



ies

Institute for Employment Studies
Annual Review 2012



The IES mission

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

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

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From our President



Sir Richard Sykes
President

I am pleased to report that 2011/12 was a successful year for IES, and that demand for the Institute's research and evaluation services remains strong in both the UK and overseas.

Following a period of adjustment and downsizing during the previous year, resulting from the contraction in UK government commissioning, the Institute has both stabilised and continued to diversify its funding base. In particular, the year saw strong growth in the Institute's European public policy work, which now forms an important part of the overall portfolio, alongside its work for UK government and public agencies, and its HR management activities for private and public sector employers.

In times of austerity and a faltering labour market, the Institute's charitable mission to work with employers and public agencies to improve employment policy and practice, is more relevant than ever. Through the skills and expertise of its staff IES continues to lead the debate on these topics.

During the year, the Institute's Director and management team have been greatly assisted by the IES Council and its Board of Trustees (led by David Smith). As always, I would like to thank them all for their support and commitment.

Director's introduction



Nigel Meager
IES Director

The financial year 2011/12 was a year of achievement and stability after the turbulence of 2010/11. While the impacts of austerity and public spending cuts are ever apparent, the Institute has successfully adapted to a major change in its funding environment and is well placed to move into the next phase in its development.

The Institute's largest work stream remains its research and evaluation work on UK public employment policy. The amount of funding available for public policy-related work in the UK has settled down at a new level, much lower than that prevailing in recent years, and there are further reductions in the pipeline. There was also some evidence during the year that the commitment to evidence-based policy-making had begun to weaken, at least in some parts of the UK administration. Despite this, IES has maintained its position as a major provider of high quality research and evaluation services to the UK government and public bodies, and our charitable mission to improve employment policy and practice remains at the heart of what we do in this and other areas of our work.

By comparison, both of our other two main work streams, as detailed elsewhere in this review, experienced a more positive commissioning environment. This was particularly true of our

international public policy work (mainly for the European institutions active in employment and related social fields), which continued to grow strongly during the year, in line with our business strategy of diversification. Of course, this work area also faces uncertainties from the crisis in the Eurozone (and associated unfavourable exchange rate movements facing UK organisations in this market), as well as longer-term doubts about the commitment of the UK to full participation in the European institutions. Nevertheless, and for the foreseeable future, there remains considerable scope for further growth in the Institute's work here. This also generates important benefits from new knowledge and expertise, which can in turn be deployed within IES's UK-based work.

Our HR work for employers, which includes a research and consultancy offer, as well as our long-standing corporate membership scheme (the IES HR Network), has been affected in

recent years both by the recessionary environment in the private sector, and more recently by the impact of austerity-driven cuts on public sector employers. Nevertheless, following a difficult start to 2011/12, the second half of the year in particular saw a more buoyant picture, with an upsurge in research and consultancy assignments and the newly-revamped HR Network attracting a number of new members.

Overall, there is now a much more even balance between the three main streams of IES work than in previous years, ensuring that the Institute has a strong critical mass of expertise in each of them, while reducing the Institute's reliance on single streams of funding and thereby increasing its organisational and financial resilience in the face of an uncertain external environment.

Dissemination of the Institute's work through a variety of vehicles, from the press and online media through to professional and academic publications, conferences and seminars, remains vitally important both to the achievement of our charitable mission, and to ensure that IES remains visible to policy-makers and commissioners of research. During 2011/12, despite the reduced staffing base, and the increased focus on income earning activities, dissemination outputs and press coverage remained at high levels, confirming the wide interest in the Institute's activities.

Finally, as always, I need to pay tribute to the expertise and dedication of the Institute's staff, whose hard work and high quality are well represented in the pages of this Annual Review. Thanks are due to them and to the members of the IES Board and Council who have continued to support the Institute's work throughout 2011/12.



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 (outlined on the inside front cover), 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 36 staff, including 27 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 11 we detail the past year's range of research on public policy topic areas, together with our international work. Pages 12 to 15 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 UK public employment policy

The need for evidence-based policy-making has never been clearer. How labour market reform and employment and skills policy initiatives can best contribute to a sustained economic recovery are issues of great interest across all four governments in the UK. The Institute continues to play a valuable role in providing independent, robust and insightful research-based evidence to help policy makers allocate the limited resources at their disposal as effectively as possible. In advising clients we are able to draw not only on our extensive portfolio of work across the UK but also our growing programme of international research, particularly in Europe.

Despite 2.5 million people unemployed, the performance of the UK labour market is a relatively bright feature of an otherwise gloomy economy. IES continues to offer regular perceptive commentary on the state of the labour market and solution-focused research and evaluation into the effects of public policy on employment and skill levels. Over the past year we have particularly focused our attention on:

- Measures to help unemployed and economically inactive people back to work.
- Employers' skills needs and initiatives to increase employers' investment in skills.
- Higher education, including the impact of the new financial regime and scope for increasing diversity of provision.
- The impact of policies to improve health and safety at work and support employees on long-term sick leave to return to work.

Unemployment and support for jobseekers

In recent years we have explored how Jobcentre Plus works to meet employers' staffing needs and this year that work continues through a collaboration with Ipsos MORI to conduct a major survey to investigate employers' satisfaction levels with Jobcentre Plus. Jobcentres are a key recruitment partner for many employers, especially those offering jobs at the lower end of the labour market and, on the whole, employers are generally well satisfied with the support they get from Jobcentre Plus. Key to employer satisfaction is the quality of the candidates referred to them and it is notable that Jobcentres have been paying increasing attention to ensuring that jobseekers have the skills required to meet the needs of modern organisations. In a series of studies

we have evaluated the partnerships that Jobcentres have been building with the National Careers Service and training providers, to enable effective assessment of jobseekers' skills.

While UK unemployment overall is lower than might be expected given current economic conditions, long-term unemployment has reached levels as high as in the mid-1990s, with over a third of unemployed people having had no job for over a year. The Government's principal policy for helping the long-term unemployed into work is the innovative Work Programme. IES leads a consortium of research centres undertaking a major three-year evaluation of the effectiveness of the programme and the first results of the project are due before the end of 2012.

Learning and skills

With a large number of job-seekers chasing each vacancy, we might expect fewer shortages in skills supply. Indeed, according to the UK Commission for Employment and Skills (UKCES), employer reports of skill shortages and gaps are at historically low levels. However, the overall picture both masks pockets of current skill deficits and potentially underplays the changing demand for skills, and critical shortages retain the potential to constrain future economic recovery. The Institute has been working in partnership with the Institute for Employment Research (IER) at the University of Warwick to assess skill supply and demand at sectoral level for UKCES. This resulted in the publication of a series of Sector Skills Insights in key sectors such as digital and creative industries, energy, and health and social care, which identify the actions that employers,

learning providers and others need to take to ensure an adequate supply of skills over the coming years. We are also working on identifying key skills supply and demand trends at national level and are conducting a national skills audit for the Welsh Government, again in partnership with IER.

Our work on skills also investigates the likely effectiveness of potential policy solutions. In this area we have conducted a series of studies for UKCES on Investors in People (IIP), occupational regulation and employer networks as ways of raising employer investment in skills. Our two-year evaluation of the Investors in People standard, based on organisational case studies, has provided interim findings to help shape the development of IIP as a business development product for small and medium-sized

enterprises. Our series of case studies on employer networks is providing evidence of how effective networks are established and organised, and insights to assist in administration of the Growth Investment Fund and the Employer Ownership Pilots, which provide matched funding to support employer investment in workforce development. The work on occupational regulation seeks to understand better the design and implementation factors that are important in ensuring the success of such schemes (especially those which are voluntary). We have also conducted research into apprenticeships and in particular their ability to attract learners from non-typical backgrounds.

