



**ies**

Institute for Employment Studies

**Annual Review 2011**

## 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

The last financial year (2010/11) was, as the Annual Review details, an extremely challenging one for IES, as it was for many other charities and bodies engaged in the public policy field.

Following the change of government in the UK in May 2010, and the introduction of stringent austerity measures in public spending, the commissioning of research and evaluation activities by government departments and public agencies in the UK was dramatically and rapidly curtailed. Inevitably, such a large contraction in the Institute's main funding sources, following 15 years of growth, required the organisation to slim down, and staff numbers were reduced during the year, in line with detailed plans prepared in advance with the Board of Trustees. The impact was partly offset by success in other areas of IES work, notably its HR management work for employers (in both private and public sectors), which grew during the year, despite the continuing impact of recession. The strategy to diversify into European public policy research, in place for several years, also bore fruit during the year, and this stream of work continued to expand.

Throughout the adjustment period, the Institute remained in operating surplus, and its financial reserves remain at a healthy level. While the strength of commitment of the UK government to evidence-based policy-making is unclear, the Institute's resilience and capacity to achieve its charitable mission of improving employment policy and practice remain undimmed, despite the challenges of the last year. As always, the commitment and support of the IES Council and its Board of Trustees (led by Stephen Haddrill) have been crucial in steering the IES through a difficult period, and I would like to extend my thanks to them all.



## Director's introduction

The financial year 2010/11 was a turbulent and challenging one for IES, as it was for many other organisations in our field. During the year, the Institute responded and adapted to the impact of major policy changes and spending reductions in the UK, while the economy continued to struggle to return to sustained growth.



**Nigel Meager**  
IES Director

While a change in the nature and volume of public policy work had been predicted and planned for, it is probably true to say that the speed and extent of that change, following the election of the coalition government in the UK, exceeded expectations. Whatever view is taken of the need for 'austerity' and public spending reductions on this scale, it is clear that the impact on organisations such as IES, which had previously and successfully responded to a continued growth in demand from government and its agencies for 'evidence-based policy-making', has been dramatic. Following the election, there was an extended period of hiatus, during which little or no new research and evaluation work was commissioned. When commissioning did resume, towards the end of the year, it was at a level much lower than before. Many government departments and bodies were operating with research budgets at 50 per cent or less of their previous levels, and indeed some such bodies had ceased to exist or continued only in greatly attenuated form, following the much-vaunted 'bonfire of the quangos'.

Overall, the impact on IES was mitigated to some extent by a growing emphasis on international public policy work, which has been part of the Institute's strategy for several years, and the Institute now has for the first time a significant work stream for all of the main European institutions in our field. This welcome development was reinforced by our work for employers and our corporate membership programme, which grew slightly during the year, despite the economic environment

and continued difficulties in much of the private sector. Our corporate membership programme (the HR Network) has been revamped and restructured with a new modular format offering a variety of HR expertise and support, to appeal to a wider range of employers (including smaller employers than we have traditionally served). Additionally, we are developing a broader range of services for employers, including new work on the effectiveness of corporate Boards, in light of current concerns about corporate governance and changed regulatory requirements. It is important to note, however, that a significant share of our work on HR policy and practice is with public sector employers, and while there will continue to be a stream of work associated with the management of major change in the public sector as the cuts bite, the overall volume of commissioning in this area is also likely to fall.

Against this background, it was necessary for IES to restructure internally and reduce its activities and staffing levels. Inevitably and sadly, given the scale of the change, this involved redundancies, most voluntary. It is a tribute to the staff of the Institute that these major changes were managed and implemented in a co-operative fashion, while the Institute continued to win and deliver new work in the changed environment, and adapt to other organisational challenges (including the move of our London office to new premises at Charing Cross). As the pages of this Annual Review detail, the Institute continued throughout the year to produce high quality, relevant work on all the major current concerns in the employment policy and HR fields.

Also notable is that fact that demand for comment and expertise from IES in the media and related outlets was higher than ever during the year, and our press coverage and dissemination (much of it on topics related to the labour market climate under the new government) was several times larger than in recent years.

While the shape of the UK government's approach to research and the use of evidence remains somewhat hazy, current signs are that there will continue to be a demand for rigorous, independent policy-relevant research and evaluation from government, albeit on a smaller scale than before. It is also clear that IES remains at the forefront of this area of work, and is well-placed to meet the needs of policy-makers in the new environment: in this context it is worth noting that IES has recently been selected to lead a consortium of prominent research organisations in a major four year evaluation of the UK government's flagship welfare-to-work scheme (the Work Programme).

Looking back, 2010/11 was undoubtedly one of the most difficult years the Institute has faced, but it has come through it in good shape, with strong financial reserves, a high quality staff base, and a better-balanced portfolio of work streams which will ensure that it thrives in the coming years. In conclusion, I would like to thank not only the IES staff for their exceptional efforts during the year, but also the IES Board and Council who have been unstinting in their (often challenging) support and advice throughout this period of change.



# 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 around 40 staff, including 30 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.

# Building the evidence base for public employment policy

In these austere times it is more important than ever that we understand how the labour market is changing and the best way in which public policy can bring about higher employment and skill levels. The Institute retains a critical role here in providing independent, robust and informative research and evaluation to help policy-makers use scarce funds as effectively as possible. In so doing we draw not only on our extensive portfolio of work across the UK, but also our growing programme of international research, particularly in Europe.

## **UK labour markets and employment policy**

Since the review of public spending, all government departments have faced cutbacks in their research budgets. However, projects are still being commissioned and familiar themes still dominate our work for UK policy bodies. Over the past year we have particularly focused on:

- evaluating programmes to help people who are out of work back into employment, and studying how public employment services can help jobseekers meet the needs of the modern labour market;
- working with learning and skills agencies to help them identify employers' skills needs;
- understanding the changing nature of higher education, and
- assessing the impact of policies to improve health and safety at work, and to support sickness absentees in returning to work.

## **Unemployment and welfare reform**

Although the level of unemployment in the UK has not hit the heights that some commentators expected, the labour market has remained persistently weak for nearly three years, and public employment services have a major task supporting people who have lost their jobs to find alternative employment. The task is made even more challenging by the reform of the welfare system, and the assessment of the work capability of previous Incapacity Benefit claimants to test their eligibility for the Employment and Support Allowance (ESA).

IES has been exploring how Jobcentre Plus advisers can best identify the skills that jobseekers offer





potential employers and how these can be enhanced, if required. We found that some advisers needed to display more effective interpersonal skills and questioning techniques to identify claimants' skills needs, and that Jobcentre Plus needed to work more closely with agencies such as Next Step (the adult career guidance service) to help access relevant training or other skill development support. Other research conducted this year found that Jobcentre Plus needed to maintain links with existing employers and to engage and work closely with new employers to understand their recruitment needs better.

Our evaluations of the impact of the controversial introduction of the ESA itself, have continued over the past year and include a follow-up survey of ESA claimants to look at their ongoing experiences of claiming the new benefit and their current activities. We found that the health of ESA claimants was as likely to have deteriorated as improved and very few of those receiving help to find work (i.e. claimants placed in the Work-Related Activity Group) had found employment by the time of the follow-up survey, some seven to nine months later. We have also explored the views and experiences of people who have applied for ESA but whose claim was unsuccessful (because they were found fit for work, or because they withdrew their claim or it was closed by Jobcentre Plus). The majority of people whose claim was closed or who had withdrawn their claim had done so because they had moved back into work following an improvement in their health condition, whilst many of those who were found fit for work disagreed with this decision.

As well as national evaluations, IES has been working with local authorities to look at their activities in relation to worklessness. We have undertaken an analysis of long-term unemployment and inactivity for the London Borough of Newham, to identify ways in which this might be addressed. We have also been working with the London Borough of Tower Hamlets to improve its response to worklessness in the Borough, and to support projects funded by the Working Neighbourhoods Fund to improve their practice and secure external funding.

#### **Youth unemployment**

Young people are having a particularly hard time finding jobs and almost a million 16 to 24 year olds are not in education, employment or training (the so-called 'NEETs'). Our evaluation of the Activity Agreement pilots for 16 and 17 year olds identified the role of financial incentives as an engagement tool, the need to develop individualised programmes of learning to meet the complex needs of vulnerable and long-term inactive groups of young people and the high level of competence among operational staff that is needed to work with the hardest to reach and hardest to help groups of young people.

Volunteering can also help young people engage or re-engage with the labour market and our recent evaluation for v, the national young volunteers service, found that such activity helped volunteers improve their employability by enabling them to develop generic and specific skills and to enhance their CVs.

## **Behavioural change**

The government's commitment to reducing regulation and the reduction in public sector spending have led it to look for alternative levers in a number of policy areas, drawing on insights from studies into behaviour change, co-ordinated by the Behavioural Insights team at the Cabinet Office, commonly called the 'Nudge' Unit.

