

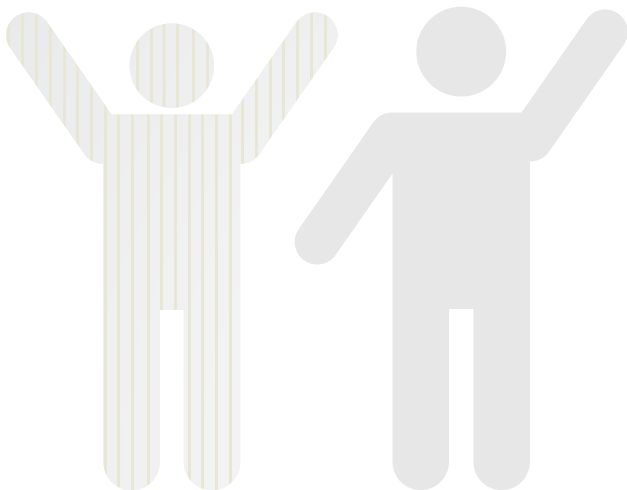


Institute for Employment Studies Annual Review 2013

ies

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.



Contents

From our Chair	3
Director's introduction	4
How IES works	5
Building the evidence base for public employment policy	6
International labour markets and employment policy	10
Research and consultancy for employers	13
Corporate Membership: the IES HR Network	16
HR Network members 2012-2013	18
IES Council and Board of Trustees	19
Staff and associates	20
Clients	22
Partner organisations	24
Financial Summary	25
An active institute: publications, papers and presentations	26
IES advisory roles	36

From our Chair

David Smith

Chair of the IES Board



As Chair of the IES Board of Trustees, I am delighted to be able to report on a strong performance in the 2012/13 financial year. The Institute has responded successfully to the difficult economic circumstances it has faced in the last few years and adjusted its cost base to match the tighter funding environment.

It is especially pleasing that the Institute's diversification strategy has paid off. The growth in HR work for employers and, particularly, in public policy work in Europe, has helped to offset the impact of austerity-driven reductions in UK government funding. Despite the latter, IES remains at the forefront of employment policy research in the UK, and is engaged in the evaluation of many key initiatives, including the controversial Work Programme.

The Institute's charitable mission to work with employers and public agencies to improve employment policy and practice remains highly relevant in current turbulent times. 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. I would like to thank them all for their support and commitment.

Director's introduction

Nigel Meager

IES Director



The financial year 2012/13 was a successful year for IES in which it returned to financial surplus, and consolidated its position in the new economic and political environment.

The Institute has, while maintaining its role as one of the main suppliers to UK policy-makers of research and evaluation on employment

and related topics, continued to diversify the range of its work. In particular, the year saw both growth and increasing diversity and breadth in the Institute's two other main work streams: international public policy work, and HR work for employers and employer bodies.

Research and evaluation work on UK public policy continues to account for just over half of the Institute's work. Despite the environment of economic 'austerity' within which public policy-making now operates in the UK, it is nevertheless clear that evidence still matters to policy-makers, politicians, parliamentarians and the wider public and media, and government is still prepared to pay for the collection and interpretation of that evidence (albeit on a smaller scale than before). The Institute's charitable mission to undertake rigorous research to improve employment policy and practice remains as relevant as ever, and 2012/13 saw us pursue that mission energetically in our UK public policy work. This work, which is described in more detail elsewhere in this review, includes high-profile evaluations of major public interventions such as the Work Programme and the Youth Contract.

The other half of the Institute's work is split fairly evenly between our international policy work, and our HR work for employers. Following an explicit strategy of diversification established in the years

since 2010, both streams of work grew significantly during the financial year 2012/13, and this growth continued to balance and offset the financial stringency experienced in the UK public policy work. As a result, the Institute is now more financially resilient than previously, with less reliance on a small number of funding streams. Equally importantly, it has a richer and more mutually reinforcing balance of work than before, operating at several levels: from micro-level research and consultancy with and for individual employers; through national level research and evaluation on employment policy; to international research comparing employment policies, regimes and experiences across different nations. The continued growth in the Institute's international work is particularly gratifying, as is the contribution of that work to European policy debates on crucial topics such as youth unemployment.