Higher education

The number and quality of graduates and post-graduates leaving our higher education (HE) system is one of the key outputs of the country's skills supply and the Institute has a major programme of work on HE. With the National Centre for Social Research, we are conducting the Student Income and



2012 Annual Policy Conference: The Value of Higher Education 28 November 2012

The new student financial support system starts this year, improved information is being made available to support student choice, and there is rising graduate unemployment and under-employment. It therefore seems timely to take an in-depth look at the benefits of higher education for individual students and the wider economy, society and the labour market.

The conference will seek to examine:

- The role of higher education – is it part of the pipeline for higher skills or should we see high-level education and knowledge as an end in itself?
- What is and should be the role of higher education in facilitating social mobility?
- What is the demand for higher-level skills? Do we have too many graduates?
- What are the best ways of meeting employer demand for high-level skills? Is higher-level vocational training a viable alternative to higher education?
- How does higher education in the UK compare with that of our international competitors – does the UK system provide value for money?

Speakers include:

KEYNOTE:

Professor Les Ebdon, Office for Fair Access

Shabana Mahmood MP, Shadow Minister for Higher Education

Deborah Roseveare, OECD

Professor Nigel Thrift, University of Warwick

Martin Williams, Department for Business and Innovation

Expenditure Survey for 2012 – the third consecutive time that we have undertaken the survey. The latest survey was conducted before the new student finance regime was launched in 2012 and will serve as a benchmark when evaluating the impact of the change. During the year we also conducted a major investigation into part-time higher education with the aim of identifying good practice and assessing the scope for expanding part-time study as a viable option for more young people. We found that outside a few specialist institutions, such as the Open University and Birkbeck College, the pattern of supply of part-time places was very diverse. Some institutions offer a wide variety of provision specifically designed for part-time students, some work closely with employers to deliver high level CPD to their employees, whereas others effectively only tag a part-time option onto a few existing full-time courses. Part-time undergraduate study is predominantly taken up by mature students with wider commitments and currently only about three per cent of young people plan to study HE part-time. For this proportion to increase, and the age balance to shift, there needs to be: a significant change of attitudes (as most young people see the part-time option as second best); improved careers information and advice about the full diversity of study routes; and changes to the part-time package on offer so

that it delivers the experience that young people say they want.

Our interest in HE is not confined to undergraduates and we have recently been tracking the subsequent careers of doctoral graduates. We found doctoral graduates were working in academia and in the wider labour market, moving within and between fields over time and doing a remarkably diverse range of jobs, illustrating that doctoral research training is a good foundation for a wide variety of careers. Examples include: Water Quality Scientist for a utilities company, Marine Geologist for an Antarctic research company, Clinical Lecturer in Ageing and Health, and Forensic Fire Investigator.

Leadership and management

One of the key themes that emerge from our analyses of the country's skills needs is the importance of leadership and management skills. This year the Institute contributed to a major analysis of the UK's current leadership and management performance for the Department of Business Innovation and Skills (BIS). The resulting paper concluded that the UK is falling behind many key competitor nations in leadership and management capability, undermining our productivity and economic growth. The paper is intended to guide those who advise employers and other stakeholders, and inform BIS policy formulation to tackle these issues.

Work, health and wellbeing

Leadership and management has also featured in our series of studies to identify effective health and safety practice on London's Olympic Park, part of the learning legacy from 2012 Games construction project. Our research suggests that both worker involvement and leadership are important components of a health and safety culture and help achieve positive outcomes. For example, there is evidence that injury levels in workplaces where employees genuinely feel they have a say in health and safety matters are much lower than where employees are not given the chance to get involved. We also looked at the impact of occupational hygienists (who assess occupational safety and health hazards as part of a multi-disciplinary team) on the Olympic Park and found evidence of a positive impact on safety and health-oriented attitudes and behaviours as a result of their work.

Elsewhere in the area of health and work, our major evaluation of the Fit for Work Service pilots, conducted by a consortium of social research organisations led by IES, continues and interim findings have been published. To date, the study found that the pilots were not able to attract anticipated numbers of long-term absentees, partly because of difficulties in engaging GPs and employers to secure referrals. However, some qualitative evidence showed that the case-managed intervention provided by the service helped patients return to work quicker than otherwise. Quantitative evidence of impact should be available in 2013 when additional results are analysed, partly based on data

collected from Fit Notes – the new form of medical statement of sickness absence that was introduced in 2010.

Our evaluation of the Occupational Health Advice Line was published during the year and highlighted the difficulties involved in promoting occupational health services to small businesses. For those that did engage, the service provided valued support, particularly the access employers obtained to specialist professional advice. The diversity of needs among small employers and the multiplicity of approaches required to reach them was also highlighted by our study for Macmillan which explored the needs of employers when supporting employees suffering with cancer and their carers.



International labour markets and employment policy

During recent years, the Institute's work on international employment policy themes has grown considerably. In 2011/12 the volume of international project work nearly doubled compared with the previous two years, and now accounts for over 20 per cent of the Institute's project income for the first time. The Institute has in place a continuing strategy to further increase this share over the coming years.

IES undertakes research and evaluation for all of the major European institutions that commission work in employment and related social fields. In particular, our client base in 2011/12 included 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), the European Centre for the Development of Vocational Training (Cedefop) and the International Labour Organization (ILO).

As in recent years the Institute's work has spanned a wide range of themes including:

- 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.

Most of the Institute's work is undertaken in collaboration and partnership with other research

institutes and organisations across Europe and, in some cases, further afield. Many assignments require the need for expertise on the situation in specific countries, and often fieldwork in those countries, and it is common therefore for such research to be undertaken by consortia of research organisations. IES has put considerable effort in recent years into building contacts with, and establishing networks of suitable partners with whom we can work on such projects (some of our most frequent partners are listed on page 20). In some cases IES leads the consortium, while in others it is part of a network led by another organisation.

The impact of the economic crisis on European labour markets has been a major theme in recent policy discussions, and there has been particular focus on the effects on young people and the growth in youth unemployment across Europe. In this context a highlight of the Institute's European work during the year was a major study led by IES for the European Commission, looking at 'traineeship' arrangements for young people in EU member states (including internships and unpaid work placements),

the findings of which have been widely cited in European policy discussions. Indeed, the study results are currently being used by the Commission in its preparation of the European Quality Framework for Traineeships, due in late 2012. A range of other pieces of international work during the year also addressed the youth question, including:

- A study for the European Commission, on the supply of apprenticeships in Europe, in which IES was part of an EU-wide consortium being led by Spanish partners.
- A research project for the European Commission, in partnership with Italian and Spanish organisations, evaluating a pilot initiative to convert 'precarious' short term jobs for high-skilled young people into more sustainable employment.
- UK-Spanish comparison of school-to-work transitions in the two countries, funded by the Santander Business Research and Collaboration Fund.
- IES (together with Ergon Associates) completed for the European Commission a major comparative study looking at the impact of the recession on young people and women in the EU and key emerging economies.
- A study for Eurofound on flexicurity, focusing on company measures designed to help vulnerable groups, including young workers.