Researching behaviour change requires knowledge of a range of theoretical perspectives to draw on insights from economics, psychology and sociology among other disciplines. Multi-disciplinary teams of IES staff have used current thinking about behaviour change in studies as diverse as analysing barriers to employer investment in training for the Department for Business, Innovation and Skills, and encouraging compliance with food hygiene regulations for the Food Standards Agency.

Most recently, we have begun a project for The Scottish Government that is integrating theories of behaviour change to understand the impact of workplace initiatives on low carbon behaviours by staff. Our research highlights the importance of tapping into individuals' (or organisations') interests and inclinations and shaping social norms in achieving changes in behaviour.

## Learning and skills

On the learning and skills front we have continued to help Sector Skills Councils and others identify future skill needs in their sector and develop their approach to gathering labour market intelligence. We have also examined the skills and skill needs of the growing numbers of self-employed people. Our study, for the UK Commission for Employment and Skills (UKCES), underlined the importance of social and cultural factors (often acquired through family and social networks) in helping people succeed in self-employment.

Also we have been researching employers' attitudes to and experience of Investors in People – now under UKCES' remit – to help the Commission develop their approach to enhancing the standard as a business improvement tool.

## Higher education

Higher education reform remains a major policy priority and over the past year we have continued to explore the role that the financial regime plays in students' decision to go to university. Most recently we are conducting a major study for the Department of Business, Innovation and Skills on the prospects for expansion of part-time undergraduate study.

## Work, health and wellbeing

A further major area of research for the Institute continues to be the relationship between health and work, including health and safety at work. On the former, the major evaluation of the Fit for Work Service (FFWS) pilots, conducted by a consortium of social research organisations led by IES, is ongoing following the extension of the pilot programme for a further two years. We are also evaluating the Wellbeing through Work programme in Wales which, like FFWS, is designed to help people with health

conditions stay in work and/or quickly return to their job after a period of sickness absence.

Meanwhile, over the past year we have completed our evaluation of employers' duty to manage asbestos and the role of supply chains in the construction sector in changing workplace behaviour towards health and safety.

Our work on the way health and safety is managed on the London Olympic site also continues, with new case study research exploring the contribution of

leadership and worker involvement to the low rates of accidents across the Olympic Park.

Finally we have completed our research into the safety of learners for the Skills Funding Agency, which demonstrated the importance of the supervisor and organisational safety climate in creating a safe learning environment and encouraging young people to adopt safe working behaviours.

## IES Policy Conference

IES's policy conference, held in November 2010, was very well attended, bringing together experts, stakeholders and interested parties to debate issues relating to the health of our working population. This remains an area of high policy priority under the new government, with a continuing emphasis both on reducing the costs of sickness absence from work, and on preventing short-term ill health leading to long-term benefit dependence and inactivity.

Delegates heard contributions from UK experts and speakers who set the UK experience in an international context. The conference was chaired by David Brindle, public services editor of the Guardian.

- After a welcome and introduction by Jim Hillage, Director of Research at IES, Dame Carol Black, National Director for Health and Work, opened the conference, discussing the current picture and the future of the health and work agenda.
- Professor Peter Goldblatt, Senior Research Fellow at University College London,

presented the Marmot Review of Health Inequalities, focusing on the need to 'create fair employment and good work for all' (one of six main policy objectives of the Review).

- Christopher Prinz, Senior Economist at the OECD, asked what the UK might learn from other high-income countries' experiences, in his presentation *Sickness, disability and work: lessons from across the OECD*.
- The welfare reform White Paper had been released only days before the conference, and its impact on those with mental health problems was summarised by Roy Sainsbury, Professor of Social Policy and Research Director of SPRU at the University of York.
- In his presentation *Age, health and employment* Professor Alan Walker, Director of the New Dynamics of Ageing Programme at the University of Sheffield, asked how employment policy and practice can facilitate an extended working life by maintaining the health of older workers and ensuring healthy working environments.

## International labour markets and employment policy

The Institute has made international employment policy work a specific focus over the past few years and has now significantly expanded its range of international project work and clients. IES is now carrying out work for all the major European institutions that are commissioning work in employment and related fields, including the European Commission, the European Parliament, the European Foundation for the Improvement of Living and Working Conditions (Eurofound), the European Agency for Safety and Health at Work (EU-OSHA), and the European Centre for the Development of Vocational Training (CEDEFOP), in addition to the International Labour Organisation (ILO).

IES usually works on international projects in collaboration and partnership with other research institutes and organisations around Europe. Our international work covers the following themes:

- comparative industrial and employment relations
- working conditions and 'flexicurity'
- restructuring and change management
- employment and labour market policy
- occupational health and safety
- training and skills development
- labour standards and decent work

The recession of the past three years has had a severe impact not only in the UK but also on the EU's economy and labour markets. The focus of many of our international projects of the past year has therefore been to try to understand the impacts of the crisis and how to manage the inevitable corporate restructuring that has been the result of this. For example, we are continuing to work with the ILO on the issue of restructuring, looking, for

example, at how good practice in Finland can be transferred to the Baltic States.

Some groups of workers – such as young workers in particular – have been hit harder than others by the crisis. One current project, for the European Commission, examines the labour market impacts of the crisis for women and young workers. Two further projects for the European Commission also focus on young workers, looking at the issues of traineeships and apprenticeships in the EU Member States.

IES's evaluation expertise is also now being applied to the activities of some of the EU institutions: we are currently carrying out an evaluation of EU-OSHA's 2009-2014 strategy. IES will also be carrying out impact assessments of the European Parliament's activities, in partnership with Matrix Consulting.

Providing fitness checks and impact studies of EU legislation is another area in which IES is becoming involved. We have recently provided information about the implementation of the posted workers Directive in the UK and are currently providing UK information for an EU-wide fitness check of the

information and consultation provisions of three EC Directives.

The growth of the green economy and the skills needs that this will entail was the focus of a recently-completed project for CEDEFOP, which aimed to identify challenges and priorities for green skills. The aim of the project was to ensure that education and training systems can respond to demand expressed by businesses and benefit from the transition to sustainable, smart and inclusive growth in selected occupations.

Finally, during the year, through our co-ordination role in the programme of Peer Reviews in Social Protection and Social Inclusion, we continued to help the European Commission identify and disseminate good practice in social policy across EU member states, in collaboration with our Austrian partners (ÖSB Consulting).



# IES work with and for employers

For employers and employer bodies in all sectors of the economy we offer a range of services. The largest component is bespoke research and consultancy for individual clients based upon a body of research knowledge built up over the years. Using similar content we also offer a corporate membership programme, the HR Network.

## HR research and consultancy

Our project work is diverse in client and content, and in the past year there has been a number of projects in our traditional areas of strength, including talent management, reward, workforce planning and employee engagement, but with a greater focus on themes relating to change (both organisational and functional) and leadership.

### Change management

It is hardly surprising that the management of change has been in the forefront of the minds of organisational leaders and HR directors. It has been a continuing issue in the public sector and we have contributed to the ongoing debate, especially in local government. As well as delivering many presentations on the nature and process of change, we conducted research to identify leading practice in workforce productivity and efficiency for sector Chief Executives, which was tested with suppliers and other interested parties. We also examined different back-office models, particularly shared services, for the National Health Service (NHS), building on earlier

local government work on cross-organisational partnerships as a way of improving efficiency.

As in previous years, a number of our projects on change have specifically concerned the HR function and its transformation. In practical terms this has included working with Greater Manchester Primary Care Trusts in their visioning and implementation of HR shared services and with a consortium of North Western local authorities on further collaboration beyond a joint payroll service, as well helping NHS North West trusts work towards 'world class' HR performance. This has dovetailed with work we are doing for South East London boroughs on partnership opportunities for collaboration on HR activities, including a review of a cross-borough learning and development procurement exercise. We completed and reported on a nine-month action learning set for some west London boroughs on better functional communication and integration. For other organisations, we have helped HR teams prepare for change, not just in relation to their own roles but in assisting them think through their contribution to wider organisational change.

### Leadership

A key component in change is leadership. We held several over-subscribed events on outstanding leadership (how to define it and prepare for it) which included examining the link between leadership and what we know about neuroscience – how the brain works and how this relates to leadership behaviours. Workshops on the brain science of leadership have also been delivered to individual organisations, as have master-classes in outstanding leadership. Work for the Health and Safety Executive on the role of leaders in creating climates of safety and wellbeing and understanding better how they make a substantial difference to safety in high risk industries, is an example of how we have been applying our leadership understanding. IES has also been participating in the Department for Business, Innovation and Skills' Leadership and Management Network Group, which is working on creating a national strategy on management and leadership for the UK.

