

Institute for Employment Studies

**Annual Review 2010**



# 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

As President of the IES Council, I am pleased to report that 2009-10 was another highly successful year for the Institute, with further growth in income and the volume of its work, and an increasingly visible public and media profile. This was despite increasingly difficult external circumstances, with a second year of recession, a highly competitive environment and tighter funding for public policy work.

The Institute exists to provide robust independent research and evaluation to help public policy-makers and employers respond to the employment and human resource challenges they face. As the UK and other world economies emerge from the downturn, the Institute's core mission is more relevant than ever. In the UK, the environment is changing particularly rapidly under a new government focused on dramatic budget cuts and deficit reduction. This, in turn, presents new challenges and directions for the Institute's public policy work. IES enters the new era, however, with healthy finances and a strong base of core expertise in areas central to the emerging policy agenda. I and the IES Board remain confident that the Institute is well-placed to continue to thrive and develop in the months and years to come.

The Institute's work is supported and guided by the members of its Council and its Board of Trustees (led by Stephen Haddrill), and I would like to thank them all for their contributions during the year.

2009-10 was another strong and successful year for IES, despite a challenging external environment.



**Nigel Meager**  
IES Director

The volume, range and influence of IES work grew during the year, and both main work streams (for employers and public policy-makers) expanded. This occurred despite a second year of recession and growing cost pressures as the funding markets in which IES operates became significantly more competitive. It was also against the background of a major office move, as the Institute left the University of Sussex campus (its home for the past 40 years) for new premises in Brighton. In this context, the Institute's continuing income growth and healthy financial surplus is a major achievement, not least because it was secured with reduced staff numbers.

Also noteworthy is the fact that, for the first time in many years, the Institute's work stream for employers grew faster than our public policy work. Our corporate membership programme survived the recession intact, even recording some growth in numbers, while project work for employers on HR topics also expanded.

As I write, however, the year reported here already seems like distant history. The UK has a new government, and radical policy changes will have a major impact on the volume and nature of work that IES undertakes. The growth in spending under the previous administration, along with the proliferation of policy initiatives and a stated commitment to 'evidence-based policy-making', were major contributors to the growth in the Institute's work on public policy topics. The continuing relevance, in the new era, of the Institute's expertise on employment, labour market, skills, health and well-being and HR topics is not in question, as subsequent pages in this Annual Review highlight. It is, nevertheless clear that there will be significantly less money pumped into public policy research and evaluation, not least because we can expect fewer national policy initiatives, and many of the departments and agencies responsible for such initiatives will shrink or even disappear. It is likely also that the nature of public policy-related research will change, with a shift away from large-scale evaluations involving surveys and primary fieldwork, and greater emphasis on value for money, involving smaller projects, analysis of literature and secondary data and the like. Such changes will affect the size and shape of organisations like IES, and the Institute under the guidance of its Board of Trustees is taking active steps to ensure that it adapts and invests in the skills and approaches necessary in the new environment.

Turning to the Institute's other main work stream, for employers, it is clear that as the economy emerges from deep recession, employers face a range of challenges, which IES is well-placed to help them address. Our private sector work focuses on helping

companies understand and respond to the shifting labour market and improve their performance management processes. In the public sector, we are helping employers understand their choices in reconfiguring services, reducing costs and maximising productivity through options such as shared services, cross-organisational partnerships and work redesign. In all sectors, we are responding to a resurgent interest in workforce planning to ensure resources are appropriately deployed (in downsizing, or in recovery from the recession) in transforming the HR function to be more cost effective and in organisational governance, especially around remuneration and talent management. We have also strengthened our capacity to undertake the design, operation and evaluation of leadership programmes at a time when leadership capability will be at a premium.

A key strength of the Institute over the years has been its unique dual focus on public policy and employer-based work, and the balance between the two has shifted over time as the economy and political environment changes. Looking ahead, we anticipate a further rebalancing of the Institute's work portfolio, with a greater emphasis on employer and HR work, as public policy work consolidates and adjusts to the new political environment; the latter will reinforce the ongoing expansion of IES public policy work in a European and international context.

In conclusion, I would like to thank the IES staff for their contribution to another successful year, and their continuing flexibility and adaptability in the face of a rapidly-changing environment. I am also grateful to the Institute's Board and Council for their continuing support and advice.





# How IES works

Since its creation in 1968-69, IES has 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 60 staff including 47 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 13 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.

# Providing the evidence to support better public employment policy

As the coalition government starts to articulate its policy priorities and firm up its spending plans, a new policy agenda is gradually emerging. Meanwhile, persistent policy challenges remain. In an era of austerity, the independent, rigorous policy-relevant research and evaluation provided by IES is ever more important, to help identify the nature and form of the problems facing the UK labour market, and assess how to spend limited public funds most effectively.

For over 40 years the Institute has provided evidence and advice to help policy-makers develop effective programmes and initiatives, to support employment, training and other providers in implementing them, and to assess their effectiveness and value for money.

We draw on our local, national and international experience to provide independent commentary on labour market developments, explaining the main trends and highlighting emerging issues. We deploy a wide range of quantitative and qualitative research expertise drawn from several social scientific disciplines. We work closely with policy analysts and practitioners, tailoring our research to their needs but always retaining an impartial stance based on thorough analysis of available evidence.

Our work spans the major areas of employment-related policy including:

- welfare reform and measures to promote economic activity and reduce persistent worklessness
- unemployment and the effectiveness of publicly-funded employment services
- health at work and ways to reduce workplace ill-health and injury, minimise sickness absence and promote healthier working lives
- the employability of new entrants to the labour market from school, sixth form college or university
- the skills and competences of the working population and the changing demand for skills.





### Welfare reform

Reforming the welfare system to encourage more people off inactive benefits and into employment remains a priority for the new government. A major element of recent welfare reform has been the replacement of Incapacity Benefit by the Employment and Support Allowance (ESA). A key, related change has been the tightening up of the medical test through the Work Capability Assessment (WCA), focusing on what work people can do rather than what they cannot, which has resulted in many claims to benefit being rejected. Most claimants are expected to prepare for a return to employment and receive work-focused interviews from Jobcentre Plus and welfare-to-work providers to help them do so. Although ESA was conceived in a buoyant labour market, it has been launched at the start of the deepest recession in recent memory.