The wider international deployment of the Institute's expertise on health and safety also continued apace during 2011/12, with several further pieces of work for EU-OSHA. These included a study looking at the impact of the some of the Agency's sponsored media activities to promote occupational health and safety;

an evaluation of the Agency's website and internet presence; and research for the Agency aimed at improving the quality of the European Survey of Enterprises on New and Emerging Risks (ESENER), which is a pan-European survey of management and workers on how health, safety and well-being are managed at work.

Work funded by Eurofound focuses on industrial relations, social dialogue, working conditions and related matters. During the year, IES projects for Eurofound included:

- An extension for a further year of our contract to provide regular reporting on the latest developments in industrial relations, working conditions and employment restructuring.
- A study modelling and identifying the impacts of innovations in work organisation on employees and organisations.
- A study of the impact of the economic crisis on industrial relations in Europe.

Also in the industrial relations field, Andrea Broughton, Principal Research Fellow at IES, was appointed by the European Commission to be Chief Editor of the *Industrial Relations in Europe 2012* report, and IES undertook research input towards a study for the European Commission feeding into a legislative 'fitness check' on EU regulation in the area of Information and Consultation of workers.

Overall, the Institute's international work during the year continued to address a great diversity of themes and topics across the employment field, a flavour of which can be seen from examples such as:

- A small project for the European Commission looking at how the Posted Workers Directive is

being implemented in the UK.

- Provision of technical assistance for improving the quality of public employment services in Turkey (funded by the European Commission under the EuropAid programme).
- A study for the International Labour Organization (ILO) of enterprise restructuring in Finland and the scope for transferring good practice to the Baltic states (Latvia, Estonia and Lithuania).
- Continued expert input into the European Commission's Employment Observatory, a key example being a research paper looking at recent developments in wages, productivity and employment in EU and OECD member states, in light of resurgent policy interest in securing wage restraint to avoid imbalances within the Euro area.
- Work under a new framework contract (in partnership with Matrix Consulting) to provide impact assessment services to the European Parliament in the employment and social affairs field.
- Renewal of a major contract, in partnership with ÖSB Consulting in Austria and Applica in Belgium, to manage and deliver the Peer Review Programme in Social Protection and Social Inclusion on behalf of the European Commission. The programme focuses on the identification and sharing between member states, of good and innovative practice in social policies.
- A commission from the German Federal Institute for Vocational Education and Training (BIBB) to undertake further work in the development of a cross-national survey on companies' recruitment

practices, induction processes and training for labour market entrants in selected countries.

- The UK case study on the medium and long-term prospects of the land armament sector (as part of an EU-wide study on the social dialogue on the future prospects of the European land armament sector, commissioned by the European Metalworkers' Federation).
- UK case study work on the issue of temporary agency work and its potential to contribute to transitions in the labour market, as part of an EU comparative project for the EU-level social partners in the temporary agency work sector (Eurociett and UNI-Europa).
- UK case study work on employment in the personal and household services sector, as part of an EU-wide comparative study, for the European Commission.



Research and consultancy for employers

For employers and employer bodies (ie organisations that represent employer interests in some way) in all sectors of the economy we offer a range of services. These fall under two headings: bespoke research and consultancy for individual clients based upon a body of research knowledge built up over the years, and our corporate membership programme (the IES HR Network).

HR research and consultancy

Our project work varies in content, as well as in the type of client. Typically, we undertake evaluations of HR policy and practice both directly for employers and for employer bodies, covering areas such as leadership or learning and development. We also generate evidence to support HR policies and practices, especially gathering data to build a case for change (eg through labour market analysis) or testing the employment

climate (via employee engagement surveys or focus groups). Increasingly we are active in advising, encouraging and supporting HR managers through change programmes. This might involve design (eg of a new pay structure), facilitation (say of strategy discussions) or option formation (eg in organising the HR function). We also help organisations build internal capability through our Continuing Professional Development (CPD) offering. This covers most of the traditional HR bases in terms of content, but in a fresh and stimulating way.

In essence our work involves two quite different approaches. In some of our projects we provide evidence for decision-makers through the acquisition and deployment of some forms of data (eg employee engagement surveys, workforce planning analysis, etc); in other projects we give support to organisations seeking to make themselves more effective, primarily through offering them timely advice and challenge to optimise outcomes.

Change management and organisational development

Our support for the management of change has concentrated on the public sector, where the need for transformation is particularly evident in the current economic and political climate. With Birmingham City Council, we have worked together with their Workforce Intelligence and Planning team on a range of issues, such as examining the changing shape of the workforce over the last three years and considering the processes through which change decisions have been made. We have also looked at external practice, especially experimentation in

new service delivery models, and what we know of relevant Organisational Development (OD) theory and how it might apply in the local government situation. We have been providing OD and HR support to the Housing Ombudsman Service as it goes through a period of major change. Reflecting our flexible way of working with organisations, as well as critical friend support and challenge on the overall change process, this has included: organisation and job design; reward and job evaluation advice; strengths-based feedback for managers and staff; as well as recruitment and assessment services through our partner organisation, Strengths Partnership.

On the OD front, we have also been working with NHS Employers, which is evolving its ways of working to support the changing NHS landscape. This began with diagnostic work to identify what organisational changes will make the biggest difference and we have subsequently worked with the in-house team to engage and support the senior management team in taking the key work streams forward.

We are also working on projects to understand the impact of change on employees. For example, we have collaborated with Haringey and Waltham Forest councils on the nature of the psychological contract. The aim has been to track employee perceptions both of what they currently 'get' from their council and what they 'give back', against a background of significant change taking place. Analysis of data from focus groups and an employee survey will inform discussion on what the local government offering to employees might look like in the future, building on earlier London Councils-sponsored research on total reward.

A number of our change projects have focused on the HR function and its transformation. We have continued to work with NHS trusts in the Manchester area in their evaluation of cross-organisational HR shared services and with Cheshire HR Services in the development of its support to the NHS and wider public sector community. Our work with South East London boroughs on opportunities for further collaboration has continued to explore mutual support on executive pay and development.

Reward and performance management

We won several reward and performance management projects during the year. We undertook research for the Office of Manpower Economics on pay progression models in a range of different public and private sector organisations. The research, using a case study approach, contributed to informing the Pay Review Bodies on how pay progression systems have been modernised.

We have also examined pay harmonisation issues in the public sector. This has become an important topic because of organisational reconfiguration, with employers forming partnerships, merging or just sharing services.

IES completes a steady number of bespoke pay surveys each year especially for smaller organisations or where specialist staff are involved. For example, this year we have conducted reviews for the Architects' Registration Board (ARB), which examined similar regulatory and professional membership bodies to ensure the ARB was in line with current sectoral practice, and for the Housing Ombudsman Service as part of its organisational change programme.

Our work on performance management has built on our learning from research we completed last year and from two action learning sets (described below). We are working with Kingston University to develop

an approach with the University's "Led by Learning" strategy at its heart, but which also focuses on enabling appraisers and appraisees to have quality conversations.

Employee surveys

As in previous years, we conducted a number of employee surveys for organisations in different sectors. We have conducted such surveys for, amongst others, the Office of the Independent Adjudicator for Higher Education, Architects' Registration Board, the Housing Ombudsman Service and the Institute of Cancer Research.

Learning and development

Our work on learning and development has recently included: working with a police force to provide coaching and action learning support for IT managers; an evaluation of a South East London local government partnership on learning and development; and work on a system to support the development of management skills in radiographers, for the Society and College of Radiographers.