### Programme evaluation

A strong suit at IES is the evaluations we do on a wide range of programmes, and increasingly this year we have seen them reflect the broader emphasis on change and leadership. For example, together with The Work Foundation, IES is undertaking an evaluation and impact study for the National College for Leadership of Schools and Children's Services on its newly developed and still developing portfolio





of Children's Services Leadership provision. The Department of Health commissioned IES to review the second phase of its rapid spread methodology. This focuses on sustainability, culture, management, communication and individual and team behaviour, and is designed to achieve rapid change founded on evidence-based good practice. Additionally, we have tested a coaching evaluation methodology for the NHS National Leadership Council, and evaluated a major change programme at the UK's Health and Safety Executive. The latter looked particularly at a major office relocation and the support given to employees. We are also evaluating the effectiveness of the partnership between the NHS and local government in delivering the national dementia programme.

### **Pay and reward**

We have undertaken several projects in this area during the year, which has seen a continuing emphasis on the relationship between equal pay and the labour market. Our work here has ranged from inputs into policy (gender pay gap measurement and reporting for the Equality and Human Rights Commission and the Government Equalities Office) to practical help for individual organisations. In addition to the regular assurance audits, a key employer concern is the justification of pay premia both in relation to the external labour market and internally concerning other staff. We have helped by examining the evidence, both external (using Office for National Statistics and occupational/sector

data) and organisational (recruitment and retention statistics). We have also looked at performance management systems, such as that of the Department for Communities and Local Government, from a diversity perspective. This kind of approach is especially pertinent where performance-related pay is in operation, and ties in with a major exploration of the continuing problems with performance management processes, that is currently underway through the Institute's corporate membership programme (the HR Network – see over the page).

Besides equal pay, we have developed for individual employers, reward strategies specifically aiming to seek higher employee engagement and increased productivity, as well as being cost-effective. We have continued our interest in 'total reward' by preparing a paper on the subject for the NHS Employers organisation.

### **Surveys**

This year as in previous years, we have conducted a number of surveys for organisations in different sectors. For some, such as the Institute of Cancer Research and the Housing Ombudsman Service, the focus is on understanding levels of employee engagement. Others, such as the Bar Council and Bar Standards Board, and the Royal College of Veterinary Surgeons, aim to gain a better understanding of their members' working lives and views of their profession. Sometimes we are asked to support the analysis of survey results. For example, at the Health and Safety Executive we used a series of staff focus groups and senior manager interviews to clarify the drivers of employee engagement.

### **Workforce planning**

A traditional IES strength is workforce planning, and the year saw several examples of new work in this area. A private company commissioned us

to examine local labour market data to help site a call centre and, for the heads of HR at Scottish universities, we reviewed models estimating workforce demand and workforce productivity. As part of the Haldane-Spearman Consortium, we completed a report on the future labour supply to the Armed Forces and are now exploring the experiences of leavers from the Armed Forces and investigating the 'offer' to Service personnel.

Following a review of the quality of workforce plans across the global operation of Plan International (a Woking-based children's rights charity), we are assisting the organisation redesign its approach to talent management across the world. This involves stakeholder consultation as well an examination of current procedures, with a view to creating something that will meet business needs and be supported by leaders in different geographies.

IES's work with Birmingham City Council has widened this year from succession and talent management into integrating workforce planning with business and financial planning and also equipping the internal team with Organisational Development (OD) skills.

### **Other developments**

In a different vein, we have been partnering Working Families in surveying the performance of organisations in achieving the right balance between work and home. This has supported Working Families' awards to employers on their family-friendly working practices and their embedding of them into workplace culture.

For the year ahead, building on a project with the NHS, we plan to extend our work on board effectiveness to commercial organisations; offer more leadership development, and to do further work on employee engagement and working families.

# Corporate Membership: the IES HR Network

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

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

The network provides members with the opportunity to access a mix of research, seminars, diagnostic tools, an online knowledgebase, in-house CPD and consultancy.

This year our research has looked at: measuring customer perceptions of HR; team coaching; workforce planning during a recession/hard times; careers in OD; the engaging manager; evaluating management learning, and performance management. Our annual review with essays from various team members was entitled ‘From restructuring to rebuilding.’

Our events programme for corporate members engaged participants on a diverse range of topics such as HR transformation (including a case study from the Netherlands government), governance (with inputs from Shell, RBS and SAP); questions of convergence with learning and development and OD; managing difficult people (contributions from Surrey Police and the Arts Council England) and improved implementation of performance management (including BT and Oxfam – two of the research case studies – describing their approaches); change and leadership; branding (contributions were from Professor Graeme Martin of Glasgow

University and from representatives of E.ON and Lloyd’s Register); talent management in difficult times (with speakers from Organisation Change Solutions, DWP, Birmingham City Council and PWC); and the evaluation of management and leadership development and OD interventions.

The flagship events this year were the annual conference in October and the HR leaders’ retreat in June. The theme of the former was *‘Trust in Crisis’*, exploring how the principles of good governance need to permeate the whole organisation, requiring an increased emphasis on listening to employees, valuing their contribution, and ensuring they are well managed. Speakers included Stephen Haddrill (Chief Executive of the Financial Reporting Council and Chair of the IES Board), David de Cremer (of the London Business School), Greg Horton (Managing Director, Fairbairn Private Bank) and representatives from the TUC and the Lloyds Banking Group.

Our fourth HR leaders’ retreat began by examining various aspects of change and leadership with external speakers Dr Alan Beggs (a sports psychologist and academic) and Carolyn Gray (Group Director of HR at the Guardian Media Group). The second day focused on the psychological contract and Geoffrey Podger (Chief Executive of the Health and Safety Executive) gave a case study on leading through troubled times.

IES is in the process of restructuring our membership offer as part of our constant desire to improve the value we provide to our members. Our approach is to build a core set of benefits for all members, offered alongside a number of options for organisations to choose from to create the package that best meets their needs. The events and research offered under the new membership model will continue to centre on the key HR themes of:

- Leadership
- Performance, motivation and engagement
- Talent management and workforce development
- HR strategy and effectiveness
- Reward and recognition
- Organisational development (OD) and change

The modular structure of the new membership offer is as follows:

- **For all Members:** whichever modules organisations take, there is a core range of benefits which include attendance at the IES Annual Conference, access to the Members-only website and knowledgebase, involvement in our research and a place at the annual HR Directors’ Retreat.
- **Additionally,** there are three modules that can be bought separately or in combination.
  - **HR Director or Leader module:** this module provides support for someone at or near the top of the HR function who wants the kind of professional challenge unavailable inside the organisation. This might be personal support (we have a range of expert and highly regarded coaches) or take-up of an operationally focused ‘critical friend’ type support designed to stretch thinking, challenge approaches and focus actions. We offer a programme of activity including a leadership diagnostic, mentoring, coaching or challenge sessions, a critical friend review

of the HR strategy, and an annual provocation event.

- **HR team professional development module:** aimed at developing the next generation of HR leaders and experts, this module educates practitioners on both highly current issues and longstanding perennial HR challenges. Our aim is to provide effective learning opportunities both across the network to encourage peer learning, and in-house to build team capability. Members can send people to each of four masterclasses and we will also run three in-house bite-size learning sessions (Knowledge Knibbles). Members can also access a simple HR skills audit to determine the development needs of the HR team.
- **Solving business problems together – collaborative working module:** our third module looks outwards from the HR function to HR's change role within organisations and is deliberately structured to provide practical support on the kinds of live people management issues for which there are no easy answers. People often learn best by working on real business problems with other people so this module provides four collaborative problem solving workshops with other Members, three action learning/action research projects as well as three critical friend sessions in the member organisation with one of our experts to deal with specific challenges.
- **Optional additional modules:** In addition to the three main modules, Members can also purchase additional blocks of five days of support which can be used for consultancy, CPD, action learning or mentoring/coaching sessions. These five day blocks are available at highly preferential rates compared with purchasing them separately from IES membership.

## HR Network members

BUPA

Cancer Research UK

Centrica plc

Circle

Civil Aviation Authority

Department for Business, Innovation and Skills

Department for Communities and Local Government

Department for Culture Media and Sport

Department for Environment Food and Rural Affairs

Department for Transport

Department for Work and Pensions

Department of Energy and Climate Change

East Sussex County Council

Environment Agency

Family Action

Foreign Office

Government Communications Headquarters

Home Office

Housing Ombudsman Service

Infineum International Ltd

Institute of Cancer Research

Local Government Improvement and Development

London Councils

MCCH Society Ltd

Ministry of Defence

National Offender Management Services

National Policing Improvement Agency

NHS North West

Ordnance Survey

Plan International

Royal Bank of Scotland

Royal Navy

SAP Deutschland AG & Co. KG

Shell in the UK

Siemens IT Solutions and Services

Surrey Police

Transport for London

University of Birmingham

University of Brighton

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 IES Board is a subgroup of the Council, chaired by Stephen Hadrill. Board members act as the formal trustees of the Institute and in a governance role.