As detailed elsewhere in this review, the Institute has, in pursuit of its charitable mission, been actively engaged in the wide dissemination of its work, and in helping others interpret the messages from its research findings. As always, this dissemination takes place through a variety of channels including the press, broadcast media, and the internet as well as professional and academic journals, conferences and seminars. Increasingly during 2012/13 the Institute also moved towards making greater use of Twitter and other social media to get the results of its work out into the wider world.

The successful year reported in this review is entirely the result of the expertise, hard work and commitment of my colleagues at the Institute, together with the contributions made by our growing network of partners and associates. I thank them all for their contributions, and thanks are also due to the members of the IES Board and Council, whose support and guidance have been critically important to the Institute during 2012/13.

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 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 12 we detail the past year's range of research on public policy topic areas, together with our international work. Pages 13 to 18 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

During the year, the Institute continued to take a leading role in monitoring UK labour market trends, researching potential market deficiencies, opportunities and challenges and evaluating policy interventions. The Institute's work played a significant part in generating and disseminating evidence and insights to help policy-makers at all levels to design and deliver more effective interventions.

Our work covers the whole employment field: from the efforts of school leavers to enter apprenticeships and jobs, through to the graduate labour market, and the increasing employment of older workers. We also look at:

- the role of employers and how they recruit and train people,
- the role of government in, for example, designing and implementing programmes to help unemployed people, young and old, into work, and
- the role of intermediaries including careers advisers, employment services and training and education providers.

Our work in the UK policy scene during the year reflected this broad canvas.

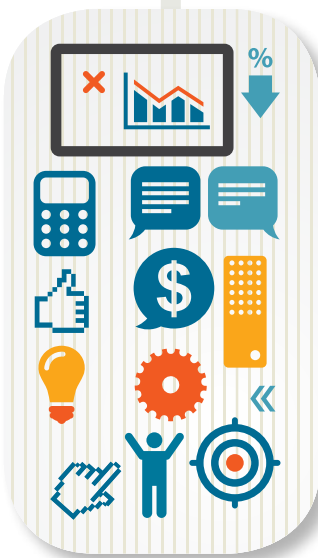
Investment in skills

The Institute has a growing track record of research on skills demand and supply, building on our background work for the 2010 National Strategic Skills Audit. During the year, with colleagues from the Institute for Employment Research, we researched and wrote an updated National Strategic Skills Audit for Wales, for the Welsh Government. It highlighted the continued importance of managerial jobs and skills, especially in retail, health and social care; the need to improve management capability in exploitation of technology; the continued demand for teaching and health professionals and for skilled workers in construction, metal, electrical and electronic trades. These roles are likely to become more important if the recent improvements in the economy flow through to the labour market.

One of the key sources of the supply of skills is from the increasing number of apprenticeships and the Institute has a growing research portfolio on apprenticeships, including our ongoing evaluation of the Apprenticeship Grant for Employers for the Department for Business Innovation and Skills. One study completed during the



year was an evaluation of the impact of the introduction of the minimum wage rate for apprentices, which we found to have had a greater effect on younger people's pay, particularly in sectors like hairdressing, than on the pay of older apprentices.




Another way in which future economic needs can be met is through employers investing in the skills of their existing workforce, who will be the source of over 80 per cent of the people employed in ten years' time. The Institute has been working with the UK Commission for Employment and Skills (UKCES) to investigate ways in which increased employer investment in training and skill development could be encouraged.

In this light we have examined the role that occupational regulation, ie introduction of minimum prescribed skills standards into an occupation or an aspect of it, can have in raising skill levels. We found that schemes with a clear rationale behind them, set at the right skill level and with an effective regulatory body behind them, could be effective in raising skill levels, status, standards and performance. In a separate study for UKCES we assessed the potential for skills-related employer networks to support knowledge exchange, skills investment and economic growth. 2012/13 also saw the Institute continuing to evaluate Investors in People, and a report based on a series of case studies published during the year found that the standard was particularly relevant to ambitious organisations

seeking to grow in revenue and employment, through helping to plan for the challenges of recruiting, managing and retaining a larger workforce.