Workforce planning

A traditional area of strength for IES is workforce planning. Projects during the year have involved a range of different elements: building understanding and capability in workforce planning as well as awareness of internal organisational processes; cementing the link between talent management and workforce planning (how the latter informs the former); and applying workforce planning to specific challenges. For the Council of the European Union (CEU) we ran an introductory workforce planning training course with an advisory follow-up service to come. At Siemens we delivered training on applying a workforce planning methodology across their North West Europe organisational cluster. We

have co-developed a workforce planning tool for Plan International (a child rights charity) and helped build capability to use it. For the same organisation, our support for building a new talent management approach has moved into supporting its implementation, including ensuring that workforce planning data feeds in appropriately. The British Council has commissioned us to work with them on their talent and succession planning strategy.

International focus

As can be seen, there is an international dimension to many of our projects (eg for Plan, Siemens, CEU), but the most prominent international work has been running training courses on employee relations for Total both in Mombasa and Paris. Delegates came primarily from Anglophone Africa, but there were also representatives from the Middle East, Europe and South America.

Employer bodies

IES has a steady stream of work for employer bodies. For example, we produced a guide to develop understanding and promote effectiveness in learning and skills for the Learning and Skills Improvement Service, and the Universities and Colleges Employers Association commissioned us to construct a toolkit for employee engagement in the HE sector. For the NHS Institute we undertook three projects including an evaluation of the Leading Large Scale Change Support Programme and a qualitative analysis of coach evaluation data.

For the Family Nurse Partnership National Unit, currently based at the Department of Health, we are conducting a study of the Family Nurse workforce: the experience and motivations for being a family nurse, job satisfaction and career planning. This is

an example of a study that examines several different workforce strands to provide a rounded picture of the workforce, including how it compares with the wider NHS nursing and midwifery workforce. Another example of IES getting to grips with an entire profession is a survey of barristers' working lives carried out for the Bar Council and Bar Standards Board.

Partnership working

On some occasions we partner with other organisations. We have longstanding relationships with Cranfield University and QinetiQ, and more recently BAE Systems, to execute projects for the Ministry of Defence. We also frequently collaborate with the Strengths Partnership on development and coaching programmes.

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 their culture.

Dissemination

Dissemination of our work to the wider HR community is a key means through which the Institute meets its charitable mission. Our research and publications output this year has included reflections on board effectiveness: how organisations can establish the right structures and processes to ensure good governance whilst ensuring that the people and culture issues get due attention. We have initially written up our performance management research but will finalise it on the completion of the action learning sets. There

have been further outputs on assessing and measuring engaging managerial behaviours, including the development of a simple tool that can be used to help managers to identify the behaviours they should adopt, and those they should discard. Led by Enterprise&Personnel (the French-based corporate HR network) we collaborated in a 'panorama study' with three other European partners from Italy, Germany and France to throw light on how older workers are managed in companies in the respective countries.

Peter Reilly (IES) and Tony Williams (RBS) published a book this year on global HR, based on over 50 research inputs, including interviews with HR practitioners across the world examining issues such as change, diversity, culture, brand, talent management and HR functional operation in a global setting.

Our annual consideration of relevant HR issues was entitled Perspectives on the HR Year Ahead 2012: strength and opportunities. This publication included pieces that moved outside our usual areas, such as 'The role of HR in the "green" agenda', 'Resilience: is your workforce tough enough?' and 'Psychological work harm and the manager'.

In our contribution to the wider development of HR ideas, IES is active in the Engage for Success movement, having played a significant part in shaping the MacLeod Review into employee engagement which reported in 2009. Dilys Robinson is on the steering group of the movement's Guru Group, is facilitating a Guru and Practitioner Special Interest Group on the future direction of engagement, and is involved in planning the movement's launch later this year.

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

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

Corporate membership: the IES HR Network

The HR Network is the central means by which IES delivers its charitable mission and strategic vision to employers and employer bodies.

Membership is by invitation and is open to employing organisations from any sector we believe would benefit from our services and contribute to the network. Our recently revamped membership provides three key offers:

- **for HR leaders** the opportunity to network and reflect via our annual retreat and ‘provocation’ event, and for them to take advantage of IES’s experienced staff in critical friend support and challenge sessions;
- **for HR professionals** to benefit from IES knowledge through our Masterclass programme and Annual Conference; and
- **for organisations** to work together to solve their people management problems through participation in action learning sets and workshops. Increasingly, we are delivering content to internal HR teams through short sharp “Knowledge Knibbles” and via in-house CPD. Some organisations are finding it convenient to bundle consultancy with membership at attractively discounted prices.

The network also offers access to an online knowledge base with a range of papers, reports, presentations and other material.

Our events for members during 2011/12 explored core areas of interest such as talent management, workforce planning, leadership (specifically of teams), learning and development (a focus on value), coaching (and well-being), employee engagement (managers’ skills in motivation and development), reward (issues of fairness in the public sector and incentives in tough times) and change (using your OD skills).

Our biggest event in the year is the annual HR conference in October and over 90 delegates booked last year. The theme was ‘Is your workforce in shape to face tomorrow’s challenges?’ It started with the debunking of some labour market myths from Nigel Meager (IES Director) but also featured very interesting and indeed inspiring leadership perspectives from the MD of Nampak and the former MD of BAE Marine Systems. In addition, representatives from Birmingham City Council examined the use of workforce planning in change and we heard an account of Marks & Spencer’s impressive focus on employee health and well-being.

Our latest HR leaders’ retreat, focusing on creating and sustaining high-performing organisations, began by Penny Tamkin (IES) reviewing the research on high performance organisations, then moved on to considering the role of OD in high performance via interactive contributions from Valerie Garrow (IES) and David Stephenson (Telefonica O2). In a timely manner, Michele Owens gave a case study of

the Olympic Delivery Authority’s achievements – which seem all the more impressive after the main games has taken place. The second day saw a case study on talent management in Plan International delivered by Wendy Hirsh on behalf of IES and Plan and we had a rousing concluding talk from David Smith (ex-HR Director at Asda and now an independent consultant) on what he had learned at Asda on how to generate high performance.

Our latest offering was a ‘provocation’ event which took place in September 2012. Entitled ‘what has Dave Ulrich ever done for us’ (a play on the famous Monty Python sketch), we had three speakers in David Smith, Geoff McDonald and Neil Roden, all past or current IES Board/Council members, who gave their views on the impact of Ulrich’s contribution to HR to open up the debate.

We have just completed an action learning set on performance management that we have been running with a group of London Boroughs and a mix of private sector companies and central government departments. Other action learning sets on strategic workforce planning and talent, and on team leadership interventions are about to begin.



IES Council and Board of Trustees

Our Council provides guidance, advice and support to the Institute’s executive team in furthering the Institute’s mission and long-term objectives. The Board, a subgroup of the Council chaired by David Smith, acts as the formal trustees and in the governance role.