## **President**

Sir Richard Sykes\*

## **Vice-President and Board Chair**

Stephen Hadrill\*  
*Financial Reporting Council*

## **Council members**

Brendan Barber  
*Trades Union Congress*

Steve Barnett

Peter Blausten  
*Morgan Crucible plc*

John Elliott  
*Home Office*

Sir Stuart Etherington  
*National Council for Voluntary Organisations*

Ram Gidoomal CBE\*  
*Office of the Independent Adjudicator for Higher Education*

Carolyn Gray  
*Guardian Media Group*

Sally Hopson MBE  
*Pets at Home*

Bernadette Kelly\*\*  
*Department for Business, Innovation and Skills*

Roger McClure\*  
*JANET (UK)*

Geoff McDonald\*\*  
*Unilever plc*

Sam Mercer

Paul Milliken\*  
*Shell in the UK*

Toby Peyton-Jones  
*Siemens plc*

Geoffrey Podger CB\*  
*Health and Safety Executive*

David Smith\*

Ed Sweeney  
*Acas*

Imelda Walsh\*

Bob Watson\*

## **Honorary Life President**

Sir John Cassels CB

\* Board Members

\*\* To be ratified at the October 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 network of associates whose skills and experience supplement those of our staff.

## **Institute Director**

Nigel Meager  
BA, MPhil, FRSA

## **Director, Finance and Administration**

Jane Hart BA, LLB, ACIS

## **Director of Research**

Jim Hillage  
BA, MSc, FRSA

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

Peter Reilly BA, MA

## **Associate Directors**

Annette Cox  
BA, MSc, PhD, MCIPD  
Sara Dewson BA, MSc  
Penny Tamkin  
BSc, PhD, CIPD  
Diploma, Dip Econ

## **Research and consulting staff**

Andrea Broughton  
BA, MA, PGDip  
Emanuela Carta MSc  
Paul Fairhurst BSc, MSc  
Beth Foley BA, MPhil  
Rosie Gloster  
BA, MSc, PGCert  
Kari Hadjivassiliou  
BA, MSc  
Ben Hicks BSc  
Tom Higgins BA, MSc  
Daniel Lucy Bsc, MSc  
Rachel Marangozov  
BA, MPhil, PhD

Rose Martin BA, MSc  
Mary Mercer  
BSc, MSc, MCIPD  
Linda Miller BSc, PhD  
Becci Newton  
MA, PGCert  
Joy Oakley BSocSc  
Emma Pollard BA, MA  
Catherine Rickard BSc  
Dilys Robinson BA, MBA,  
FCIPD, FRSA  
Alice Sinclair BSc, MSc  
Stefan Speckesser  
MA, PhD, Thematic  
expert for the  
European Employment  
Observatory  
Helen Stevens BA  
Suzanne Ter-Minassian  
BSc, MSc  
Sally Wilson BSc, PhD

## **Institute administrators and support staff**

Gill Brown BA, PGDip  
Linda Lawrence  
Gwen Leeming  
Karen Patient BA, PGDip  
Louise Paul

## **Finance Mgr/Asst Company Secretary**

Philip Miles

## **HR Manager**

Pamela Stocks BA,  
PGCert, PGDip,  
Chartered FCIPD

## **Information Manager**

Lorna Hardy BA

## **Principal Associate Fellows and Consultants**

Linda Barber BA  
Duncan Brown MA, MBA,  
Chartered FCIPD  
Professor Mike Campbell  
BA, MA, FRSA, OBE  
Alison Carter BA, MBA,  
DBA, FCIPD  
Valerie Garrow  
BA, MSc, PhD  
Vic Hartley BA, MA,  
Chartered FCIPD  
Wendy Hirsh MA, PhD,  
FCIPD, FRSA  
Claire Tyers BSc, MSc

## **Associate Fellows**

Jane Aston BSc, MPhil  
Anne Bellis BA, D Phil  
Prof. Jim Buchan  
MA, PhD, DPM  
Prof. Claire Callender  
BSc, PhD  
David Clutterbuck DLitt,  
MInstD, MIPD, MIMgt  
Pam Coare

Helen Connor BSc  
Prof. Howard Gospel  
BA, MA, PhD  
Dr Katherine Hyde  
BSc, MSc, PhD  
Nick Jagger BSc  
Prof. Ewart Keep  
BA, PhD  
Ian Lawson BA  
Brenda Little BSc  
Linda Morrice  
BA, PgDip, MA, EdD  
Prof. Jacqueline O'Reilly  
BA, PhD  
Josie Payne BEd, PGDip  
Ceri Phillips  
BSc, MSc, PhD  
Jo Regan BSc MSc  
Jo Rick BA, PhD,  
CPsychol, AFBPsS  
Ian Seccombe  
BA, MA, PhD  
Maggie Smith HND, Dip  
Sharon Varney  
BA, MSc, DipM  
Ken Walsh BA, MA  
Matthew Williams BA  
David Vere MA, FCIPD  
Peter Wall BSc, MSc  
Ruth Williams BA, MA  
Jane Yarnall  
BA, PhD, MCIPD  
Jan Walmsley  
BA, PGCE, MSc, PhD

# 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 2010/11 included:

Astri Research and Consulting	Ecorys Survey	Manchester Business School	The People Organisation
Blue Edge Consulting	Employment Research Ltd	Policy Research Institute, Leeds Metropolitan University	The Work Foundation
BMG Research	Enterprise & Personnel	Manchester Metropolitan University Business School	TNS-British Market Research Bureau
Brighton Business School	Ergon Associates	Matrix Insight	Tosca Consulting Ltd
Bryson Purdon Social Research LLP	Fit for Work Research Group, Liverpool University	Migration Work CIC	University of Glasgow
Cardiff University	German Federal Institute for Vocational Education and Training (BIBB)	National Centre for Social Research	University of Hertfordshire
Centre For Economic & Social Inclusion	GfK NOP Social Research	National Institute for Economic and Social Research	WhitmuirHR
Centre for Education and Industry, University of Warwick	Greenstreet Berman Ltd	NIACE (National Institute of Adult Continuing Education)	Wilke, Maack and Partner
Centre for Research in Social Policy, Loughborough University	Health Economics Research Group, Swansea University	OESB Consulting GmbH, Austria	Work Research Centre, Ireland
Cranfield University	Hoger Instituut Voor Arbeid, Belgium	Researching Equity, Access and Participation Group, Lancaster University	
Deloitte Consulting	IFF Research	Shared Intelligence Ltd	
Development Partnership	IKEI Research and Consultancy	Social Policy Research Unit	
	Industrial Relations Research Unit, University of Warwick	Solutions for Public Health	
	Institute for Employment Research, University of Warwick	Sozialforschungsstelle (Social Research Centre), Germany	
	Institute for Volunteering Research	SPIRE Associates	
	Ipsos MORI	Strengths Partnership	
	Istituto per la Ricerca Sociale (IRS), Italy	Tavistock Institute	
	Loughborough University	Technopolis	

# Financial summary

The Institute was affected during 2010/11 by major cutbacks in research funding from the UK government. While other funding sources (international work, and work for employers) held up well during the year, the difficulty of immediately replacing this income and the consequent introduction of a redundancy programme resulted in a deficit of income over expenditure on operating activities for the year, before transfers, of £76,000 (2009/10: surplus of £118,000).

At £4.6 million, our gross financial turnover was down on the previous year (£5.9 million), reflecting the changed funding environment. Most of the Institute's income derives from research projects and consultancy. Income from our corporate membership programme (the HR Network) remained stable during the year.

Staff costs were inflated by redundancy-related payments, and accounted for over 60 per cent of expenditure. 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 2010/11

	2009/10	2010/11
<b>INCOME</b>	<b>£000</b>	<b>£000</b>
Project	5,563	4,247
Membership	331	332
Other (Events, Publications, Interest)	55	34
<b>Total Income</b>	<b>5,949</b>	<b>4,613</b>
<b>EXPENDITURE</b>		
Staff costs	3,204	3,005
Partners and subcontractors	1,593	859
Other direct costs	212	151
Management and administration	822	674
<b>Total expenditure</b>	<b>5,831</b>	<b>4,689</b>
Surplus (undesignated funds)	118	(76)
Fund balances	2,274	2,196

# 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:



Advisory, Conciliation and Arbitration Service (ACAS)

Air Partner plc

Architects Registration Board

Association of Chartered Certified Accountants

Bar Council and Bar Standards Board

BDO LLP

Belron UK Ltd

Birmingham City Council

British Association for Counselling and Psychotherapy

Cancer Research UK

Capital Ambition

Care Quality Commission

Centrica plc

Chartered Institute of Management Accountants

Cheshire HR Services

Circle

Crafts Council

Department for Business, Innovation and Skills

Department for Children, Schools and Families (now Department for Education)