Another way in which employers meet their skills and staffing needs is through recruitment and, in a study for Acas, we found that they are increasingly using social media in the recruitment process, often to complement more traditional methods. Usage depends on factors such as the size and sector in which the organisation operates. For example, younger, growing companies were more likely to use social media. However, employers may need to think more strategically about their whole recruitment process and the extent to which it is fair and relevant to seek information about a potential employee's private life as part of the hiring process.

Having the skills that employers are looking for is particularly important for unemployed people seeking to get back into the labour market. Our study for the Department for Work and Pensions (DWP) on how careers services and Jobcentre Plus are working more closely together found that skills provision and employment services were becoming better integrated, although there was still scope for further progress across both systems. Where it works well, claimants and employers report considerable benefits. Job seekers like the opportunity to add qualifications to their CV and gain the confidence and skills they need to find work, while employers successfully fill vacancies with motivated and skilled employees.



Unemployment and welfare to work

The main Government initiatives aiming to help unemployed people back to work are the Work Programme and, for younger people, the Youth Contract. We are leading the consortium evaluating the former for DWP and, in a separate partnership, we are evaluating the Department for Education's element of the Youth Contract. Both these major evaluations were ongoing during 2012/13 but an interim report on the Work Programme evaluation, which investigated the delivery and experience of the programme in the first year, found the personalisation of support, a key tenet of the programme, was often more procedural than substantive in nature. Many providers were prioritising more 'job-ready' participants for support, ahead of those who are assessed as having more complex/substantial barriers to employment, suggesting that the problems of 'creaming' and 'parking' which have bedevilled many employment programmes based on payment by results in the past, may still be present in the Work Programme itself.



Health and well-being at work

Finally, our research programme on health at work continued to flourish in 2012/13. This included our major quantitative evaluation of the introduction of the new medical statement of fitness for work, or the 'fit note' which replaced the former 'sick note' in 2010. This study found evidence that the new fit note was having an effect in lowering long-term absence levels. It also found that mental ill-health conditions, such as depression, anxiety and stress constituted increasingly important reasons why employees took sick leave and that there was a strong relationship between the length of sickness absence and the levels of social deprivation in a local area.



The value of higher education

In November 2012, IES held its annual policy conference. This year the subject was the value of higher education (HE), and the conference brought together a range of stakeholders from universities, colleges, HE bodies, government agencies, employers, think-tanks and research organisations to explore 'value' from a range of perspectives.

The speakers included:

- **Gordon McKenzie**, Deputy Director for higher education policy at the Department for Business, Innovation and Skills
- **Professor Nigel Thrift**, Vice Chancellor of the University of Warwick
- **Louis Coiffait**, Head of Research at The Pearson Think Tank
- **Deborah Roseveare**, Head of Skills Beyond School Division, Directorate for Education, of the Organisation for Economic Cooperation and Development (OECD)
- **Professor Les Ebdon**, the Director of the Office for Fair Access (OFFA)

The conference covered many of the key issues facing the HE sector including:

- The variety of roles that universities play in modern society, from elite institutions with global attraction creating new knowledge to mass institutions serving labour markets and inducting skills.
- The marketisation of the sector and the extent to which domestic participation, part-time or full-time, will be affected by the switching from public to private funding and the opportunities provided by the growth of internationally mobile learners.
- The returns from higher education, which in some cases in the UK are no higher than upper secondary education, according to the OECD; and that having a tertiary education is no guarantee of a higher income.
- The role of higher education as an agent of social mobility and the challenge that many institutions face in encouraging applications from less traditional sources and counteracting intergenerational immobility.

A full report of the conference is available in the Spring 2013 issue of Employment Studies, our public policy newsletter.



Jim Hillage, IES Director of Research, chaired the conference

International labour markets and employment policy

The Institute's work on international (mainly European) public policy topics continued to go from strength to strength during 2012/13 and it now accounts for nearly a quarter of IES project income. This welcome development both helps to diversify the Institute's funding streams, and continues to enrich our understanding of policy and labour market issues by enabling us to draw on international experience.

The Institute now undertakes research and evaluation for all of the major European institutions that commission work in employment and related social fields. As in previous years, our international client base in 2012/13 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).