President Sir Richard Sykes	Carolyn Gray <i>Guardian Media Group</i>	Paul Milliken* <i>Shell in the UK</i>
Vice-President and Board Chair David Smith*	David Guest** <i>King’s College, London</i>	Toby Peyton-Jones <i>Siemens plc</i>
Council members Brendan Barber <i>Trades Union Congress</i>	Katja Hall* <i>Confederation of British Industry</i>	Geoffrey Podger CB* <i>Health and Safety Executive</i>
Steve Barnett	Sally Hopson MBE <i>Pets at Home Ltd</i>	Ed Sweeney* <i>Acas</i>
Peter Blausten <i>Morgan Crucible plc</i>	Bernadette Kelly <i>Department for Business, Innovation and Skills</i>	Imelda Walsh*
Julian Crampton** <i>University of Brighton</i>	Roger McClure* <i>Janet (UK)</i>	Honorary Life President Sir John Cassels CB
John Elliott	Geoff McDonald <i>Unilever plc</i>	
Sir Stuart Etherington* <i>National Council for Voluntary Organisations</i>	Sam Mercer <i>Capita Consulting</i>	

* Board Members
** To be ratified at the October 2012 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
Penny Tamkin
BSc, PhD, CIPD Diploma,
Dip Econ

Research and consulting staff

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MA, PGDip
Felix Behling MA, PhD
Christine Bertram BSc,
MA, PhD
Paul Fairhurst BSc, MSc
Beth Foley BA, MPhil
Rosie Gloster BA, MSc,
PGCert

Kari Hadjivassiliou BA,
MSc
Ben Hicks BSc
Stefanie Ledermaier BA,
MA
Daniel Lucy BSc, MSc
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MPhil, PhD
Mary Mercer BSc, MSc,
MCIPD
Linda Miller BSc, PhD
Becci Newton MA,
PGCert
Emma Pollard BA, MA
Catherine Rickard BSc
Dilys Robinson BA, MBA,
FCIPD, FRSA
Alice Sinclair BSc, MSc
Stefan Speckesser MA,
PhD
José Vila-Belda Montalt
BSc, MSc
Joy Williams BSocSc
Sally Wilson BSc, PhD

Institute administrators and support staff

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Gill Brown BA, PGDip
Linda Lawrence
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

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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,
FCIPD
Wendy Hirsh MA, PhD,
FCIPD, FRSA
Claire Tyers BSc, MSc

Associate Fellows

Jane Aston BSc, MPhil
Anne Bellis BA, DPhil
Peter Barnard BA
Helen Barnes BA, MSc,
DPhil
Prof. Jim Buchan MA,
PhD, DPM
Prof. Claire Callender
BSc, PhD
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Dr Katherine Hyde BSc,
MSc, PhD
Will Hunt BSc, MSc
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
Ceri Phillips BSc, MSc,
PhD
Jo Rick BA, PhD,
CPsychol, AFBPsS

Ian Seccombe BA, MA,
PhD
Maggie Smith HND, Dip
Mark Spilsbury BSc,
FRSA
Sharon Varney BA, MSc,
DipM
David Vere MA, FCIPD
Ken Walsh BA, MA
Jan Walmsley BA , PGCE,
MSc, PhD
Matthew Williams BA
Peter Wall BSc, MSc
Ruth Williams BA, MA
Jane Yarnall BA, PhD,
MCIPD



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)

Architects Registration Board

Balfour Beatty

Bar Council

Bar Standards Board

Big Lottery Fund

Birmingham City Council

Business in the Community

Capital Ambition

The European Centre for the Development of Vocational Training (Cedefop)

CFS

Cheshire HR Services

Council of the European Union

CRAC: The Career Development Organisation

Department for Business Innovations and Skills

Department for Work and Pensions

Department of Health

European Agency for Safety and Health at Work (EU-OSHA)

European Commission

European Foundation for the Improvement of Living and Working Conditions (Eurofound)

European Metalworkers' Federation

European Parliament

Federal Institute for Vocational Education and Training (BIBB)

Government Equalities Office

Guardian Media Group

Health and Safety Executive

Higher Education Funding Council for England

Housing Ombudsman Service

Institute of Cancer Research

International Labour Organization

Kingston University

Learning and Skills Improvement Service

London Borough of Hammersmith and Fulham

London Borough of Southwark

London Councils

Low Pay Commission

Macmillan Cancer Support

Ministry of Defence

National Offender Manager Service

NHS Employers

NHS Institute for Innovation and Improvement

NHS North West

NIHR School for Social Care Research

Nottingham Trent University

Office of Manpower Economics

Office of Qualifications and Examinations Regulation

Office of the Independent Adjudicator for Higher Education

Panasonic

Plan International

Remploy

Royal Borough of Kensington & Chelsea

Royal College of Veterinary Surgeons

Santander Business Research & Collaboration Fund

Scottish Government

Shalom Human Resources Capability Building

Skills Funding Agency

Social Care Institute for Excellence

Society and College of Radiographers

Southampton University Hospitals NHS Trust

Surrey Police

The College of Social Work

Skills Development Scotland

Total

UK Commission for Employment and Skills

UNI Europa

Unionlearn

Universities and Colleges Employers Association

Universities Human Resources

Virtual Staff College

Vitae

Welsh Assembly Government

WWF (Central Africa)

Yorkshire Water

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 2011/12 included:

AD Research and Analysis Ltd	Centre for Higher Education Research and Information, Open University	IKEI Spain	Science & Technology Policy Research Unit
Ashley Consulting Services	Centre for Employment Research, University of Westminster	Industrial Relations Services Research	Social Policy Research Unit, University of York
BAE Systems	City & Guilds	Institute for Applied Economic Research, Germany	Spangar Negotiations, Finland
BDRC Continental	Cracow University of Economics, Poland	Institute for Employment Research, University of Warwick	Spire Associates
Blue Edge Consulting	Cranfield School of Management	Ipsos MORI	Strengths Partnership
BMG Research	Deloitte Consulting	Ismeri Europa SRL, Italy	Technopolis Group
Brighton Business School, University of Brighton	Ecorys UK Limited	Istituto per la ricerca sociale , Italy	Tempera, Belgium
Bryson Purdon Social Research	Employment Research Ltd	Kooperationsstelle Hamburg IFE GmbH, Germany	The National Institute of Economic & Social Research
Centre for Community Engagement, University of Sussex	Entreprise&Personnel, France	Matrix Insight (Matrix Knowledge Group)	The Work Foundation
Centre for Economic and Social Inclusion	Erasmus School of Economics, University of Rotterdam	National Centre for Social Research	TNS UK
Centre for Employment Relations Innovation and Change, University of Leeds	Ergon Associates	National Institute of Adult Continuing Education (NIACE)	Tosca Consulting Ltd
	Eversheds	Opinionpanel Ltd	University of Glasgow
	Faculty of Social Sciences, University of Lubljana	Orseu, France	University of Hertfordshire
	Federal Institute for Vocational Education (BIBB), Germany	ÖSB Consulting GmbH, Austria	University of Liverpool
	GfK NOP	QinetiQ Ltd	University of Surrey
	Human & Employment Relations Agency, France	Research Institute for Labour and Social Affairs, Czech Republic	Wilke, Maack and Partner, Germany
	Hungarian Academy of Sciences	Research Partners (UK) Ltd	
	IFF Research	RM Data Solutions	

Financial summary

Continuing restriction in government research funding during 2011/12, together with uncertain trading conditions in the private sector, resulted in a deficit of income over expenditure on operating activities for the year before transfers, of £58,000, (2010/11 deficit of £76,000). This has been taken from the Accumulated Fund.

At £3.8 million, gross financial turnover was down on the previous year, reflecting the changed funding environment, and the smaller size of the Institute following headcount reduction in the previous year.

Staff costs accounted for 48% of expenditure, and expenditure on subcontractors and associates increased.