IES is evaluating the implementation of ESA. Our early findings show that, despite positive views about the ESA regime among those delivering it (within and outside Jobcentre Plus), experiences of implementing the new regime had often not lived up to expectations. This reflected both process issues, such as delays and IT problems, and more substantive difficulties in identifying which claimants were identified as suitable for work-related activity or found fit for work. Welfare-to-work providers expressed concerns at the stringency of the WCA, and the unexpectedly severe health problems of many benefit claimants in the work-related activity group. The scope for helping some of these back to work was felt to be limited. Early research with the claimants themselves found low levels of awareness and understanding of the ESA regime. The evaluation continues.

### Public employment services

IES continues to undertake a significant amount of research and evaluation into publicly-funded employment and skills services. Many of our studies are highly relevant to the new government's plans for the Work Programme (a single programme bringing together and replacing the myriad of previous welfare programmes). We have recently completed an evaluation of Local Employment Partnerships for the Department for Work and Pensions (DWP), looking particularly at how Jobcentre Plus and employers can better work together to assist unemployed and disadvantaged jobseekers to get back into the labour market. This research focused in particular on the role of pre-employment training in getting claimants ready for work, and on assessing how Jobcentre Plus could provide customised recruitment services to employers to help them to fill vacancies. The Institute has also been evaluating the Integrated Employment and Skills Trials, which aim to streamline the provision of careers advice, skills acquisition and jobsearch activities for the unemployed. Our research has shown that Jobcentre Plus advisers have increased the level of support to identify unemployed people with skills gaps that form barriers to employment, and refer them to Nextstep – a careers information, advice and guidance organisation – for support. Co-location of Jobcentre Plus and Nextstep advice services in Jobcentre Plus offices has underpinned the integrated approach. Jobseekers reported that they felt more self-confident and motivated as a result of the personalised support that Nextstep provided, although it will take time for these developments to impact on their ability to secure sustained employment.

### Taking a local perspective

IES offers a comprehensive range of services to support local and regional economic and skills development and regeneration. We can support local and regional agencies in providing local economic and skills assessments and strategy development, baselining, monitoring and evaluation.

Current and recent projects include:

- analysing long-term unemployment and worklessness in the London Borough of Newham and identifying ways in which this might be addressed
- supporting the South East Regional Development Agency in pulling together the evidence for their regional skills priorities statement
- evaluating an approach to health promotion for young people in Kensington and Chelsea.



## Healthy working lives

Protecting and improving the health of the working age population continues to be a key area of policy interest, with improvements in worker health offering the prospect of greater productivity, reduced absence, and importantly, a reduction in the flow onto costly out-of-work benefits. IES continues to be at the heart of research in this area, as well as developing its profile in the wider public health arena.

IES has been working closely with the DWP and the Department of Health in evaluating two major pilot initiatives linked to this agenda. The first, the Fit for Work service pilot programme, is running in 11 sites across England, Wales and Scotland. It builds on evidence that multi-disciplinary interventions, with comprehensive occupational health care, result in faster returns to work, particularly where this is combined with work modifications and effective communication between all parties. Fit for Work offers case management services for those already off sick from work, and those at risk of becoming so. IES leads a consortium of academic and applied researchers running a large-scale evaluation of this complex service.

In the second, our evaluation of the progress of a pilot national helpline for small and micro-businesses staffed by professional OH nurses, also continues. All of these initiatives will help to demonstrate how to forge better links between GPs, individuals and employers in terms of workplace health management.

A key policy challenge is finding ways to incentivise employers, especially small and medium-sized employers (SMEs), to engage with occupational health provision. During the year, IES continued to explore this area with evaluations of government-sponsored initiatives, such as Workboost Wales, and Healthy Workplaces Milton Keynes, aimed at

improving the occupational health and safety practice of SMEs.

We also continued to work with the Health and Safety Executive on a number of health and safety issues, including worker involvement in health and safety, and minimising common workplace risks (eg slips and trips). Our programme of work examining the health of the construction workforce is also ongoing via our evaluation of occupational health provisions on the Olympics site.

## From education to the labour market

The future of higher education, and in particular the financial support arrangements for students, will be a key policy issue over the coming year. IES has conducted a series of studies into students' attitudes to financing their higher education and, with the National Centre for Social Research, has carried out the last two student income and expenditure surveys, which provide the authoritative source on student finance. We also track what happens to students when they leave university and how they fare in the labour market. Our major study of the careers of graduates entering the creative industries was published over the past year and shows the varied career paths, including widespread portfolio working, that many of them pursue. We have also recently completed a study of the careers of doctoral graduates for Research Councils UK which shows how they apply their superior research skills in a wide range of roles and thereby enjoy successful careers.

Another major policy issue is how young people fare if they choose to enter the labour market at 16 and 17. Our long-running evaluation of Activity Agreements has highlighted the level of support that young people who are not in employment, education or training need in order to move towards work or a formal learning activity. We have also been looking at

young people in jobs without training – a key group who will be affected by the planned raising of the education and training participation age to 18.

## Future skill needs

The knowledge and attributes that people bring to the labour market from their initial education or training is a key source of skills for the UK economy. However, the skills employers need to meet ever-increasing competition from across the world, rising consumer expectations, and a more environmentally sustainable economy are constantly changing.

The Institute played a major role over the past year in providing the evidence for the first National Skills Audit, published by the UK Commission for Employment and Skills. The audit revealed priorities for skill development ranging from high level STEM (science, technology, engineering and mathematics) skills in postgraduates for biotech and life science industries, to technician-level roles in engineering and advanced manufacturing, and a number of potential niche occupations in the 'green' economy. In addition, there is a need to upskill staff in the customer services in order to meet the expectations of visitors to England for the London Olympics in 2012 and, in the long term, there will be further demand for care staff and managers to support an ageing population of citizens who aspire to live independently.

We have also recently completed our evaluation of the National Skills Academies (which shows the role they can play in helping to developing higher quality and more responsive training provision), and a review of the performance of the Investors in People standard to inform the development of iIP in the future.

### Providing an international perspective

Increasingly, the Institute is able to offer an international perspective on employment policy issues, through projects commissioned by the EU or its agencies, other international bodies or overseas governments and agencies.