Department for Communities and Local Government

Department for Culture Media and Sports

Department for Environment and Rural Affairs

Department for Work and Pensions

Department of Health

Dorset County Council	Independent Housing Ombudsman Ltd	NHS Institute	SummitSkills
East of England LGA	Institute of Cancer Research	NHS North West	Surrey Police
European Agency for Safety and Health at Work	International Labour Organisation	North West Employers Organisation	UK Border Agency
European Centre for the Development of Vocational Training (Cedefop)	Jobcentre Plus	Plan International	UK Commission for Employment and Skills
European Commission	Joseph Rowntree Foundation	Public Service Broadcasting Trust/ITV Fixers	University of Southampton
European Foundation for the Improvement of Living and Working Conditions	Kingston University	Qinetiq	University of the Arts, London
European Training Foundation	Learning and Skills Council	Remploy Ltd	V
FAS (Irish National Training and Employment Authority)	Local Government Improvement and Development	Research Councils UK	Wellcome Sanger Trust Institute
Food Standards Agency	London Borough of Lewisham	Rexam PLC	West Midlands Strategic Health Authority
Gatsby Foundation	London Borough of Newham	Robert Gordon University	Wigan Council
German Federal Institute for Vocational Education and Training (BIBB)	London Borough of Southwark	Royal Borough of Kensington and Chelsea	Worcestershire County Council
German Federal Ministry of Labour and Social Affairs	London Borough of Tower Hamlets	Royal College of Veterinary Surgeons	Working Families
Government Communications Headquarters (GCHQ)	London Councils	SAP Deutschland AG and Co. KG	
Government Equalities Office	Ministry of Defence	Siemens Corporate Personnel	
Guardian Media Group	Napp Pharmaceutical Group Ltd	Skills for Care	
Health and Safety Executive	National Offender Management Services	Skills for Health	
	National Policing Improvement Agency	Society of Radiographers	
	Network Rail	South East England Development Agency	
	NHS Education for Scotland	Stoke-on-Trent City Council	
	NHS Employers		

# An active institute: publications, papers and presentations

The active dissemination of results and recommendations from IES research is central to our purpose. During the last year IES staff authored 59 publications. Of these, 8 were in the IES Report Series, 7 were other papers, and a further 44 reports published by our clients.

Our website attracts wide international interest with an average of 28,700 visits per month. The site carries news, briefings of current research, summaries of new publications, profiles of our work, and interactive research, media coverage and press releases, 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.

## Publications: research reports

*Disability and Skills in a Changing Economy*, Meager N, Higgins T, UK Commission for Equality and Skills, September 2011

*What do researchers do?: Career paths of doctoral graduates 2011*, Pollard E, Metcalfe J, Hodges V, The Careers Research and Advisory Centre Limited, September 2011

*Obtaining Customer Feedback on HR: Finding out what managers and employees think of HR services and the HR function*, Carter A, Hirsh W, Mercer M, Reilly P, Report 479, Institute for Employment Studies, September 2011

*Workplaces and Social Networking: The Implications for Employment Relations*, Broughton A, Higgins T, Hicks B, Cox A, Research Paper 11/11, Advisory, Conciliation and Arbitration Service (Acas), September 2011

*Work-Focused Services in Children's Centres Pilot: Final Report*, Marangazov R, Stevens H, Research Report 772, Department for Work and Pensions, September 2011

*Evaluation of the Duty to Manage Asbestos*, Sinclair A, Tyers C, Hunt W, Oakley J, Pearmain D, Savage J, Bust P, Gibb A, Research Report 783, Health and Safety Executive, August 2011

*Skills for Self-Employment*, Meager N, Martin R, Carta E, Evidence Report 31, UK Commission for Employment and Skills, August 2011

*Evaluation of National Skills Academies: Synthesis Report*, Johnson C, Hillage J, Miller L, Bellis A, Oakley J, Sumption F, Tu T, Ginnis S, Gosling R, Research Report 39, Department for Business, Innovation and Skills, July 2011





*Improving DWP assessment of the relative costs and benefits of employment programmes,* Greenberg D, Knight G, Speckesser S, Hevenstone D, Working Paper 100, Department for Work and Pensions, July 2011

*First survey of Get Connected Grant Recipients,* Miller L, Report 485, Institute for Employment Studies, July 2011

*European Restructuring Monitor Quarterly,* Hurley J, Riso S, Salvatore L, Rinawi M, Broughton A, Issue 2, Summer, European Foundation for the Improvement of Living and Working Conditions, July 2011

*The Safe Learner: The impact of individual differences and workplace environment on attitudes to health and safety training,* Miller L, Jagger N, Report 484, Institute for Employment Studies, June 2011

*From financial to clinical? Perceptions and conversations in NHS boardrooms,* Carter A, Sigala M, Robertson-Smith G, Hayday S, Report 478, Institute for Employment Studies, June 2011

*Identifying Claimants' Needs: Research into the Capability of Jobcentre Plus Advisers,* Bellis A, Sigala M, Dewson S, Research Report 43, Department for Business, Innovation and Skills, June 2011

*Access to Work Related Training,* Johnson C, Sissons P, Oakley J, Dewson S, Levesley T, Research Report 42, Department for Business, Innovation and Skills, June 2011

*Employment and Support Allowance: Findings from a follow-up survey with customers,* Barnes H, Sissons P, Stevens H, Research Report 745, Department for Work and Pensions, June 2011

*Exploring Employer Behaviour in Relation to Investors in People,* Gloster R, Higgins T, Cox A, Report 27, UK Commission for Employment and Skills, June 2011

*SMEs in the crisis: Employment, industrial relations and local partnership,* Broughton A, European Foundation for the Improvement of Living and Working Conditions, June 2011

*Study of School Gates Employment Support Initiative,* Marangozov R, Dewson S, Research Report 747, Department for Work and Pensions, May 2011

*Second phase evaluation of the introduction of Assistant Practitioners in Imaging Services in Scotland: Final report to NES,* Miller L, Price R, Hicks B, Higgins T, Institute for Employment Studies, May 2011

*European Restructuring Monitor Quarterly,* Hurley J, Riso S, Salvatore L, Miginis M, Parker J, Broughton A, Issue 1, Spring, European Foundation for the Improvement of Living and Working Conditions, May 2011

*Innovative and effective training practices for early school leavers,* Newton B, Miller L, Carta E, Hicks B, Report 483, Institute for Employment Studies, May 2011

*Employer engagement and Jobcentre Plus,* Bellis A, Sigala M, Dewson S, Research Report 742, Department for Work and Pensions, May 2011

*Evaluation of the London City Strategy ESOL Pilot: final report,* Bellis A, Sigala M, Oakley J, Research Report 744, Department for Work and Pensions, May 2011

*Volunteering: Supporting transitions,* Newton B, Oakley J, Pollard E, v inspired, May 2011



*Understanding the behaviour and decision making of employees in conflicts and disputes at work*, Lucy D, Broughton A, Report 119, Department for Business, Innovation and Skills, May 2011

*The role of Assistant Practitioners in the NHS: Factors affecting evolution and development of the role*, Miller L, Skills for Health, April 2011

*Learning to swim, learning to fly?: A career in organisational development*, Garrow V, Varney S, Report 481, Institute for Employment Studies, April 2011

*Impact of interfirm relationships – employment and working conditions: A literature review*, Martin R, Marchington M, Grimshaw D, Hadjivassiliou K, Cox A, European Foundation for the Improvement of Living and Working Conditions, April 2011

*Impact of interfirm relationships – employment and working conditions*, Hadjivassiliou K, Cox A, Martin R, Marchington M, Sheehan M, Gloster R, Pollard E, Grimshaw D, Rubery J, European Foundation for the Improvement of Living and Working Conditions, April 2011

*Achieving Change Using the Supply Chain Model in Construction*, Wilson S, Tyers C, Research Report 843, Health and Safety Executive, March 2011

*Econometric Analysis of SET Technicians: A European Comparative Study*, Jagger N, Report 482, Institute for Employment Studies, March 2011

*Measuring impact in health improvement: An accessible guide for health practitioners*, Garrow V, Improvement and Development Agency, March 2011

*Activity Agreement Pilots – trialling different approaches to re-engaging young people not in*

*education, employment or training (NEET): Evaluation of the 2009-10 extension*, Maguire S, Newton B, with Fearn H, Oakley J, Williams C, Miller L, Levesley T, Research Report RR086, Department for Children, Schools and Families, February 2011

*Developing an Outstanding Evidence Base to Support Regional Skills Activity*, Cox et al., South East England Development Agency, February 2011


*IES Annual Review of the HR Year Ahead 2011: From restructuring to rebuilding*, Report 480, Institute for Employment Studies, January 2011

*European Restructuring Monitor Quarterly*, Hurley J, Riso S, Salvatore L, Miginis M, Broughton A, Issue 4, Winter, European Foundation for the Improvement of Living and Working Conditions, January 2011

*West London HR Consortium: Report of learning set on HR communication and integration*, Hirsh W, Reilly P, Capital Ambition, January 2011

*Creative Career Stories*, Ball L, Pollard E, Stanley N, Oakley J, Report 477, Centre for Learning and Teaching in Art and Design, University of the Arts London, November 2010