IES fund balances continue to be maintained at a healthy level of £2.1 million, meeting our stated policy of covering six months operating costs and enabling us to continue to invest in our future. The Institute 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 the Institute).



Summary Income and Expenditure Statement 2011/12

	2010/11	2011/12
INCOME	£000'	£000'
Project	4,247	3,507
Corporate membership	332	246
Other (Events, Publications, Interest)	34	27
Total Income	4,613	3,780
EXPENDITURE		
Staff costs	3,005	1,857
Partners and subcontractors	859	1,253
Other direct costs	151	112
Management and administration	674	616
Total expenditure	4,689	3,838
Surplus (undesignated funds)	(76)	(58)
Fund balances	2,198	2,140

An active institute: publications, papers and presentations

The active dissemination of results and recommendations from IES research is central to our purpose. During the last year IES staff authored 53 publications. Of these, nine were in the IES Report Series, four were other papers, two were books, and a further 38 reports were published by our clients.

Our website attracts wide international interest with an average of 31,650 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.

IES recently started a twitter account (@EmploymentStudies), via which we keep "followers" informed of IES-related news and publications and occasionally offer comment on current news stories.

Publications: research reports

Routes onto Employment and Support Allowance
Sissons P, Barnes H, Stevens H
Research Report 774,
Department for Work and Pensions, September 2011

Voluntary Gender Equality Reporting in Organisations with 150 to 249 Employees
Dewson S, Gloster R, Chubb C, Carta E, Reilly P
Government Equalities Office, September 2011

Top Employers for Working Families: Benchmarking Report
Swan J, Morris L, Mercer M and Jackson S
Working Families, September 2011

Wages, productivity and employment: a review of theory and international data
Meager N, Speckesser S
EEO Thematic Report European Employment Observatory, October 2011

Occupational health provision on the Olympic Park and Athletes' Village
Tyers C, Hicks B
Research Report, Olympic Delivery Authority, October 2011

Industrial relations and working conditions developments in Europe 2010
Sweeney B, Curtarelli M, Aumayr C, Vargas O, Cabrera J, Broughton A
European Foundation for the Improvement of Living and Working Conditions, October 2011

Management practices and sustainable organisational performance: an analysis of the European Company Survey 2009
Cox A, Higgins T and Speckesser S
European Foundation for the Improvement of Living and Working Conditions, October 2011

Leadership and worker involvement on the Olympic Park
Lucy D, Tamkin P, Tyers C, Hicks B
Research Report 896, Health and Safety Executive, October 2011

European Restructuring Monitor Quarterly
Hurley J, Riso S, Salvatore L, Rinawi M, Broughton A
Issue 3, Autumn, European Foundation for the Improvement of Living and Working Conditions, October 2011

Urban and Rural Issues for the Health Sector in Scotland

Miller L, Robinson D, Butler M, Chubb C, Oakley J
Skills for Health, November 2011

Evaluation of the 'Salus & Co.' captures and cartoon strips

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Institute for Employment Studies,
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Restructuring in Europe 2011

Broughton A
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Social partnership for anticipating change and restructuring

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European Restructuring Monitor Quarterly

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Issue 4, Winter, European
Foundation for the Improvement
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Barristers' Working Lives

Pike G, Robinson D
Bar Council and Bar Standards
Board, February 2012

An assessment of the level of compliance with the statutory duty to obtain insurance under the Employers' Liability (Compulsory Insurance) Act 1969

Sinclair A, Sumption F
Research Report 844, Health and
Safety Executive, March 2012

Occupational Health Advice Lines Evaluation

Sinclair A, Martin R, Tyers C
Research Report 793, Department
for Work and Pensions,
March 2012

Evaluation of the Fit for Work Service pilots

Hillage J, et al
Research Report 792, Department
for Work and Pensions,
March 2012

Second survey of Get Connected Grant Recipients

Miller L, Oakley J, Stevens H,
Higgins T, Behling F
Report 495, Institute for
Employment Studies, March 2012

Scoping the Development of Work and Cancer Support for SMEs

Wilson S, Hicks B, Stevens H
Report 494, Institute for
Employment Studies, March 2012

Public sector employers' attitudes to use of Acas collective conciliation

Broughton A, Cox A
Research Paper 07/12, Acas,
March 2012

Get Connected: Impact Evaluation

Aldridge F, Casey L, Lockhart-Smith A, Miller L, Oakley J, Plant H, Sterland L, Stevens H, Higgins T
National Institute of Adult
Continuing Education, March 2012

The Impact of Workplace Initiatives on Low Carbon Behaviours

Cox A, Higgins, T, Gloster R, Foley B, Darnton A
Scottish Government, March 2012



The Impact of Workplace Initiatives on Low Carbon Behaviours: Case Study Report

Cox A, Higgins, T, Gloster R, Foley B
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Preparatory study for an Impact Assessment concerning the possible revision of the legislative framework on the posting of workers in the context of the provision of services

European Commission, March 2012

Occupational health provision on the Olympic Park and Athletes' Village

Tyers C, Hicks B
Research Report 921, Health and Safety Executive, April 2012

European Restructuring Monitor Quarterly

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Issue 1, Spring, European Foundation for the Improvement of Living and Working Conditions, April 2012

Study on a comprehensive overview on traineeship arrangements in Member States

Hadjivassiliou K, Carta E, Higgins T, Rickard C, Ter-Minassian S, Pesce F, Samek M, Barbieri D, Broglio D, Naaf S, Grollmann P, Weigel T, Wolfgarten T, Hensen K
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Apprenticeship supply in the Member States of the European Union

European Commission, May 2012

Expanding and Improving Part-time Higher Education

Pollard E, Newton B, Hillage J
Research Paper 68, Department for Business, Innovation and Skills, June 2012

Green skills and environmental awareness in vocational education and training

Research Paper 24, European Centre for the Development of Vocational Training (Cedefop), June 2012

Managing Extended Working Life

Lucy D, Broughton A, Lazazzara A, Stettes O, Le Boulaire M, Tran X
Panorama 303, Enterprise&Personnel, June 2012

Flexicurity: Actions at Company Level

Broughton A, Biletta I, Vacas C
European Foundation for the Improvement of Living and Working Conditions, July 2012

Teams and the engaging manager

Tamkin P, Robinson D
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Images of engaging management

Robertson Smith G, Robinson D
Report 490, Institute for Employment Studies, July 2012

Leadership and Management in the UK - The key to sustainable growth

Department for Business, Innovation and Skills, July 2012

Occupational Hygiene at the Olympic Park and Athletes' Village

Tyers C, Speckesser S, Hicks B, Baxter K, Gilbert M, Ball E
Report 497, Institute for Employment Studies, July 2012

Sector Skills Insights: Digital and Creative

Williams M, Hillage J, Pinto R, Garrett R
Evidence Report 49, UK Commission for Employment and Skills, July 2012

Sector Skills Insights: Energy
Speckesser S, Hillage J, Hogarth T,
Ni Luanaigh A, Garrett R
Evidence Report 51, UK
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Skills, July 2012

*Sector Skills Insights: Health and
Social Care*
Tamkin P, Behling F, Jones R,
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Evidence Report 52, UK
Commission for Employment and
Skills, July 2012

*European Restructuring Monitor
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A, Celikel-Esser F, Jarosz E,
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July 2012

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Williams M, Ni Luanaigh A,
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Evidence Report 55, UK
Commission for Employment and
Skills, August 2012

