the UK', *Delegation from Anhui, China, and delegation from Shanghai public services*, London, December 2008
- Reilly P. 'Talent management in difficult times', *SAP HR Best Practice Workshop*, Vienna, January 2009
- Reilly P. 'Raising the Standard – Leading HR', *Raising the Standards of HR*, London, February 2009
- Reilly P. 'Do HR Service Delivery Models Meet Customer Service Expectations?', *HR Meeting Point*, University of Gothenburg, February 2009
- Reilly P. 'Managing and rewarding employees during a recession', *Managing Partners' Forum – Yorkshire*, Leeds, April 2009
- Reilly P. 'Succession planning in professional services firms – Theory vs Reality', *Managing Partners' Forum – HR panel*, London, March 2009
- Reilly P. 'The people challenges in outsourcing – an HR perspective', *Arab Outsourcing Conference 2009*, Dubai, April 2009

- Reilly P. 'Demonstrating the value of HR', *Association of Colleges Human Resources Conference*, Hinkley, April 2009
- Reilly P. (Chair), *Innovative Resourcing Solutions*, *CIPD Recruitment, Resourcing and Performance Conference*, June 2009
- Reilly P. 'Rewards and Employee Engagement: Just for the Good Times?', *Total Rewards 2009 Conference*, Seattle, June 2009
- Reilly P. 'Issues in running HR shared services during the economic downturn', *Atos Consulting HR Shared Services User Group*, London, May 2009
- Reilly P. 'Total Reward', *London Councils Pay Group*, London, June 2009
- Reilly P. 'Total Reward', *e-Reward*, London, June 2009
- Reilly P. 'Understanding the Inter-Relationship Between Learning/Development and Pay/Cash Incentives in the Context of a Total Reward Approach', *Employee Benefits Live 2009*, London, September 2009
- Reilly P. 'Customers – who are they, what do they want and should HR give it to them?', *Central Banking Training Course / seminar series*, Cambridge, September 2009
- Reilly P. (Panel member), 'Managing Talent In Times Of Economic Downturn: Prepare For The Upturn', *4th European Chief HR Officer Roundtable*, Speyer, Germany, September 2009
- Robinson D. (Chair), *Measuring the Climate and Culture of your Organisation for an Engaged Workforce, Improved Business Performance and Competitive Advantage*, London, December 2008
- Robinson D. 'Managing Absence', *Fit for work: reducing and preventing absence*, London, May 2009
- Robinson D. 'Preventing future absence', *Fit for work: reducing and preventing absence*, London, May 2009
- Robinson D. 'Employee financial well-being: what should employers know and do about it?', *Fit for work: reducing and preventing absence*, London, May 2009
- Tyers C. 'What Works at Work', *Increasing NI business competitiveness through improving employee health and wellbeing. What works at work?*, Belfast, October 2008
- Tyers C. 'What Works at Work?', *How best to promote wellness through work?*, London, March 2009
- Tyers C. 'Managing stress: experiences of implementing the HSE management standards', *Westminster Briefing: Improving Health and Work. New Initiatives for Building a Healthy Workforce*, London, May 2009
- Tyers C. 'Employee financial well-being: what should employers know and do about it?', *Fit for work: reducing and preventing absence*, Cardiff, May 2009
- Tyers C. 'Employee financial well-being: what should employers know and do about it?', *Fit for work: reducing and preventing absence*, Birmingham, May 2009
- Tyers C. 'Preventing future absence', *Fit for work: reducing and preventing absence*, Cardiff, May 2009
- Tyers C. 'Managing Absence', *Fit for work: reducing and preventing absence*, Cardiff, May 2009
- Tyers C. 'Managing Absence', *Fit for work: reducing and preventing absence*, Birmingham, May 2009
- Tyers C, Broughton A. 'Managing Stress: experiences of implementing the HSE Management Standards', *Health at Work Summit 2009*, London, June 2009
- Varney S, Robertson-Smith G. 'Perspectives on Organisational Development', *Cass Business School, OD Innovation Network*, London, May 2009
- Wilson S. 'Managing Absence', *Fit for work: reducing and preventing absence*, Manchester, May 2009
- Wilson S. 'Preventing future absence', *Fit for work: reducing and preventing absence*, London, May 2009
- Wilson S. 'Preventing future absence', *Fit for work: reducing and preventing absence*, Manchester, May 2009
- Wilson S. 'Employee financial well-being: what should employers know and do about it?', *Fit for work: reducing and preventing absence*, Manchester, May 2009
- Wilson S, Lucy D. 'Mental health issues at work: recent interventions and implications for employers and policy makers', *IES 40th Anniversary Work and Well-being seminar*, London, October 2008

Advisory roles

Helen Barnes BA, MSc, DPhil

Editorial Board, *Journal of Social Policy*

Duncan Brown MA, MBA, FCIPD

Member of the HR Committee at Christian Aid

Independent member of the Remuneration Committee of the Legal Services Commission

Governor and member of the Governance Committee of the Pensions Policy Institute

Editorial Advisory Board member for *People Management*

Member of the CIPD Reward Vice-President's Panel

Editorial Advisory Board member for *HRM Journal*

Editorial Advisory Board member for *Croner's Developing HR Strategy*

Judge, 2009 CIPD People Management Awards

Judge, 2009 *Employee Benefits* magazine annual awards

Member of the Remuneration Committee for the Association of Chartered Certified Accountants

Member of the HR and Remuneration Committee for English Heritage

Alison Carter BA, MBA, DBA, FCIPD

Editorial Board, *Coaching at Work*

Senior Advisor, Institute of Coaching, Harvard Medical School

Faculty Member, Academy for Large Scale Change for NHS Institute of Improvement and Innovation

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'

Member of CIPD advisory group to the Academic Membership project

Wendy Hirsh MA PhD

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*

Nick Jagger BSc

Steering Group member, DEFRA project on Low Carbon Skills

Rachel Marangozov BA, MPhil, PhD

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

External expert and network moderator, ESF platform on Increasing the Participation of Migrants and Ethnic Minorities in Employment

Nigel Meager BA, MPhil, FRSA

Member of the Advisory Forum on the Impact of Employment Policies of BIS (the Department for Business, Innovation and Skills)

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

Specialist Advisor to House of Commons Work and Pensions Select Committee

Member of the Advisory Group of the National Nursing Research Unit

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*

Occasional Referee for *Gender and Education*, *Education and Training*, and *Educational Research*

Committee member, Further Education Research Association

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

Peter Reilly BA, MA

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

Council member, HR Society

Panel Judge, *Personnel Today* Awards 2008: Best HR Strategy in Line with Business

Panel Judge, 2009 *Employee Benefits* magazine annual awards

Member of Expert Challenge Group for Work Foundation programme: The Future of HR

Associate Fellow, Edinburgh Napier University

Dilys Robinson BA, MBA, FCIPD, FRSA

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

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

Member of expert panel for the MacLeod Review of Employee Engagement





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Head office

Sovereign House
Church Street
Brighton
BN1 1UJ
United Kingdom

Telephone

+44 (0) 1273 763400

Fax

+44 (0) 1273 763401

London office

30-32 Southampton Street
London
WC2E 7RA
United Kingdom

Telephone

+44 (0) 20 7470 0022

Fax

+44 (0) 20 7470 0031

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