The Institute is the leader of a consortium that provides an EU-wide observatory on the main employment, labour market and industrial relations developments at European level, in addition to providing data on EU-wide enterprise restructuring. We continue to identify and disseminate good practice in social policy across EU member states in collaboration with our Austrian partners, ÖSB Consulting, through the Peer Review in Social Protection and Social Inclusion and Assessment in Social Inclusion for the European Commission. Recently, IES together with IRS Milan has also been selected to be an external expert on regulatory and policy issues in the field of employment to the European Parliament's Committee on Employment and Social Affairs.

Current and recent projects include:

- examining the impact of 'flexicurity' provisions at company level on the employment and working conditions of women, young workers and older workers in six EU member states
- comparing employer strategies for recruiting and training younger people for intermediate-level jobs in Spain and the UK
- conducting a comparative international study of the impact of emerging forms of inter-firm relationships, including joint ventures, clusters, public-private partnerships (PPPs), strategic alliances/networks and virtual company networks on employment and working conditions.

### 2009 Public Policy conference focused on Welfare-to-Work

The year saw the most successful IES public policy conference to date, focusing on the future of welfare-to-work, with David Freud (then shadow minister, now minister for welfare reform in the new government) as headline speaker. Freud set out the main challenges facing the welfare-to-work system in and beyond recession, and how the Conservatives planned to tackle these issues through:

- a new Work Programme – currently being introduced
- incentivising employment service providers, and
- increasing opportunities for apprenticeships for young people.

In addition, the conference heard from:

- Professor Dan Finn, from the University of Portsmouth and Centre for Economic and Social Inclusion, who considered the impact of previous recessions on the labour market
- David Grubb, Senior Economist at the Organisation for Economic Cooperation and Development, who examined the effectiveness of welfare-to-work policies across the OECD, and their applicability to the UK
- Professor Paul Gregg, from Bristol University, who discussed his proposals in the 'Gregg Review' for increased personalisation of work-focused services.

The next conference in November 2010 (Fit for Work? securing the health of the working age population) will again have a ministerial presence, with Anne Milton, minister for public health, headlining a platform of national and international experts.



# Research and consultancy for employers

We offer 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 – work based upon a body of research knowledge built up over the years.

Our expertise is also available for practical application through continuing professional development (CPD) and individual coaching, while our corporate membership programme (the IES HR Network) offers networking, knowledge-sharing and research, which is covered in more detail below.

Our work for employers covers the core themes of:

- planning and resourcing your workforce
- developing your people
- reward and performance management
- motivation and well-being
- getting the most from your human resources, learning and development, and organisational development (OD) functions
- leadership and management
- OD, change and organisational effectiveness.

## Research and consultancy

The year under review has seen the UK trying to battle its way through a recession, and contemplating severe public spending cuts. For the employers IES deals with, this means that change management has been the critical issue. Our work over the last 12 months reflects this.

Research conducted through the IES HR Network suggests that many private sector organisations have been inclined to hoard talent and retain skills in the belief that in a 'V-shaped' recession they needed to be ready for the upturn. Writing in the summer of 2010, public sector organisations have not yet come to grips with the size and nature of workforce change confronting them. To anticipate the sort of options available to them, IES has looked at a number of change mechanisms. For *Capital Ambition* we wrote a guide to partnership working where this involved sharing professionals across local government and public sector boundaries.<sup>1</sup> With *IDeA* (now renamed *Local Government Improvement and Development*) we gave good practice advice for their restructuring website, focusing especially on delayering.<sup>2</sup> Achieving

1 Reilly P, Fairhurst P (2010), *Implementing Shared Professionals: An evolving guide*.

2 [www.idea.gov.uk/idk/core/page.do?pagelid=15770039](http://www.idea.gov.uk/idk/core/page.do?pagelid=15770039)





optimal back office arrangements was examined for the *NHS Institute for Innovation and Improvement*, through case studies showcasing different options such as strategic partnerships with the private sector or self-managed commercial enterprises.<sup>3</sup> Similarly, we wrote a guide to HR shared services for *IDeA*<sup>4</sup> and a website entry on HR restructuring for the *Public Sector People Managers' Association* (PPMA).

Further, IES continues to evaluate change initiatives, whether they be developmental programmes or the effects of restructuring. For example, we have looked at the Department of Health's 'rapid spread of innovation' methodology, the *National Council of Leadership's* Executive Coaching Skills Programme and the NHS Institute's 'large scale change' framework for mobilising the NHS workforce around the *Quality, Innovation, Productivity and Prevention* agenda. At the same time, we have looked at the HR lessons learned from the major relocation of the Health and Safety Executive from London to Bootle.

A separate strand of work has concerned reward issues, again in the context of political imperatives and adjustment to change. Thus we have undertaken two projects for the Equality and Human Rights Commission on the method of gender pay gap reporting in the context of the new Equality Bill, and executed a series of projects for the NHS Staff Council on evaluating and developing the NHS Knowledge and Skills Framework, and assessing the need for market premia for certain skill groups. In a similar work area, we have conducted a number of equal pay reviews or supplied local labour market data for assessing pay levels for a range of employers.

In more organisational-specific projects (eg for the Guardian Media Group) we did work on executive remuneration in a context where due process and performance alignment have become critical issues. Employee engagement post-recession has also generated assignments through conducting employee surveys or analysing the results of them.

Several projects have concerned the HR function and its transformation, especially in the public sector. Ideally this would be a precursor to supporting an organisation-wide change agenda, but this has sometimes happened concurrently or, driven by the cost reduction imperative, is causing organisations to look again at their HR model. To this end, we have: assisted organisations to develop their HR strategy; carried out a variety of business partner training and facilitation; reviewed the sort of HR service that would be appropriate for Members of Parliament;

facilitated discussion within two areas of London government in considering options for greater collaboration or better functional integration and internal communication; and audited and examined ways of improving functional performance, including responding to customer feedback.

Another strand in our consultancy work in both public and private sectors concerns leadership. This has focused on developing leadership competencies and creating a leadership culture. Projects have also reviewed women in senior management and, complementing our earlier research, considering how successful senior women have developed their careers and overcome barriers to their progress. We have evaluated the NHS's leadership programme for the NHS Institute for Innovation and Improvement, and examined the career paths of NHS Chief Executives for a Strategic Health Authority.