Healthy Youth Centre Pilot Project
Wilson S, Hicks B
Institute for Employment Studies,
August 2012

*Jobcentre Plus Employer
Satisfaction and Experience
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Pollard E, Behling F, Hillage J,
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for Work and Pensions, 2012

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Speckesser S
Research Summary, Department
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*Report for NAS: Good Practice
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Newton B, Miller L, Oakley J,
Hicks B
Report 496, Institute for
Employment Studies,
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Other papers

*Creating social networks for
learning and sharing ideas*
Fairhurst P, Miller L
Opinion Paper OP24, Institute for
Employment Studies,
November 2011

*Better Business: How to go
greener with staff to improve
performance*
Scottish Government, March 2012

ICT for Disabled People
POSTNote 411, Houses of
Parliament (Parliamentary Office
of Science & Technology),
May 2012

*Board effectiveness: people issues
are at the heart*
Fairhurst P, Reilly P
Opinion Paper OP25, Institute for
Employment Studies, May 2012

Books

*Global HR: Challenges Facing the
Function*
Reilly P, Williams A
Gower, 2012

Planning Your Career in a Week
Hirsh W, Jackson C
Hodder Education, 2012

Articles and book chapters by IES authors

Broughton A. *'Building bridges to find common ground'*, Public Servant, August 2012

Broughton A. *'Who's up for conciliation?'*, People Management, June 2012

Broughton A. *'Les employeurs face au défi de gérer la génération Facebook'*, Liaisons Sociales Europe, N° 295, January 2012

Broughton A. *'Nip it in the bud'*, HR Director, Issue 86, December 2011

Carter A. *'Board blind spots: a method for exposing what boards can't see'*, Developing organisations: evolution and revolution, Vol, 18 No. 4, Winter 2011

Carter A, Gray S. *'Making the boardroom the place to improve patient experience'*, Health Service Journal, November 2011

Fairhurst P. *'Problem Solver: How can my organisation ensure effective career progression for my employees?'*, AskGrapevineHR, August 2012

Fairhurst P. *'Strengths focused coaching - five years on'*, Local Government Chronicle, July 2012

Garrow V. *'Mobilizing for rapid change'*, Strategic HR Review, Vol. 11, No. 5, June 2012

Garrow V, Martin G. *'Organisational culture and cultural integration'*, Francis, H., Holbeche, L.S. and Reddington, M. (eds.), People and Organization Development: A new agenda for organisational effectiveness, February 2012

Garrow, V. *'Talent Forward: measuring ROI'*, People Management, December 2011

Garrow V, Varney S. *'Developing organisations: evolution and revolution'*, Organisations & People, November 2011

Garrow V. *'Talent Forward: clusters'*, People Management, November 2011

Garrow V, Varney S. *'How to... build a career in OD'*, People Management, October 2011

Garrow V. *'Checking for vital signs, post M&A'*, HR Director, Issue 84, October 2011

Hicks B. *'What public managers can do to support stressed staff'*, Public leaders network, March 2012

Lucy D. *'Employee wellbeing at the Olympic Park is the strategy behind its impressive health and safety'*, Human Resources, December 2011

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Meager N. *'The labour market in 2012: some HR implications'*, Human Resources, February 2012

Mercer M. *'Does flexible working reduce stress?'*, Employee Benefits, September 2012

Mercer M. *'Flexible working and the Olympics – the real legacy'*, HR Bullets, August 2012

Mercer M. *'Why flexible working seizes up'*, HR Director, April 2012

Miller L, Cox A. *'Skills for the green economy'*, City & Guilds Centre for Skills Development eZine, Spring 2012, May 2012

Reilly P. *'Small employer? Think big for flexible benefits'*, Employee Benefits, September 2012

Reilly P. *'A busted brand?'*, The MJ, April 2012

Reilly P and Williams T. *'The challenges of global HR: One way to go?'*, People Management, September 2012

Reilly P. *'A Stress Reduction Exercise, Not Just For Hard Times'*, PPMA, August 2012

Reilly P. *'Buying and selling holiday'*, Reward, Summer 2012

Reilly P. *'Local pay: national problems'*, The Guardian: Public Leaders Network, July 2012

Reilly P and Robinson D. *'An analytical approach'*, HR & Training Journal, Issue 12, June 2012

Reilly P and Sorensen A. *'What does the future hold for public-sector HR?'*, Workspan, May 2012

Reilly P. *'The practice of strategy'*, Strategic HR Review, Vol. 11 No. 3, Spring 2012

Reilly P. *'Fat cats on thin rations!'*, HR News, April 2012

Reilly P. *'HR's future in a global setting'*, Human Resource Management International Digest, Vol. 20 No. 3, April 2012

Reilly P. *'Expert commentary'*, Global Mobility Survey 2012, March 2012

Reilly P. *'Transforming HR to Support Strategic Change'*, Francis, H., Holbeche, L.S. and Reddington, M. (eds.), People and Organization Development: A new agenda for organisational effectiveness, February 2012

Reilly P, Hirsh W. *'Obtaining customer feedback on HR – Who dares wins'*, People Management, January 2012

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

Reilly P. *'So what have we learnt about the role of HR during this recession?'*, PPMA Focus Supplement, Municipal Journal, October 2011, October 2011

Reilly P. *'The outside view: Turning a mirror on ourselves'*, Chartered Secretary, October 2011

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Tamkin P. *'The curse of Murphy's law'*, HR Director, August 2012

Tamkin P. *'Leadership by design'*, Strategic HR Review, Vol. 11 No. 2, March 2012

Tyers C. *'Lighting the way'*, Occupational Health, July 2012

Wilson S. *'How to support line managers in dealing with mental health'*, Occupational Health, June 2012

Wilson S. *'Preventing and managing stress'*, Edge, February 2012

IES researchers addressing conferences and seminars

Broughton A. *'Employee relations implications of social networking – issues and challenges'*, Managing the Academic Workforce: Global Challenges and Opportunities, London, July 2012

Broughton A. *'Chair: stakeholder discussion'*, Temporary agency work and transitions in the labour market, Brussels, June 2012

Broughton A. *'Employee use of social networking: issues and challenges'*, Employee privacy. Workstation or Playstation?, London, March 2012

Broughton A. *'Employee use of social networking: issues and challenges'*, Employee privacy. Workstation or Playstation?, Manchester, February 2012

Broughton A. *'Employee use of social networking: issues and challenges'*, Employee privacy. Workstation or Playstation?, Leeds, February 2012

Broughton A. *'Employee use of social networking: issues and challenges'*, Employee privacy. Workstation or Playstation?, Birmingham, February 2012

Broughton A. *'Employee use of social networking: issues and challenges'*, Employee privacy. Workstation or Playstation?, Nottingham, February 2012

Broughton A. *'Employee use of social networking: issues and challenges'*, Employee privacy. Workstation or Playstation?, London, January 2012

Broughton A. *'Employee use of social networking: issues and challenges'*, Employee privacy. Workstation or Playstation?, Cardiff, January 2012

Broughton, A. *'Flexible working in the EU'*, Employment protection in restructuring for workers in more flexible forms of work and in SMEs, Brussels, December 2011

Carter A, Hicks B. *'Impact of coaching on employee well-being'*, 2nd European Research Conference, Sheffield, July 2012

Carter A. *'Coaching programmes in work settings'*, Coaching meets research, 2nd International Coaching Research Congress for German Speaking Europe, Basel, Switzerland, June 2012