The bulk of the Institute's international work is undertaken in partnership with other research institutes and organisations across Europe and beyond. Sometimes IES will lead a consortium of partners to bid for and undertake a particular project; on other occasions IES will participate in a consortium led by others. The efforts made in recent years to build better contacts and closer relationships with suitable partner organisations in other countries are now beginning to bear fruit, and some of our most frequent and important partners are listed on page 24 of this review.



Youth labour market

A major strand of IES European work in the last couple of years has focused on the youth labour market, which is one of the most pressing concerns of policy makers in the EU in light of the ongoing crisis of youth unemployment that has continued to affect most European countries. The Institute's recent work has been very influential in this respect and received prominent coverage in international fora: in particular, our work on youth traineeships for the European Commission was widely cited in European policy circles. This high profile for the Institute's work led to further new projects in this area during 2012/13. In particular:

- IES is now leading a project for Eurofound, aiming to provide an overview of good practices in selected member states which promote successful school-to-work transitions for both young people in general and those who face specific labour market barriers, notably those not in education or employment (NEETs).
- Building on the influential work on apprenticeship and traineeships in Europe undertaken by Kari Hadjivassiliou and other IES colleagues, IES is now part of a consortium led by Ecorys consulting, together with IRS in Italy, which is undertaking a major two-year project to help and advise the European Commission in supporting national and regional governments and social partners to establish new apprenticeship/traineeship programmes and improve the performance of existing programmes. This is a good example of a



project which, because of its scale, geographical coverage and its technical assistance components, IES could not undertake on its own, but has been able to benefit from our recent efforts to build cross-national partnerships and consortia.

Health and safety at work



Another important strand of recent development in the Institute's international work has been in the area of health and safety at work. In this context, 2012/13 saw the winning of several significant projects from the European Health and Safety Agency (EU-OSHA). These projects further reinforce the Institute's position as a major supplier of research and evaluation to the Agency (a relatively new client to IES), and help to offset the dramatic decline in UK commissioning on workplace health and well-being topics, with very little now being commissioned from the Health and Safety Executive, for example. This work included:

- Two major projects helping EU-OSHA with the redesign and evaluation of the European Survey of Enterprises on New and Emerging Risks (ESENER). This is a pan-European survey of enterprises across 31 countries, focused on exploring management practice and policy in managing health and safety risks at work, based on 36,000 interviews with representatives from both management and the workforce.
- An important commission from EU-OSHA to evaluate its Communication Partnership Project, the aim of which is to improve the reach of communication on occupational safety and health topics to small and medium-sized enterprises (SMEs) across Europe.
- A new commission from EU-OSHA to evaluate the 2012-2013 Healthy Workplaces Campaign, which focuses on working together for risk prevention.

Industrial relations and social dialogue

2012/13 also saw the continuation and development of the Institute's programme of work on industrial relations and social dialogue, which has been a traditional strength of IES' international research work. In particular, following a further contract renewal, IES continues to provide to Eurofound information reporting services on industrial relations, working conditions and change management across the EU, leading a consortium with French and Belgian partners. Additional new developments in this work area during the year included:

- In the early part of the year, an appointment for Andrea Broughton, Principal Research Fellow at IES, as Chief Editor of the report Industrial Relations in Europe 2012, on behalf of the European Commission (the report was published in early 2013).
- Also in the early part of the year, a study for Eurofound of the impact of the economic crisis on industrial relations in Europe.





- A cross-country study for the International Labour Organization on the role of collective bargaining and social partners in strengthening the relationship between wages and productivity. This study covers the Americas, Africa and Asia as well as Europe, and it is hoped that it will lead to subsequent in-depth work to support policy recommendations on strengthening the link between wage settlements and productivity trends.
- A study, funded by the European Commission, of industrial relations and restructuring in the banking and automotive sector, feeding into a project run by an Italian trade union confederation, which aims to improve the efficiency of industrial relations strategies during economic restructuring.