<sup>3</sup> To be published autumn 2010

<sup>4</sup> Reilly P (2010), *Setting up HR shared services in local government*



# Corporate Membership: the IES HR Network

The IES HR Network is a key means by which IES delivers its charitable mission and strategic vision of: '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 that 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 the autumn. The concept of the HR Network is based on active participation in the sharing, development and application of knowledge.

In 2009/10 the HR Network has considered issues such as:

- delivering on HR transformation
- making employee engagement work for you
- harnessing the full potential of coaching
- managing employee well-being
- reward management in tough times
- developing managers and leaders
- equal pay and the Equality Bill
- workforce planning in an uncertain future
- communicating reward
- organisational development, complexity and change.

Our annual corporate members' conference tackled the question: '*Fit for What Future?*' The conference explored how organisations are coming out of recession and how they have positioned themselves to take advantage of new opportunities. Specific topics included governance, motivation and reward, and effective deployment. External speakers were Linda Holbeche (former head of research at CIPD and Roffey Park), Massimo Macarti (head of HR Canon Europe), Sam Gee (head of diversity at KPMG), Imelda Walsh (IES Council Member and HR Director, Sainsbury's) and Joe Dugdale (Director of HR for UK Border Agency).

The year also saw our third successful HR Directors' retreat on the theme of *Sustainable change: how to deliver radical and lasting improvement*. The themes of the event were:

- how are you managing change and complexity?
- what is sustainable as opposed to unsustainable change, and how do you deliver it?
- what is the role of the HR and OD in change management?



Our external speakers were Steve Aumayer (NHS Universities Hospital Bristol), Chris Jullings (BT Operate), Professor Roger Steare (Cass Business School), Dr Orit Gal (The Complexity Hub), and Carolyn Gray (Guardian Media Group and IES Council member).

In addition we held a joint event with the London School of Economics on international HR management with academic, practitioner and IES contributors.

To encourage interaction between IES and its corporate members, we have begun to conduct regular polls of the membership on topical issues. Topics have thus far included reward communication, the management of older workers, employee engagement, and workforce planning.

IES conducts an annual research programme for HR Network members that tackles key issues for HR practitioners and looks at them in some depth using case studies or surveys, as appropriate. This year's programme has led to reports on alternatives to redundancy, age and employment, and the manager's role in employee engagement. In particular, research funding through the IES HR Network enabled us to look at how organisations have tried (often successfully) to avoid redundancy and deal with the worst effects of the downturn.<sup>5</sup> Through strategies of holding down wages and encouraging working time flexibility, they have saved money, and by doing this in a way that has been conscious of the importance of due process and pulling together as an organisation, they have maintained employee motivation more than would be expected.

5 Chubb C, Reilly P, Usher T (2010), *Learning from the downturn: Key messages from an employer perspective*. IES Report 476



Our report *Should I Stay, or Should I Go? Older employees' later life planning in a business context* explored case study research gathered from a broad range of organisations, each with their own context and issues with regard to older employees. Our interviews revealed that employees still are not planning for the future and are confused by what constitutes 'the right age' to think about retirement. While some respondents had a clear plan mapped out for the future of their working life and beyond, others, particularly those in their early 50s, seem to have done little in the way of forward planning.

*The Engaging Manager* was another IES HR Network research-based publication that examined what good managers look like in the context of employee engagement. The managers varied in a number of respects but their behaviour towards their teams, however, was very consistent. The interest they took in people as individuals, and in developing and nurturing their teams, did not prevent them from tackling difficult issues like breaking bad news and managing poor performance. Something else they shared was a focus on performance and an expectation that their teams would deliver to a high standard.

During the year we published *The HR Agenda for 2010: Ten top trends as we come out of recession*, a series of essays from IES staff on their areas of expertise. We also completed a book *Reward Effectiveness: how do we move to more evidence-based reward management?* (with Michael Armstrong, published by Kogan Page) that used survey and case-based research, to look at how organisations such as KPMG, McDonalds, NSPCC and Standard Chartered assess and monitor their rewards, producing practical guidance and tools to evaluate reward initiatives such as bonuses and flexible benefits.

## Current HR Network members 13

### British Broadcasting Corporation

BUPA

Cabinet Office

Cancer Research UK

Centrica plc

Circle Anglia

Civil Aviation Authority

Communities and Local Government

Department for Business Innovation and Skills

Department for Culture Media and Sport

Department of Energy and Climate Change

Department for Environment, Food and Rural Affairs

Department for Transport

Department for Work and Pensions

East Sussex County Council

Environment Agency

HM Revenue and Customs

HM Treasury

Home Office

The Hyde Group

Infineum International Ltd

### Institute of Cancer Research

J Sainsbury plc

Local Government Improvement and Development

London Councils

MCCH Society Ltd

Ministry of Defence

National Offender Management Service

National Policing Improvement Agency

NHS North West

Ordnance Survey

Royal Bank of Scotland Group

Royal Navy

SAP Deutschland AG & Co. KG

Shell in the UK

Siemens IT Solutions and Services

Stoke-on-Trent City Council

Surrey Police

Transport for London

University of Birmingham Human Resources

University of Brighton

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.

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Sir Richard Sykes\*

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\* Board Members

# Staff and associates

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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**

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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.