Carter A. *'The business case for coaching'*, NHS Coaching Summit, Birmingham, March 2012

Garrow V, Varney S. *'Building Your OD Capability: getting started'*, CIPD Organisation Development Conference, September 2012

Garrow V. *'Chair'*, CIPD HRD Conference: Providing the ROI of L&D, London, April 2012

Hadjivassiliou, K. P. *'Study on a Comprehensive Overview on Traineeship Arrangements in Member States – Main Findings'*, EU-level Stakeholder Validation Workshop, Brussels, February 2012

Hadjivassiliou, K. P. and Rickard, C. *'Trapped or Flexible: Highly Skilled Young People in the UK'*, UK Stakeholder Seminar, London, October 2011

Higgins, T., Hadjivassiliou, K. P. and Rickard, C. *'Labour Market Transitions of Highly Skilled Young People in the UK'*, Trapped or Flexible? Conference, University of Trento, Trento, February 2012



Hillage J. *'Fit for purpose? Do policies to reduce long-term sickness absence work?'*, Disability and Social Inclusion seminar series, London, July 2012

Hillage J, Pollard E, Newton B. *'Expanding and Improving Part-time Higher Education'*, Higher Education Seminar, London, June 2012

Hillage J. *'Chair'*, Jobless Generation: Youth Unemployment in the EU, London, June 2012

Hillage J. *'Where are the jobs for young people?'*, Future Skill Needs, House of Commons, London, May 2012

Hirsh W. *'Talent Management - From Rhetoric to Relevance'*, HR Summer School, Growth with Fewer People, Henley, July 2012

Hirsh W. *'Chair'*, Identifying and nurturing talent, Great Missenden, June 2012

Hirsh W. *'Talent Management: Friend or foe?'*, CCS Alumni Conference 2012, Windsor, June 2012

Hirsh W. *'Panel member'*, Lost Generation or Regeneration?, London, May 2012

Hirsh W. *'Performance Management: The implementation challenge'*, Oxen Park, London, October 2011

Meager N. *'Self-employment: independent 'enterprise', or precarious low-skilled work? The case of the UK'*, Ecole Thématique: Emploi Travail et Organisation, Annecy, June 2012

Meager N. *'Evaluation of the Work Programme'*, Welfare to Work Convention, Birmingham, June 2012

Meager N. *'Co-ordinator and chair'*, Peer review: Effects of life courses on women's pensions, Berlin, November 2011

Mellors-Bourne R, Pollard E. *'What Do Researchers Do? What Do We Understand About Researchers' Careers?'*, Vitae Researcher Development International Conference, London, September 2012

Miller L. *'Breaking Gender Segregation in Apprenticeships'*, Apprenticeships: Rebuilding the Economy with the Workforce of Tomorrow, September 2012

Miller L. *'Chair'*, The Future of Apprenticeships: Building a World Class Skills Economy, London, May 2012

Newton, B. *'Study on the Apprenticeship Supply in Member States - The case of United Kingdom'*, EU-level Stakeholder Validation Workshop, Brussels, December 2011

Newton B. *'Expert contribution'*, Expert seminar: Youth unemployment and young people NEET, London, July 2012

Reilly P. *'Responding to the recession: how does the UK experience fit your experience'*, SAP HR Directors' Network, Venice, September 2012

Reilly P. *'Senior manager pay in local government'*, Pay and employee relations committee meeting, London, July 2012

Reilly P. *'Valuing your Benefits: How to measure and achieve ROI from your benefits spend'*, Workplace Savings & Benefits Question Time, London, July 2012

Reilly P. *'Chair'*, Fair pay: perception and reality and the impact on engagement, London, July 2012

Reilly P. *'The changing nature of employee relations: the collective and the individual'*, JSB Annual Conference, London, June 2012

Reilly P. *'Panel Member'*, Global Mobility Survey 2012. Forum for Expatriate Management Annual Conference, London, May 2012

Reilly P. *'Chair'*, 3rd Annual Compensation and Benefits Seminar, Brussels, May 2012

Reilly P. *'Non-financial recognition: the forgotten part of Total Reward'*, 3rd Annual Compensation and Benefits Seminar, Brussels, May 2012

Reilly P. *'Management of executive reward: lots of questions but sufficient answers?'*, HR Directors' Forum, London, May 2012

Reilly P. *'Positioning public sector HR'*, Public Sector People Managers' Association 2012, Birmingham, April 2012

Reilly P. *'Functional challenges for Global HR'*, SAP HR Directors' Network, Istanbul, April 2012

Reilly P. *'Reward and performance management in the UK'*, State-owned assets supervision and administration commission of Anhui Province, PR China, London, March 2012

Reilly P. *'Senior manager pay in local government'*, Heads of HR London Councils, London, January 2012

Reilly P. *'Chair'*, The Future of HR Summit 2011: Managing Change, London, December 2011

Reilly P. *'New HR service delivery models: the place of experts'*, Northern Ireland Civil Service HR Innovation Day, Bangor, December 2011

Reilly P. *'Shared services and increasing HR's value added'*, HRM Masters Class, University of Brighton, December 2011

Reilly P. *'Changing psychological contract in local government'*, London Councils ER and Reward Group, London, December 2011

Reilly P. *'Chair'*, Getting to the heart of the people issues: how to carry out an effective board review, London, November 2011

Reilly P. *'Executive remuneration: an international approach'*, Top Pay the Local Way, London, November 2011

Reilly P. *'Workforce efficiency and productivity'*, HR Leadership Team Lambeth Council, Brixton, October 2011

Reilly P. *'The nature of employee engagement and what drives it'*, UCEA Employee Engagement and Wellbeing, London, October 2011

Reilly P. *'Organization of HR in Public Sector'*, Delegation from Chinese government, London, October 2011

Reilly P. *'Organization of HR in Public Sector'*, Delegation from Xian City, China, London, October 2011

Robinson D. *'Building Employee Engagement'*, Employee Engagement in HE, London, June 2012

Robinson D. *'The Engaging Manager workshop'*, Universities Human Resources (UHR) Annual Conference, Ashford, Kent, May 2012

Robinson D. *'Chair'*, Employee Engagement Summit 2012, Canary Wharf, London, March 2012

Tamkin P. *'Outstanding leadership'*, Oxfam Leadership Development Programme, Oxford, September 2012

Tamkin P. *'Exceeding expectations: the principles of outstanding leadership'*, Guildford CIPD, Guildford, April 2012

Tamkin P. *'Occupational Regulation'*, UKCES internal policy seminar, London, March 2012

Tamkin P. *'Principles of outstanding leadership'*, Big Lottery Fund internal staff seminar, London, February 2012

Tamkin P. *'Management capability'*, Astra Zeneca inhouse seminar, London, February 2012

Tamkin P. *'Exceeding expectations: the principles of outstanding leadership'*, Ordnance Survey HR Conference, Southampton, November 2011

Advisory roles

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

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Board Member, City Women's Network (CWN) Marketing Committee

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

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Fellow, NIHR School for Social Care Research, London School of Economics

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Thematic expert for the European Employment Observatory

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

UKCES Visiting Research Fellow

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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

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

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Member of the Development Board of Cheshire HR Services

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IES is a registered charity
number 258390

Designed by Helen Joubert Design
Printed by Synergy Group

ISSN 1756-2325



The Institute for Employment Studies
has achieved ISO 9001:2008 Quality
Management Standard certification.



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CBP00012352109122746