As in recent years, however, in addition to the main thematic areas of the Institute's international work, the year also saw a great diversity of new projects for international clients across a wide range of employment-related topics. In 2012/13, these included:

- The delivery of a training programme on evaluation of skills initiatives conducted for the ILO in Geneva.
- A small project for the World Bank and ILO looking at the Indian apprenticeship system.
- A study of immigrant workers and workforce development systems in Germany, on behalf of the Migration Policy Institute in the US.
- The UK component of an EU-wide study on employment in the personal and household services sector, for the European Commission.
- Further work for the German Federal Institute for Vocational Education and Training (BiBB), looking at induction and development processes for new career entrants in a number of industries.
- A small study for the European Parliament, looking at the economic added value of further moves towards reducing the gender pay gap in Europe.
- Also for the European Parliament, a study of private employment agencies

Finally, some important ongoing longer-term European projects continued during the year, including the Institute's participation in a consortium led by ÖSB Consulting in Austria 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. IES has been part of the core team in this initiative since 2006.



Research and consultancy for employers

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

HR research and consultancy

Our project work is very varied in content, as well as in the type of client. We undertake a number of evaluations of HR policy and practice, leadership, and learning and development activities, both directly for employers and for employer bodies. We use evidence to help the redesign of HR policies and practices, especially gathering data to build a case for change, or testing the temperature of the employment climate (via employee engagement surveys or focus groups). Increasingly, however, we are active in advising, encouraging and supporting HR managers through change programmes. This might involve design (eg of a new pay structure), facilitation or option formation. We also help organisations build internal capability through our CPD (Continuing Professional Development) offering. This covers most of the HR bases in terms of content, underpinned by evidence of what works.

Some of our project work involves providing evidence for decision-makers through the acquisition and deployment of particular forms of data (eg from employee engagement surveys, workforce planning analysis, etc). Other types of project involve giving support to organisations seeking to make themselves more effective, especially through change initiatives. We may mobilise data, but we also offer timely advice and challenge to optimise outcomes.

On many occasions we execute projects on our own but increasingly we partner other organisations. We have had long-standing relationships with Cranfield School of Management and QinetiQ, and more recently with BAE Systems, to execute a number of personnel projects for the Ministry of Defence. We also frequently collaborate with the Strengths Partnership on development and coaching programmes. This year we were part of a team led by Edinburgh Napier University to assist Fife Council's Workforce Transformation Programme.





Assignments for employers

Change management

Our support for the management of change has concentrated on the public sector where the need for transformation is particularly evident. Thus, during 2012/13 we continued to support the Housing Ombudsman's rapid change programme, providing insight and constructive challenge on matters related to structures, new roles, cross-functional team working and proportionate career and talent management options within a flat-structured organisation. We also prepared an organisational development case study for the Housing Ombudsman describing their transformation journey and key learning points. Strategic assistance includes strategy review facilitation and 'good to great' Audit and Risk Committee development support. Leader and manager development assistance continues with the design and delivery of training for managers on effective performance conversations, and with further coaching (also to other staff) on personal development issues.

The HR function



A number of our change projects during the year focused on the HR function and its transformation. We continued to work 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 also continued, looking at helping build capability in their HR teams. Work on the HR function included an assignment for a Further Education college on optimal HR arrangements based on a review of their current performance and inputs, and work for NHS Scotland on HR shared services models.

Reward and performance

During the year the Institute undertook several reward and performance management projects for employers.

- We helped the Wellcome Sanger Trust Institute establish a contribution assessment approach linked to pay.
- For Plan International (a child rights charity) IES reviewed a pilot of a newly-introduced performance-related pay scheme for HQ and international staff.
- We examined the issues in pay structure harmonisation of local authorities engaged in partnership working and an analysis of their future pay and reward strategy options.

Learning and development

In our work on learning and development we undertook a Strategic Learning and Development Assessment for the Home Office to ensure that L&D priorities in Immigration Enforcement, UK Visas and Immigration and Operational Systems Transformation are aligned with business priorities.

During the year we delivered Leadership Strengths workshops for each of the regional management teams at ISG Construction.

The year also saw IES doing coaching surveys for the Leadership Academy and running a pilot in coaching for behavioural change for NHS East of England.

Workforce planning

A traditional area of strength is workforce planning, and IES undertook a range of projects in this area during 2012/13.

- The year saw continuation of the Institute's work in training and supporting Plan International's country operations to use a workforce planning tool.
- We provided workforce planning training for the accountancy firm Moore Stephens.
- We conducted a workforce planning training course for, and subsequent coaching support to, four countries and the regional office of World Wide Fund for Nature in central Africa.