Organisations with which IES worked in partnership during 2009-10 included:

<b>Applica sprl, Brussels</b>	<b>CEPS/INSTEAD, Luxembourg</b>	<b>Ipsos MORI</b>	<b>Shared Intelligence</b>
<b>AStri Research and Consulting, Leiden</b>	<b>CERGE-EI, Prague</b>	<b>Istituto per la ricerca sociale, Milan</b>	<b>Social Policy Research Unit, University of York</b>
<b>Brighton Business School, University of Brighton</b>	<b>Cranfield School of Management</b>	<b>Liverpool University</b>	<b>Solutions for Public Health</b>
<b>Bryson Purdon Social Research</b>	<b>Employment Research</b>	<b>MigrationWork CIC</b>	<b>SPIRE Associates</b>
<b>CAG Consultants</b>	<b>GfK NOP Social Research</b>	<b>National Centre for Social Research</b>	<b>Swansea Academy of Learning and Teaching</b>
<b>Cardiff Work Environment Research Centre</b>	<b>GHK Economics and Management</b>	<b>National Foundation for Educational Research</b>	<b>Tempera, Antwerp</b>
<b>Centre for Community Engagement (CCE)</b>	<b>Health Economics Research Group, University of Swansea</b>	<b>National Institute for Economic and Social Research</b>	<b>TNS-BRMB</b>
<b>Centre for Economic and Social Inclusion</b>	<b>Human and Employment Relations Agency, Paris</b>	<b>National Institute of Careers Education and Counselling (NICEC)</b>	<b>The Work Foundation</b>
<b>Centre for Education and Industry, University of Warwick</b>	<b>IKEI Research and Consultancy, Donostia-San Sebastián</b>	<b>NIACE (National Institute of Adult Continuing Education)</b>	<b>University of Hertfordshire</b>
<b>Centre for Research in Social Policy, University of Loughborough</b>	<b>Industrial Relations Research Unit, Warwick Business School</b>	<b>ÖSB Consulting GmbH, Vienna</b>	<b>University of Liverpool</b>
	<b>Institute for Fiscal Studies</b>	<b>Policy Studies Institute</b>	<b>Vitae</b>
	<b>Institute of Education</b>	<b>Science and Technology Policy Research Unit</b>	<b>Warwick Institute for Employment Research, University of Warwick</b>
	<b>Institute for Labour and Social Research (FAFO), Oslo</b>		<b>Working Families</b>



# Financial summary

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Despite the difficult economic circumstances, 2009/10 was another successful year in financial terms for IES. Both gross and net income grew slightly (7 per cent and 3.5 per cent respectively) but within this, income from investments was down due to lower interest rates. Most of the Institute's income derives from research projects and consultancy, but income from our HR Network membership held up well during the year after a fall in the previous year.

Staff costs accounted for just over half of expenditure. The Institute moved from its location on the University of Sussex campus to an office in central Brighton during the year, which increased management and administration costs for the year. However, the Institute still returned a surplus of £118,000.

IES fund balances continue to be maintained at a healthy level of £2.2 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 2009/10

2008/09 2009/10

INCOME	£000	£000
Project	5,201	5,563
Membership	297	331
Other (Events, Publications, Interest)	107	55
<b>Total Income</b>	<b>5,605</b>	<b>5,949</b>

EXPENDITURE		
Staff costs	3,174	3,204
Partners and subcontractors	1,311	1,593
Other direct costs	233	212
Management and administration	672	822
<b>Total expenditure</b>	<b>5,390</b>	<b>5,831</b>
Surplus (undesignated funds)	215	118
Reserves	2,155	2,274

# Clients

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:



<b>Adecco</b>	<b>Department for Energy and Climate Change</b>
<b>Architects Registration Board</b>	<b>Department for Environment, Food and Rural Affairs (Defra)</b>
<b>Balfour Beatty WorkPlace</b>	<b>Department for Work and Pensions</b>
<b>BDO Stoy Hayward</b>	<b>Department of Communities and Local Government</b>
<b>Belron International Ltd</b>	<b>Department of Health</b>
<b>Berlin Senat</b>	<b>Dorset County Council</b>
<b>Birmingham City Council</b>	<b>East of England LGA</b>
<b>Cancer Research UK</b>	<b>Enterprise Directorate Analytical Unit, Department for Business, Innovation and Skills</b>
<b>Care Quality Commission</b>	<b>Equality and Human Rights Commission</b>
<b>Centrica</b>	<b>Essex County Council</b>
<b>Circle Anglia</b>	<b>European Commission</b>
<b>Crafts Council</b>	<b>European Foundation for the Improvement of Living and Working Conditions, Dublin</b>
<b>Department for Business, Innovation and Skills</b>	<b>European Parliament</b>
<b>Department for Culture, Media and Sport</b>	<b>Food Standards Agency</b>
<b>Department for Education</b>	<b>Gatsby Foundation</b>
	<b>German Federal Institute for Vocational Education and Training (BIBB)</b>

German Federal Ministry of Labour and Social Affairs (BMAS)	National Offender Manager Service	Social Care Institute for Excellence
Government Equalities Office	The National Policing Improvement Agency	Society and College of Radiographers
Greater Manchester Challenge	NHS Education for Scotland	South East England Development Agency
Guardian Media Group	NHS Employers	South Essex Partnership University NHS Foundation Trust
Health and Safety Executive	NHS Institute for Improvement and Innovation	Stefan Cross Solicitors
Health Equity Group University College London	NHS North West	Stoke-on-Trent City Council
Healthcare Commission	NHS Professionals	Surrey Police
Home Office	Northern Foods	Thurrock Council
House of Commons	Office for Disability Issues	Total Group
Housing Ombudsman Service	QinetiQ	UK Commission for Employment and Skills
International Labour Organisation	Research Councils UK	University of the Arts London
Joseph Rowntree Foundation	The Royal Borough of Kensington and Chelsea	University of Southampton
Learning and Skills Improvement Service	The Royal College of Radiologists and Society and College of Radiographers	V Inspired
Local Government Association	Royal College of Veterinary Surgeons	Wellcome Trust Sanger Institute
Local Government Improvement and Development	Santander Business Research and Collaboration Fund 2010	West Midlands Strategic Health Authority
London Councils (Capital Ambition)	Skills for Health	
Ministry of Defence	Skills for Justice	
Napp Pharmaceutical Group	Skills Funding Agency	

# 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 71 publications: 7 in the IES Report Series, 9 other papers, and a further 55 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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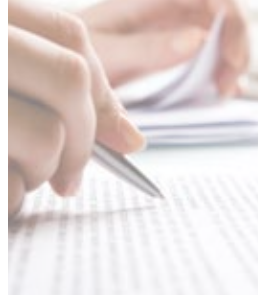
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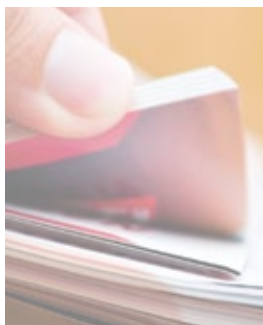
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Broughton A, 'Overview of Corporate Restructuring in the European Union', *Financial participation: a tool for better social dialogue and better corporate governance. The role of financial participation in corporate re-structuring*, Rome, International Association for Financial Participation, September 2010