*Employment and Support Allowance: Findings from a face to face survey of customers*, Barnes H, Sissons P, Stevens H, Research Report 707, Department for Work and Pensions, November 2010

*Work-Related Stress*, Broughton A, European Foundation for the Improvement of Living and Working Conditions, Dublin, November 2010

*The 2010 RCVS Survey of the UK Veterinary and Veterinary Nursing Professions*, Robertson-Smith G, Robinson D, Hicks B, Khambhaita P, Hayday S, Royal College of Veterinary Surgeons, November 2010

*European Restructuring Monitor Quarterly*, Hurley J, Riso S, Salvatore L, Ford B, Miginis M, Broughton A, Issue 3, Autumn, European Monitoring Centre on Change, November 2010

*Back Office Efficiency: Shared Services: Case Studies*, Fairhurst P, Reilly P, Foundation Trust Network, NHS Confederation, November 2010

*Extending flexicurity: The potential of short-time working schemes*, Mandl I, Storrie D, Hurley J, Mascherini M, Broughton A, Owczarzak R, Riso S, Salvatore L, ERM Report 2010, European Monitoring Centre on Change, November 2010

*Assessing the Impact of the New Student Support Arrangements (NSSA) on Higher Education Institutions: Institutional case studies*, Pollard E, Bates P, Coare P, Hunt W, Miller L, Research Paper 12, Department for Business, Innovation and Skills, October 2010

*Jobcentre Plus Equality Legislative Requirements Review*, Gloster R, Oakley J, Sigala M, Cox A, Research Report 700, Department for Work and Pensions, October 2010

*Uncertain Futures: Scenario Building for Skills for Health*, Miller L, Fairhurst P, Hurley P, Skills for Health, October 2010

*Better...Together: A case study*, Garrow V, Health and Safety Executive, October 2010

*Top Employers for Working Families: Benchmarking Report*, Mercer M, Jackson S, Institute for Employment Studies, and Working Families, October 2010

*Understanding Worklessness in Newham: Final Report*, Sissons P, Dewson S, Martin R, Carta E, London Borough of Newham, October 2010

*Skills Priorities Statement for the South East of England 2011-2012: Evidence Base Report*, Hillage J, Cox A, Sissons P, Higgins T, Report 267, South East England Development Agency, October 2010

#### **Other papers**

*Evaluating Management and Leadership Development: New Ideas and Practical Approaches*, Hirsh W, Tamkin P, Garrow V, Burgoyne J, HR Network Paper MP91, Institute for Employment Studies, July 2011

*Performance Management: Literature Review*, Chubb C, Reilly P, Brown D, HR Network Paper MP90, Institute for Employment Studies, May 2011

*Performance Management: The Implementation Challenge*, Hirsh W, Brown D, Chubb C, Reilly P, HR Network Paper 89, Institute for Employment Studies, May 2011

*Performance Management: can the practice ever deliver the policy?*, Brown D, Opinion Paper OP23, Institute for Employment Studies, November 2010

*Team Coaching: a literature review*, Hicks B, HR Network Paper MP88, Institute for Employment Studies, October 2010

*Workforce planning during recession*, Robinson D, Opinion Paper OP22, Institute for Employment Studies, October 2010

*Workforce planning during bleak times: A public sector view*, Robinson D, IES Paper, Institute for Employment Studies, October 2010

## Articles and book chapters by IES authors

Munir F, Yarker J, Hicks B, Donaldson-Feilde E. 'Returning Employees Back to Work: Developing a Measure for Supervisors to Support Return to Work (SSRW)', *Journal of Occupational Rehabilitation*, September 2011

Mercer M, 'PM and equality...', *The HR Director*, August 2011

Reilly P, 'Problem Solver: The academic...', *The Grapevine*, August 2011

Robinson D, 'Problem Solver: The HR expert...', *The Grapevine*, May 2011

Reilly P, 'Whither employee benefits?', *HR Zone*, August 2011

Tamkin P, 'Highest performing leaders of UK top companies understand the power of empowerment', *Human Resources*, August 2011

Garrow V, 'Building organisational development capability: swimming and flying', *Human Resources*, A & D Media Limited, July 2011

Brown D, 'Performance Management – can it ever work?', *manager*, Summer 2011, July 2011

Meager, N, 'Do the latest employment figures really suggest labour market recovery?', *ToUChstone*, TUC, June 2011

Hicks B, 'Mentorship, training and skills', *British Journal of Healthcare Assistants*, Vol. 05 No. 06, June 2011

Tamkin, P, 'Tough at the top', *HR & Training Journal*, Issue 10, Public Service, June 2011

Miller L, 'Training and development for radiographers' extended roles: a case of ad hoc implementation', *Health Services Management Research*, Vol. 24, No. 2, The Royal Society of Medicine Press Ltd, May 2011

Reilly P, 'Rate of pay growth slows', *Pay and Benefits*, May 2011

Sissons P, 'The Changing Geography of Privately Rented Housing in England and Wales', *Urban Studies*, Sage, May 2011

Hillage J, 'Can apprenticeships secure higher growth?', *House Magazine*, Dods, April 2011

Reilly P and Russell C, 'Towards necessary managerialism?', *HR Director*, April 2011

Tamkin P, 'Up close and impersonal', *HR Director*, April 2011

Robinson D, 'It's because they care', *Caritas*, April 2011

Reilly P, 'HR must be part of the bigger picture', *Local Government Chronicle*, April 2011



Brown D, Reilly P, Armstrong M, 'Increasing the effectiveness of reward management: an evidence-based approach', *Employee Relations*, Vol. 33, 2, Emerald, March 2011

Wilson S, 'Achieving the right balance', *Occupational Health*, March 2011

Meager N, 'Welfare reform: a curate's egg?', *Public Finance*, PF Blog, March 2011

Brown D, 'Fat cats? They're few and far between', *Public Service*, March 2011

Hillage J, 'Make apprentices work', *HR Magazine*, March 2011

Hillage J, 'NICE guidance on long-term sickness and incapacity', *British Journal of General Practice*, Vol. 61, No. 584, The Royal College of General Physicians, March 2011

Miller L, 'Women Work-Based Learners: Factors Affecting Lifelong Learning and Career Opportunities', *Gendered Choices: Learning, Work, Identities in Lifelong Learning*, Springer, March 2011

Brown D, 'Talking Point', *Pay and Benefits Magazine*, Reed, February 2011

Collin A, Hirsh W, Watts AG, 'Sharing experience of careers work in different settings', *Journal of the National Institute for Career Education and Counselling*, Issue 26, National Institute for Career Education and Counselling, February 2011

Brown D, 'Performance management: can we practice what we preach', *People Management Reward Blog*, December 2010

Mercer M, 'The revised KSF', *National Health Executive*, Cognitive Publishing, December 2010

Reilly R, Fairhurst P, 'The importance of learning', *HR and Training Journal*, Issue 9, Winter 2010

Garrow V, 'Start by winning hearts and minds', *Health Service Journal, Supplement on Rapid Spread Methodology*, December 2010

Reilly P, 'The big question: what festive rewards are you offering this year?', *Employee Benefits*, December 2011

Brown D, 'Local NHS pay negotiations: beware raiders of the lost cause', *Health Service Journal*, November 2010

Reilly P, 'Recession brings radical thinking', *HR & Business*, November 2010

Broughton A, 'Vers un cadre européen pour des restructurations socialement responsables (Towards a European framework for responsible restructuring)', *Liaisons Sociales Europe*, No. 263, Groupe Liaisons, November 2010

Brown D, 'A fair share', *Pay and Benefits Magazine*, Reed, November 2010

Hicks B, 'A brief history of the fit note', *Personnel Today*, November 2010

Hicks B, 'A brief history of the fit note', *Occupational Health*, November 2010

Hirsh W, 'Workforce planning in action', *HR and Business*, HR Society, November 2010

Wilson S, 'Dealing with stress-related absence', *The Guardian*, November 2010

Garrow V, 'How do I help my employees through a recession?', *The Grapevine*, October 2010

Garrow V, 'Expert's View', *Thought Leadership Report 2010*, Career Management Consultants, October 2010

Tamkin P, 'Leading through others: Empirical research on what makes an outstanding leader', *Developing Leaders*, October 2010

Inger Lise Skog Hansen, Tone Alm Andreassen, Nigel Meager, 'Employment of disabled people in Norway and the United Kingdom. Comparing two welfare regimes and why this is difficult', *Scandinavian Journal of Disability Research*, Taylor & Francis, October 2010

## IES researchers addressing conferences and seminars

Garrow V, 'OD: tapping into the human spirit' *Northern HR Briefing Local Government*, Harrogate, September 2011

Reilly P, 'Benefit & Rewards strategy – idiots guide', *Employee Benefits Live*, London, September 2011