Flexibility at work

For some years 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.

Assignments for professional and sectoral bodies

IES has a steady stream of work for professional and sectoral employer bodies, which continued during 2012/13:

- For the Universities and Colleges Employers Association and Universities Human Resources we developed an 'Engagement in HE' toolkit.
- For the Chartered Institute of Professional Development we contributed to a project on social media and the recruitment of young people.
- We did an evaluation for the NHS Institute for Innovation and Improvement of the '15 Steps Challenge Programme' designed to help staff, patients and others to work together to identify improvements that will enhance the patient experience.
- Over the years, IES has conducted a range of studies for the Learning and Skills Improvement Service (LSIS). LSIS was wound up during 2012/13 and IES was commissioned to review the organisation's legacy with regard to leadership development across the learning and skills sector.
- We conducted surveys of professional groups for, amongst others, the Bar Standards Board (barristers) and the Royal College of Veterinary Surgeons (recently-qualified veterinary surgeons). These surveys enable professional/membership bodies to gain a greater understanding of the working lives of professionals (for example, their day-to-day activities and experiences) and of their attitudes towards their current jobs, their future careers and their profession as a whole. The survey results help professional bodies in their workforce planning, policy formation, lobbying and design of appropriate support for their members.

Corporate Membership: the IES HR Network



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

Our membership offer provides opportunities for HR leaders to network and reflect, via our annual 'HR Leaders' Retreat' and 'Provocation'. Membership is also an opportunity 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 Continuing Professional Development. Some organisations are finding it convenient to bundle consultancy with membership at attractively discounted prices.

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

Our events during the last twelve months touched on core areas of job design, organisational values, diversity, HR business partners and the employee value proposition.

Our biggest event in the year was the Annual Conference in October 2012 with over 90 delegates, on the theme of 'Evidence-based HR'. The conference, which was chaired by Imelda Walsh, had an academic contribution from Professor Rob Briner of Bath University, and IES's Penny Tamkin set out the research on the people-performance link. Case studies came from Vestas and SpecSavers.

*Penny Tamkin, IES
Associate Director,
addresses the HR
Network conference*





Our HR Directors' 'provocation' took place in September 2012. Entitled 'what has Dave Ulrich ever done for us,' it was a thoughtful review of Ulrich's famous model of HR by three HR grandees (Neil Roden , Geoff MacDonald and David Smith, pictured left) who chose to either critique or support the model.

Our latest HR Leaders' Retreat was held at a country house hotel in Dorking. It examined 'The HR Director as Organisational Leader'. We had a varied programme covering a practitioner insight from Oxfam, among others; a perspective of a search agency (Odgers Berndtson); a contribution from the, just retired, Chief Inspector of Constabulary, Sir Denis O'Connor, on organisational values in an employment context and the view of a Chief Executive (from the London Borough of Camden).

We have recently completed the 'Strategic Workforce Planning' Action Learning Set (ALS) and we have two further ALS's 'Human Capital Metrics' and 'Outstanding Team Leadership' in progress. The 'Outstanding Team Leadership' intervention has a slightly different format, with meetings with individual organisations rather than group meetings.

Our research and publications output this year has included: 'The business-workforce dialogue: A framework of questions to support planning in a time of change'; 'Organisational Values and the role of HR: A review of current thinking'; 'Impact of coaching: An empirical longitudinal study into coachee well-being, engagement and job satisfaction following a coaching programme at work'; and 'IES Perspectives on the HR Year Ahead 2013: interesting times'.

HR Network members 2012-2013



Architects Registration Board	Institute of Cancer Research
AstraZeneca Group plc	ISG plc
CAFOD	Kingston University
Cancer Research UK	Local Government Employers
Centrica	London Councils
Circle	Ministry of Defence
Civil Aviation Authority	National Offender Management Services
Department for Business, Innovation and Skills	Network Rail
Department for Culture, Media & Sport	NHS Employers
Department for Environment, Food and Rural Affairs	Office of the Independent Adjudicator for Higher Education
Department for Transport	Ordnance Survey
Department of Energy and Climate Change	Plan International
E.ON UK plc	Royal Bank of Scotland
Family Action	Royal Navy
Government Communications Headquarters	Shell in the UK
Home Office	Siemens IT Solutions and Services
Housing Ombudsman Service	Surrey Police
Infineum International Ltd	Transport for London
	Treasury Solicitor's Department
	University of Brighton
	Wellcome Trust Sanger Institute
	WSH Limited



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.