Broughton A, 'A practical overview of qualitative research', *University of East London*, guest lecture, HRM undergraduate programme, London, University of East London Business School, April 2010

Broughton A, Chair: 'Protection of posted workers in the host country', *Assessing the implementation of the posted workers' Directive*, European Parliament, Strasbourg, University of Strasbourg, March 2010

Broughton A, 'Greening the European Economy: overview of the main issues', *Expert meeting on industrial relations and sustainability*, Brussels, European Foundation for the Improvement of Living and Working Conditions, December 2009

Broughton A, 'Management of restructuring: Overview on exiting measures and tools at national/ regional/local level', *Restructuring in Europe: Irish National Seminar*, Dublin, International Labour Organisation, December 2009

Broughton A, 'Measures and tools to anticipate restructuring: main findings from the Irish national background report', *Restructuring in Europe: Irish National Seminar*, Dublin, International Labour Organisation, December 2009

Broughton A, 'Managing Stress and Absence: Using the HSE Management Standards Approach', *Managing Stress and Absence*, London, Industrial Relations Services, November 2009

Broughton A, 'Responsible restructuring: project background and results', *Responsible restructuring, offshoring and local partnership*, Turin, International Labour Organisation, November 2009

Broughton A, 'Politiques et pratiques de sécurité d'emploi au Royaume Uni: vers une flexsécurité? (Employment security policies and practices in the UK: towards flexicurity?)', *Flexibilité, sécurité, mobilité: Où en sommes-nous? (Flexibility, security, mobility: the current state of play)*, Paris, Entreprise & Personnel, November 2009

Brown D, 'Using communications to boost the engagement levels and impact of your reward practices', *Employee Benefits Live*, London, Employee Benefits Magazine, September 2010

Brown D, Discussant: 'HR Leadership and sustainable high performance', *Managing Uncertainty: A new deal? International challenges and the changing face of work*. Work, Employment & Society Conference 2010, Brighton, British Sociological Association, September 2010



Brown D, 'Enagaging staff with no money', *CIPD North London branch seminar*, Middlesex University, September 2010

Brown D, 'Public sector pay and performance in a time of financial constraint', *Workforce performance and reward in the civil service conference*, London, Civil Service World, July 2010

Brown D, 'Performance-related pay and incentives: cause of the crash or essential to recovery?', *HR Strategy Meeting*, London, IBDG, June 2010

Brown D, 'Reward in a Recession, Recovery and the Uncertain Future', *Yorkshire HR Directors' Forum*, Leeds, DLA Piper, June 2010

Brown D, Keynote Address: 'How do you quantify motivation, retention and engagement?', *Rewards & Benefits 2010*, London, Osney Media, May 2010

Brown D, 'Successfully redesigning your organisation', *Achieving new organisational structures: Delivering more for less*, Birmingham, Improvement and Development Agency (IDeA), May 2010

Brown D, Panel discussion on organisational redesign in large authorities, *Designing a fit-for-the-future organisation*, (online), IDeA Workforce Matters community, May 2010

Brown D, 'Rewarding for the recovery', *Thomson's Reward Club*, London, May 2010

Brown D, 'Reward after recession', *Cambridge HR directors' forum*, Cambridge, May 2010

Brown D, 'Total reward: what does it mean?', *Doctors and Dentists' Review Body*, London, Office of Manpower Economics, May 2010

Brown D, 'HR: Where does it go after Ulrich?', European Commission, Brussels, Directorate General HR and Security, May 2010

Brown D, 'Pay and Rewards: major changes or back to "normal"', *Cambridge Leaders Academy seminar*, Cambridge, Cambridge Leaders Academy, April 2010

Brown D, 'Workforce restructuring: Can you cut headcount and maintain levels of service and morale?', *Resourcing Futures Roundtable*, London, Hays, April 2010

Brown D, Webcast panel member, *Employee Benefits' Pensions roundtable* in association with Scottish Widows, (online), April 2010

Brown D, Panel debate, *A decade of change in employee voice*, London, London School of Economics and CIPD, March 2010

Brown D, 'The changing face of reward', *The changing face of reward*, London, Hay, March 2010

Brown D, 'Reward in tough times', *Maximising potential in a changing environment*, York, Northern Housing Consortium, March 2010

Brown D, 'Reward in tough times', *Diageo European HR Conference*, Twickenham, Diageo, March 2010

Brown D, Employment policy panel discussion, *Eversheds Employment Counsel Conference*, London, Eversheds, March 2010

Brown D, 'Non-cash rewards: achieving more for less', *CIPD Reward Forum*, London, January 2010

Brown D, 'Reward strategy', *Leading Employee Engagement in Recession and Beyond*, Cranfield, Cranfield University School of Management, December 2009

Brown D, 'Performance and Reward', *HR Leadership Alliance*, 2009 Annual Congress, London, November 2009

Brown D, 'Less is more: the workforce skills conundrum', *Workforce Futures Roundtable*, London, Hays, November 2009

Brown D, Keynote address, *Third Sector Reward Conference*, London, Agenda Consulting, October 2009

Brown D, Reilly P, 'Evidence-based reward management', *E-reward annual update*, London, E-reward, November 2009

Brown D, Reilly P, Armstrong M, 'Increasing the effectiveness of reward management: an evidence-based approach', *European Reward Management Conference*, Brussels, European Institute for Advanced Studies, November 2009

Carter A, Co-Chair, *2nd International Coaching Research Forum*, London, Harvard Medical School / Institute for Employment Studies, October 2009

Cowling M, 'Evaluating UK Hybrid Venture Capital Schemes', *EXPRESS Entrepreneurship Policy Research Seminar*, Stockholm, VINNOVA – Swedish Agency for Innovation Systems, November 2009

Cowling M, 'Necessary and Sufficient Conditions for an Independent and Academically Rigorous Programme Evaluation', *EXPRESS Entrepreneurship Policy Research Seminar*, Stockholm, VINNOVA – Swedish Agency for Innovation Systems, November 2009