Reilly P, 'Choosing the most appropriate performance management system for the organisation', *XpertHR Performance Management Conference*, London, September 2011

Reilly P. 'Panel member: HR's impact on the sustainability agenda', *SAP's Chief HR Officer Roundtable*, Edinburgh, September 2011

Reilly P. 'UK reward systems', *Government Office Administration of the State Council, China*, Wembley, September 2011

Speckesser S. 'Using group random assignment for the evaluation of Active Labour Market Policy: A feasibility study', *Annual Meeting of the Verein für Sozialpolitik*, Frankfurt, September 2011

Speckesser S. 'Using group random assignment for the evaluation of Active Labour Market Policy: A feasibility study', *Department seminar*, Royal Holloway, September 2011

Speckesser, S, 'Wages, productivity and employment: A review of theory and international data', *Employment Committee*, EU Commission, Brussels, September 2011

Pollard E, 'Labour Market Information', *Vitae researcher development international conference 2011: realising the potential of researchers*, Manchester, Vitae, September 2011

Robinson, D, 'Leadership and Engagement session', *Engaging Public Sector Talent 2011*, London, GovNet, September 2011

Hirsh W, 'What do customers want from HR?', *Boardroom perspectives: HR Summer school*, Saïd Business School, Oxford, Eversheds, July 2011

Newton B, 'Youth transitions: learning and the labour market', *Select Committee on the Student Journey*, Kent, Kent County Council, July 2011

Reilly P, 'HRT – symptoms and remedies', Network Rail HR Conference, Coventry, Network Rail, July 2011

Tamkin P, 'The future of leaders', *RNIB*, Herefordshire, RNIB Headquarters, RNIB, July 2011

Meager N, 'The UK labour Market: what's going on?', *Jobs without growth?*, London, TUC, July 2011

Cox, A, 'High Performance Working: What Works', *CIPD North West Forum Event*, Leigh, CIPD, July 2011

Hirsh W, 'How is resilience relevant for careers?', *Panel debate, Birkbeck Careers Week*, June 2011

Hillage J, 'Chair', *Developing Valued, Accessible and Effective Apprenticeships: Investigating the Detail of Government Plans*, London, Westminster Briefing, June 2011

Miller, L, 'Assistant Practitioners in Imaging Services: evaluating impact and progression', *UK Radiological Congress 2011*, Manchester, June 2011

Miller, L, 'Accidents involving young work-based learners: the influence of training, organisational factors and individual differences', *AoC Health and Safety Conference*, London, Association of Colleges, June 2011

Robinson D, 'The Engaging Manager', *Employee Engagement and the Individual: The Psychology and Experience of Engaging*, London, LSE/ESRC, June 2011

Robinson, D, 'Strategic Workforce Planning', *Workforce Planning: A Tool for Maximising Resources in Recessionary Times*, Dublin, Institute of Public Administration, June 2011

Dewson S, 'Evaluating welfare to work programmes for disabled people', *Centre for Disability and Social Inclusion seminar series*, London, City University London, June 2011

Reilly P, 'HR Transformation: challenges and solutions', *HR Authority*, Warsaw, Wolters Kluwer Polska, June 2011

Reilly P, 'Linking cross border assignments with talent programmes', *Expatriate Management and Global Mobility Conference 2011*, June 2011



Miller L, 'Introducing APs in radiography – the benefits and barriers', *The Future Role of Support Workers & Assistant Practitioners in Health Care Conference*, London, M&K, June 2011

Speckesser S. 'Employment Retention in the Recession: Microeconomic effects of the Short-Time Work Programme in Germany', *NIESR Employment seminar series*, London, May 2011

Reilly P, 'A post cuts world: how HR can get your College to where it needs to be', *Association of Colleges Annual Conference*, Telford, Association of Colleges, May 2011

Robinson D, 'Ensuring line managers effectively engage employees', *Employee Engagement Conference*, London, XPert HR, May 2011

Hadjivassiliou K, 'Contributor', *Working together for youth employment – From education to the workplace: a global challenge*, Brussels, European Parliament, June 2011

Hillage J, 'Chair', *Achieving Sustainable Employment Conference 2011*, London, Government Knowledge, May 2011

Tamkin P, 'Chair', *The Learning and Development Forum*, London, May 2011

Garrow V, 'Life in the middle', Manager de Proximité – non merci!, Paris, Entreprise Personnel, April 2011

Peter Reilly, 'Options in HR cost improvement', *PPMA Southern & South East Region Meeting*, London, PPMA Southern & South East Region, April 2011

Fairhurst P, 'The Internal L&D Consultant: business partner, business saviour', *HRD 2011*, London, CIPD, April 2011

Broughton, A, 'Chair', *Building a Skilled Green Workforce: Developing Strategies for the Future of the UK Green Economy*, London, Westminster Briefing, March 2011

Robinson D, 'Measuring Employee Engagement', *Employee Engagement Summit 2011*, London, Symposium, March 2011

Mercer M, 'How to ensure flexible workers do not miss out on promotion', *Health and wellbeing at work 2011*, Birmingham, Sterling Events, March 2011

Speckesser S (2011), 'Employment retention in the recession: some micro-economic evidence on the Short-time Work Programme in Germany', *Increasing Labour Market Flexibility – Boon or Bane?* Institute for Employment Research, Nuremberg, 19 March

Broughton A, 'Enterprise restructuring in the EU: information, consultation and social responsibility', *Guest Lecture*, Leicester, University of Leicester, March 2011

Reilly P, 'Adaptation rather than adoption: the right way to implement the HR service delivery model?', *SAP HR Network*, Walldorf, Germany, SAP, March 2011

Reilly P, 'The challenges HR faces in the Public Sector & its response', *Delegation from Human resource Department*, Xian City, Shangxi province China, University of East London, March 2011

Robinson D, 'NHS Employers Webinar: The Engaging Manager', *NHS Employers Webinar*, online, NHS EWin, March 2011

Cox A, Kadjivassiliou K, 'The Impact of Emerging Forms of Inter-firm Relationships (IFRs) on Employment & Working Conditions', *Lunchtime Seminar*, Brighton Business School, March 2011



Reilly P, 'People and change', *Engaging the Workforce in Times of Change*, Manchester, North West Employers, March 2011

Marangozov R, 'Peer review methods and practice', *EU IMPART Learning Network*, Bonn, March 2011

Robinson, D, 'Employee engagement', *HR Strategy: Reward and Motivation Systems*, London, LVA Europe Ltd, March 2011

Robinson D, 'Successful staff engagement', *Staff Engagement seminar*, London, NHS Employers, March 2011

Reilly P, 'What have we Learned about Change during Recession and Cuts?', *NHS North West*, Seminar, Manchester, February 2011

Gloster R, 'Meeting Public Sector Equality Duties', *Fairness During Fiscal Austerity: What Does It Mean for Different Groups?*, London, ESRC, February 2011

Pollard E, Oakley J, 'Creative Graduate Stories', *Culturing Growth: The contribution of specialist arts education to the UK economy and society. ukadia conference 2011*, London, ukadia, February 2011

Robinson D, 'Successful staff engagement', *Working through change: developing a productive and engaged workforce*, London, National Institute for Health Research, January 2011

Mercer M, 'Unconscious Bias: How can we tackle the influence of managers' unconscious bias to ensure fair outcomes from performance management?', *Measurement Management & Men*, London, Working Families, January 2011

Pollard E, 'Doctoral Graduate Destinations: 3.5 years on: Analysis of the Longitudinal Destinations of Leavers from Higher Education Survey', *Sixth Postgraduate Careers Symposium*, Leicester, College of Medicine, Biological Sciences and Psychology, University of Leicester, January 2011

Cox A, Walker L, 'Leading and managing in a recession – same or different skills?', *Building resilient organisations – new ways of working*, LSIS Leadership and Management conference, London, January 2011

Tamkin P, 'Exceeding expectations – what is outstanding leadership?', *Leadership and Management Conference: Building resilient organisations – New ways of working*, LSIS Leadership and Management conference, London, January 2011

Reilly P, 'Shared services: challenges and opportunities in the public sector', *Collaborative working and shared services debate*, Wigan, PPMA and NW Employers, January 2011

Broughton A, 'Restructuring in Europe: Anticipating and Restructuring in 27 EU Member States', *International Symposium:*

*Production, People, Region*, Dortmund, Technical University, Dortmund, January 2011

Reilly P, 'Delivering services differently: the HR challenge', *Delivering services differently: meeting the CSR challenge*, Cambridge, East of England LGA, January 2011

Brown D, 'Chair, Creating the workforce you need for the challenges ahead', *The Guardian HR Summit 2011*, London, January 2011

Broughton A, 'Presentation of the EIRO Industrial Relations Dictionary', *European Industrial Relations Dictionary Fifth Anniversary event*, Brussels, European Foundation, Dublin, December 2010

Cox A, 'The impact of the recession on the South East, and the response of learning providers', *The Recession: Its impact on education, training and learners*, London, The Post-14 Network, December 2010

Reilly P, 'HR Delivery Models in Challenging Times', *NHS North West HR Directors Conference*, Liverpool, NHS North West, December 2010

Reilly P, 'Current salary & performance related pay structures & frameworks for civil servants & public servants in the UK', *Fujian Provincial Department of Finance*, China, London Metropolitan University, UK China Training Ltd, December 2010

Reilly P, 'Shared services & increasing HR's value added', *University of Brighton*, Brighton, November 2010

Robinson D, 'Staff engagement and success', *NHS Employers Leading Workforce Thinking conference*, London, November 2010

Miller L, 'Achieving best value: investing in role development to deliver cost effective working practices', *Delivering Efficiency Through Your Radiology Workforce*, Manchester, November 2010

Miller L, 'Chair', *Information on the Inside Government Apprenticeships Forum*, London, Inside Government, November 2010

Hirsh W, 'Whither talent management in the civil service?', *Senior Talent Forum*, London, Cabinet Office, November 2010

Brown D, 'Appraisal and the KSF', *NHS Employers Annual Conference*, Liverpool, NHS Employers, November 2010

Reilly P, 'The model for shared services in the Dutch government', *PPMA HR Transformation Meeting*, London, PPMA, November 2010

Reilly P, Hirsh W, 'West London action learning set: HR communication and integration', *Heads of HR London Councils*, London, London Councils, November 2010

Reilly P, 'What contribution can structural change make to cost reduction strategies?', *HR in the public sector*, London, Symposium, November 2010

Brown D, 'Using Communications to Enhance the Impact of Reward Practices', *Compensation & Benefits 2010, 4th Annual Pan European Conference: Building Excellence in your Reward Practice*, London, Marcus Evans, November 2010

Reilly P, 'The challenges HR faces in the public sector, and its response', *Seminar for National Development and Reform Commission*, PR China, Kings College London, November 2010

Broughton A, 'A guide to qualitative research', *Seminar*, University of East London, London, November 2010

Brown D, 'Reward communications: why does it never get any better?', *Annual Reward Management Update*, London, E-Reward, November 2010

Brown D, 'Total rewards: what does it mean?', *Acas/EEERF Autumn Conference*, Huntingdon, Acas, November 2010

Brown D, 'The Future for Personnel', *Tesco Personnel Conference*, London, Tesco, November 2010

Brown D, 'Total reward as a driver of employee motivation', *East of England Employee Relations Forum Autumn Conference 'Reward: Motivate: Retain'*, Huntingdon, November 2010

Brown D, 'Reflections on employment relations panel session', *Annual Labour Relations conference: pressures on partnership*, London, Eversheds, November 2010

Miller L, 'Breaking Gender Segregation in Apprenticeships', *Information on the Inside Government Apprenticeships Forum*, London, Inside Government, November 2010

Brown D, 'Panellist: Do we need to bring executive pay under control and focus on internal fairness rather than supposed market and performance-related factors?', *3rd Annual HR Leaders Congress*, London, HR Leadership Alliance, November 2010

Garrow V, 'Delivering Step Change' *Career Management Consultants*, London, November 2010

Garrow V, 'Delivering Step Change' *Career Management Consultants*, Birmingham, November 2010

Garrow V, 'Delivering Step Change' *Career Management Consultants*, Cliveden, November 2010

Garrow V, 'Delivering Step Change' *Career Management Consultants*, Manchester, November 2010

Brown D, 'Conference chair', *CIPD Performance Management Conference*, London, CIPD, October 2010

Miller L, Newton B, 'Employers! Put your best where it will do the most', *The point of partnership: understanding employer engagement in education*, University of Warwick, October 2010

Marangozov R, 'Work-focused services in children's centres', *2nd Annual Conference, Tackling Worklessness through Local Partnerships*, London, Neil Stewart Associates, October 2010

Broughton A, 'A typology of approaches and the role of social partners in restructuring', *How can flexicurity contribute to restructuring with social responsibility?*, Kiev, European Training Foundation, October 2010



Reilly P, 'Evaluating and embedding change', *Enabling HR and OD professionals to better manage organisational change*, London, Local Government Improvement and Development/ Capital Ambition, October 2010

Hillage J, 'The Challenge – Integrating Employment and Skills Policy and Delivery', *Employment and Skills Summit 2010: Building a 21st Century Workforce*, London, House Magazine, October 2010

Hirsh W, 'Keynote: Seeing our work from the outside: responding to how others see career issues and the need for career support', *ACP International Annual Conference*, Florida, October 2010

Haughton L, Wendy Hirsh, 'Advising working adults: what's different?', *NAEGA Annual Conference*, Manchester, October 2010

Hirsh W, 'Employer Engagement with High Education', *Seminar for EEL (Employer Engagement Exchange Group)*, Birkbeck, October 2010

Brown D, 'Workforce efficiency and productivity', *Building Collaborative Learning Organisations 'Creating a People Strategy for Local Government'*, Newcastle, Co. Down, The Local Government Staff Commission for Northern Ireland, October 2010

Meager N, 'The Work Programme and Skills', *The 2010 Review Work Programme Symposium*, London, UK Commission for Employment and Skills, October 2010

Meager N, 'Welfare Reform: Can we crack it this time', *Seminar*, Birmingham, Social Market Foundation, October 2010

Broughton A, 'Anticipating and restructuring in Ireland: overview of the main issues', *Anticipating and managing restructuring in a socially responsible way – new partnerships to preserve employment*, Brussels, European Commission/Belgian Presidency of the European Union, October 2010

Reilly P, 'Planning efficiency in your workforce: Assessing current and future needs of your organisation through effective workforce planning', *Achieving Workforce Efficiency*, London, Local Government Chronicle, October 2010

Reilly P, 'HR transformation in a new environment', *CIPD SE Scotland Executive HR dinner*, Edinburgh, October 2010

Reilly P, 'Issues in Global HR', *SAP HR Network*, Munich, SAP, October 2010

Broughton A, 'Anticipating and restructuring in Ireland: overview of the main issues', *Anticipating and managing restructuring in a socially responsible way – new partnerships to preserve employment*, Brussels, European Commission/Belgian Presidency of the European Union, October 2010



# Advisory roles

**Duncan Brown**

*Member of the HR Committee at Christian Aid*

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

*Editorial Advisory Board member for People Management*

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

*Judge, 2010 Employee Benefits Magazine Annual Awards*

*Kogan Page HR Editorial Advisory Committee*

*Member of Experts' Group on Fair Pay in the Public Sector (Hutton Review)*

*Judge, 2010 Personnel Today Annual Awards*

**Alison Carter**

*Editorial Advisory Board member for Coaching at Work*

*Senior Advisor, Centre for Research Excellence, Institute of Coaching, Harvard Medical School*

**Annette Cox**

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

*Visiting Research Fellow, UK Commission for Employment and Skills*

**Valerie Garrow**

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

*Associate at Roffey Park Institute*

*Associate at Career Management Consultants*

**Kari Hadjivassiliou**

*Council Member, UK Evaluation Society*

*Co-Director Europe and Middle East, The International Alliance for Women*

*Board Member, City Women's Network Marketing Committee*

*Advisory Board Member to the Right Here Initiative, Mental Health Foundation*

**Jim Hillage**

*Associate Fellow, Centre for Education and Industry, University of Warwick*

**Wendy Hirsh**

*Editorial Advisory Board, Gender 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*

*Associate, Institute for Government*

**Rachel Marangazov**

*External expert and network moderator, EU learning network on Increasing the Participation of Migrants and Ethnic Minorities in Employment*

**Nigel Meager**

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

*Member of the executive committee of the Association of Research Centres in the Social Sciences*

*Member of the expert advisory panel of the UK Commission for Employment and Skills*

*Member of the Advisory Group of the National Nursing Research Unit*

*Thematic expert for the European Employment Observatory*

**Mary Mercer**

*Judge of the Working Families Top Employers For Working Families Awards*

**Linda Miller**

*Associate Editor, The International Journal of Training Research*

*Europe Editor, International Journal of Training and Development*

*Member of the 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*

*Member of the Careers and Diversity Interest Group, SummitSkills (Sector Skills Council for the Building Engineering Services sector)*

**Becci Newton**

*Member, London Borough of Newham 16-19 education and employment advisory group*

**Peter Reilly**

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

*Council member, HR Society*

*Associate Fellow, Edinburgh Napier University*

**Dilys Robinson**

*Member of Department of Health policy group for the NHS: Staff Engagement Policy Group*

*Member of Department for Business, Innovation and Skills continuing advisory panel for the MacLeod Review into employee engagement*

**Stefan Speckesser**

*Home Office Economics and Resource Analysis Group, Advisor*

*Thematic expert for the European Employment Observatory*

**Penny Tamkin**

*Member of the Leadership and Management Network Group, Department for Business, Innovation and Skills*





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