Cox A, Panel member: 'Addressing lifelong learning, educational systems and education inequities within societal transformation', *Educating Europe – Educational Sciences go FP7 and beyond*, Brussels, German National Contact Point for Socioeconomic Sciences and Humanities, International Cooperation in Education, and NET4SOCIETY, in co-operation with the European Commission, July 2010

Cox A, 'Increasing Employer Training: collective action on skills', *UK Commission for Employment and Skills: Skills, Jobs, Growth Convention*, London, Neil Stewart Associates, February 2010

Fairhurst P, 'L&D – from service deliverer to business partner', *Future of Learning Forum, World of Learning Conference 2010*, Birmingham, Venture Marketing Group, September 2010

Fairhurst P, 'The new L&D Business partner', *Training Journal Conference and Awards 2010*, London, Training Journal, September 2010

Fairhurst P, 'The new L&D Business partner', *L&D 2020: A new skill-set for 21st century practitioners*, London, Training Journal, July 2010

Fairhurst P, Roundtable discussant, *Roundtable: The value of learning, training and development*, London, People Management and The Open University, July 2010

Fairhurst P, Keynote presentation: 'The Future of L&D', *Training & Development Summit*, London, Forum Events, June 2010

Fairhurst P, 'The future of L&D: the T-shaped L&D person', *Informatology – Good practice for great performance*, London, April 2010

Fairhurst P, 'The future of L&D: the T-shaped L&D person', *CIPD HRD Conference 2010*, London, April 2010

Fairhurst P, 'Learning and Development 2020', *ACPO Learning & Development Conference*, Ryton, Association of Chief Police Officers, November 2009

Garrow V, 'What is Organisational Development?', *Enabling organisational development in probation trusts*, London, Probation Service, February 2010

Garrow V, 'Organisational Development: a mindset for change', *CIPD Annual Conference*, Manchester, CIPD, November 2009

Garrow V, 'Engaging a post-change workforce', *CMC Ltd Breakfast Seminar*, Cliveden House, CMC Ltd, November 2009

Hicks B, 'A healthy dialogue', *Occupational Health*, August 2010

Hillage J, 'Education for employment and life', *British Education Research Association (BERA) Annual Conference*, Warwick, BERA, September 2010

Hillage J, 'Unlocking learning? Towards evidence-informed policy and practice in education', *British Education Research Association (BERA) Annual Conference*, Warwick, BERA, September 2010

Hillage J, Chair: *Creating 21st Century Apprenticeships: Investigating the Implications for Service Providers and Employers*, London, Westminster Briefing, September 2010

Hillage J, Chair: *Health @ Work Summit 2010. Assessing, Addressing and Embedding Your Health Agenda*, London, Symposium, June 2010

Hillage J, 'Integrating employment and skills', *UK Commission for Employment and Skills: Skills, Jobs, Growth Convention*, London, Neil Stewart Associates, February 2010

Hirsh W, 'Conducting HR Based Research Projects', *HR Society, Essentials Series*, London, HR Society, May 2010

Marangozov R, Moderator: 'Peer review training seminar', *ESF IMPART Learning Network*, Bonn, June 2010

Marangozov R, Moderator: 'Increasing the Participation of Migrants and Ethnic Minorities in Employment', *ESF Learning Network peer review*, Berlin, April 2010

Meager N, 'Roundtable – Making An Impact: The Academy and the community', *Managing Uncertainty: A new deal? International challenges and the changing face of work*. Work, Employment & Society Conference 2010, Brighton, British Sociological Association, September 2010

Meager N, Keynote presentation: 'The recession and labour market policy responses in the EU', *4th EU-India Joint Seminar on Employment and Social Policy*, Brussels, European Commission, July 2010

Meager N, 'Setting the scene for labour market research in EU2020', *European Employment Research Dialogue*, Brussels, European Commission, May 2010

Meager N, 'Active labour market policies in the UK: their evolution and evaluation', *Annual Flemish Labour Market Congress 2009*, Mechelen, Steunpunt Werk en Sociale Economie (WSE), December 2009





Meager N, Panellist, *Fair Treatment at Work*, London, Department for Business, Innovation and Skills, October 2009

Miller L, Price R, 'The Impact of the Introduction of Radiography Consultant Practitioners', *University of Hertfordshire School of Health and Emergency Professions Annual Research Forum*, Hatfield, September 2010

Miller L, 'The Experiences of Apprentices from Minority Groups', *Careers and Diversity Interest Group*, London, SummitSkills, December 2009

Newton B, 'Youth apprenticeships', *Apprenticeship in Challenging Times*, London, Institute of Education, July 2010

Newton B, Maguire S, 'How do we engage reluctant post-16 learners? Some lessons for Raising of the Participation Age (RPA)', *British Education Research Association (BERA) Annual Conference*, Warwick, BERA, September 2010

Pollard E, 'Creative Graduates Creative Futures', *Regional Careers Advisors Forum*, Coventry University, September 2010

Pollard E, 'The Role of Finance in the Decision-making of HE Applicants and Students', *Universities, education and student demand in the post-recession economy*, Brighton, Universities UK Longer Term Strategy Group, April 2010

Pollard E, 'The impact of HE financial arrangements: student perspectives', *At what cost? The Impact of Finance on Access to HE*, London, Educational Access Research Network, April 2010

Pollard E, Ball L, 'What can Creative Graduates Creative Futures tell us about the role of placements, internships and volunteering for new graduates', *Playing at Work: Education Briefing*, Futurising Conference, London, June 2010

Pollard E, Ball L, 'Challenges for creative careers in the 21st century', *HE and the Creative Economy*, University of Southampton, University of Southampton, March 2010

Pollard E, Ball L, 'Creative Graduates Creative Futures: The challenges for creative careers in the 21st century', *Moving Forward: 4th Annual National Arts Learning Network conference*, London, United Kingdom Art and Design Institutions' Association, February 2010

Pollard E, Hunt W, 'What Do Researchers Do?', *Vitae Researcher Development Conference 2010*, Manchester, Vitae, September 2010

Pollard E, Sumption F, 'Going into HE', *Department of Business, Innovation and Skills Research Seminar*, London, Department of Business, Innovation and Skills, February 2010

Reilly P, 'Reward strategies to drive a high performance culture and business results', *Employee Benefits Live*, London, September 2010

Reilly P, 'Academic Productivity and Workforce Planning', *Scottish Heads of Personnel Development Day*, University of Stirling, September 2010

Reilly P, 'What managers want from HR – an update on the West London action learning set', *The Big Debate – How HR and OD professionals can facilitate public service transformation*, London, PPMA/Capital Ambition, September 2010

Reilly P, 'Customers – who are they, what do they want and should HR give it to them?', *Human Resource Planning and Performance Measurement in Central Banks*, Cambridge, Central Banking Publications, September 2010

Reilly P, Chair: 'Global HR', *Managing Uncertainty: A new deal? International challenges and the changing face of work*. Work, Employment & Society Conference 2010, Brighton, British Sociological Association, September 2010

Reilly P, 'What IES research tells us about change management for the public sector', *Heads of HR Workshop*, Bolton, North West Employers, July 2010

Reilly P, 'Confronting and dealing with change in the public sector', *North West Employers' Annual Conference*, Bolton, North West Employers, July 2010

Reilly P, 'What IES research tells us about change management for the public sector', *Strategic HR Leaders Meeting*, Manchester, North West Employers, June 2010

Reilly P, 'Issues in global HR', *Oxen Park UK Members Meeting*, London, Oxen Park, May 2010

Reilly P, Judge, *HRM Awards 2010 – Super 10*, Colombo, Sri Lanka, Association of HR Professionals, May 2010

Reilly P, 'Facing the downturn: how organisations survive and prosper', *HRM Learning Conference 'The Phoenix Effect'*, Battaramulla, Sri Lanka, Association of HR Professionals, May 2010

Reilly P, 'Meeting the challenges in delivering effective shared services', *Business Models of Technology: Advanced HR Shared Services*, Enschede, Netherlands, University of Twente, May 2010

Reilly P, 'Developments in the shared services concept', *Business Models of Technology: Advanced HR Shared Services*, Enschede, Netherlands, University of Twente, May 2010

Reilly P, 'An age of austerity – how best to respond?', *Coping with cutbacks: Current employee relations issues in the public sector*, London, Eversheds, April 2010

Reilly P, 'Manage downsizing, while maintaining morale and controlling risk', *East of England Workforce Development Conference*, Cambridge, East of England Regional Assembly, February 2010

Reilly P, 'From change to transformation: moving HR to the strategic level', *Best Practice Workshop*, Nice, SAP, January 2010

Reilly P, 'An Approach to Total Reward', *National Association of Regional Employers*, London, hosted by London Councils, January 2010

Reilly P, 'Challenging times – opportunities for HR', *Cabinet Office New Generation HR London Group*, London, Cabinet Office, December 2009

Reilly P, 'Pay and performance', *Assets Supervision and Administration Commission of Guangxi Zhuang National Autonomous Region*, China, Ruislip, UK China Training Ltd, December 2009

Reilly P, 'Manage downsizing, while maintaining morale and controlling risk', *Local Government Workforce Leaders Conference*, London, IDeALGE/LGA, December 2009

Reilly P, 'Structural change in HR', *PPMA tHRu Web Portal Launch*, London, PPMA, December 2009

Reilly P, 'Is shared services an answer to an NHS prayer?', *Coventry & Warwickshire NHS Partnership Trust*, Coventry, November 2009

Reilly P, 'HR Governance', *SAP HR Network Focus Workshop*, Essen, SAP, November 2009

Reilly P, 'Recent trends and practicalities of HR transformation', *HR transformation: The lived experience*, Edinburgh, Edinburgh Napier University Business School/ Scottish Partnership of the CIPD, November 2009

Reilly P, 'World Class HR', *NHSI Workforce Matters Workshop SW England*, Taunton, NHS Institute, November 2009

Reilly P, 'Pay and performance', *General Administration of Quality Supervision, Inspection and Quarantine delegation from China*, Brent Cross, UK China Training Ltd, November 2009

Reilly P, 'Reflections on workforce planning and its challenges', *SAP HR Networking*, Paris, SAP, October 2009

Reilly P, 'Organisational culture and some implications for HR', *IPMA – HR International Symposium*, Beijing, IPMA, October 2009

Robinson D, 'Engagement: Involving and Enabling Managers', *Enabling Employee Engagement*, Manchester, Manchester Metropolitan Business School/ Manchester CIPD, July 2010

Robinson D, 'The Engaging Manager', *2010 Engagement Summit*, London, Symposium Events, April 2010

Robinson D, 'Employee Engagement: Definitions, Drivers and Behaviours', *CIPD Brighton/ University of Brighton evening seminar*, Brighton, CIPD Brighton/ University of Brighton, April 2010

Robinson D, 'Employee Engagement', *Human Resources Masters lecture*, Brighton University, Brighton University, March 2010

Robinson D, 'Engagement: Benefits, Drivers and Behaviours', *Clinical Leadership*, Colchester Hospitals University Foundation Trust, February 2010



Sissons P, 'Understanding the impact of the recession on benefit claims', *Benefits Network*, (online), Visionary Network, May 2010

Tyers C, Chair: 'Health and Well-being', *Employee Benefits Live*, London, Employee Benefits Magazine, September 2010

Tyers C, 'Setting health and safety policy', *Health and Safety Summer School*, Policy, law and good practice, Oxford, Eversheds, September 2010

Tyers C, 'Beyond the fruit basket – well-being issues that matter', *Health and Wellbeing at Work*, London, Employee Benefits and Corporate Adviser, May 2010

Tyers C, Panel debate: 'Getting the UK working again', *Health and Wellbeing at Work*, London, Employee Benefits and Corporate Adviser, May 2010

Tyers C, Chair: *Absence Management Forum 2010*, London, Symposium, January 2010

Wilson S, 'Occupational health and workability', *Age Management in a Maturing Workforce* 'Fine wine in old bottles', Birmingham, June 2010



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*Development of web portal on HR transformation for PPMA (Public Sector People Managers' Association)*

*Advising on emerging societal trends and organisational change for British American Tobacco*

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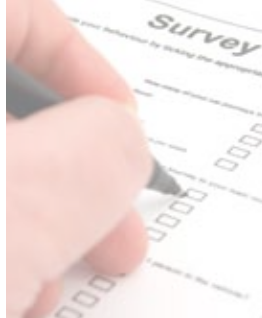
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