IES Board and Council September 2013

President

Sir Richard Sykes

Vice-President and Board Chair

David Smith*

Honorary Life President

Sir John Cassels CB

Council members

Professor Steve Barnett

Peter Blausten, Morgan Crucible plc

Professor Julian Crampton, University of Brighton

Sir Stuart Etherington, National Council for Voluntary Organisations*

Professor David Guest, King's College, London

Katja Hall, Confederation of British Industry*

Sally Hopson MBE, Pets at Home Ltd*

Bernadette Kelly, Department for Business, Innovation and Skills

Roger McClure, JANET (UK)*

Geoff McDonald, Unilever plc

Sam Mercer, General Council of the Bar

Toby Peyton-Jones, Siemens plc

Geoffrey Podger CB, Health and Safety Executive*

Ed Sweeney, Acas*

* Board Members

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.

IES staff team September 2013

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

Christine Bertram BSc, MA, PhD

Andrea Broughton BA, MA, PGDip

Jonathan Buzzeo BA, MA

Martin Culliney BA, MA

Paul Fairhurst BSc, MSc

Beth Foley BA, MPhil

Rosie Gloster BA, MSc, PGCert

Kari Hadjivassiliou BA, MSc

Jenny Holmes BA, MSc,
Chartered MCIPD

Louise Laing BA

Stefanie Ledermaier BA, MA, MSc

Rachel Marangozov BA, MPhil, PhD

Sarah McCann BA

Mary Mercer BSc, MSc, MCIPD

Linda Miller BSc, PhD

Vahé Nafilyan BSc, MSc

Becci Newton MA, PGCert

Emma Pollard BA, MA

Catherine Rickard BSc

Dilys Robinson BA, MBA, FCIPD

Alice Sinclair BSc, MSc

Stefan Speckesser MA, PhD

Joy Williams BSocSc

Matthew Williams BA

Sally Wilson BSc, PhD



Finance Mgr / Asst Co Secretary

Philip Miles

HR Manager

Pamela Stocks BA, PGCert, PGDip,
Chartered FCIPD

Information Manager

Lorna Hardy BA

Institute administrators and support staff

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

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

Research Associates

Jane Aston BSc, MPhil
Peter Barnard BA
Helen Barnes BA, MSc, DPhil
Anne Bellis BA, DPhil
Alexander Braddell
Prof. Jim Buchan MA, PhD, DPM
Mark Butler
Prof. Claire Callender BSc, PhD
Emanuela Carta MSc
David Clutterbuck DLitt, MInstD,
MIPD, MIMgt
Marc Cowling BA, MSc, PhD
Hazel Edwards
Prof. Howard Gospel BA, MA, PhD
Leigh Henderson
Will Hunt BSc, MSc
Dr Katherine Hyde BSc, MSc, PhD
Nick Jagger BSc
Prof. Ewart Keep BA, PhD
David Lain BA, MA, DPhil
Brenda Little BSc
Lindsay Mitchell
Prof. Jacqueline O'Reilly BA, PhD
Jo Rick BA, PhD, CPsychol, AFBPsS
Ian Seccombe BA, MA, PhD
Mark Spilsbury BSc, FRSA
Prof. Katya Vangelova
Sharon Varney BA, MSc, DipM
David Vere MA, FCIPD
Peter Wall BSc, MSc
Ken Walsh BA, MA
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

Bar Council

Bar Standards Board

British Council

Chartered Institute of Personnel and Development (CIPD)

Council for the European Union

CRAC: The Career Development Organisation

Department for Business, Innovation and Skills

Department for Education

Department for Environment, Food and Rural Affairs

Department of Health

Department for Work and Pensions

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

European Centre for the Development of Vocational Training (Cedefop)

European Commission

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

European Metalworkers' Federation

European Parliament

Fife Council

Greater London Authority

Higher Education Funding Council for England

Housing Ombudsman Service

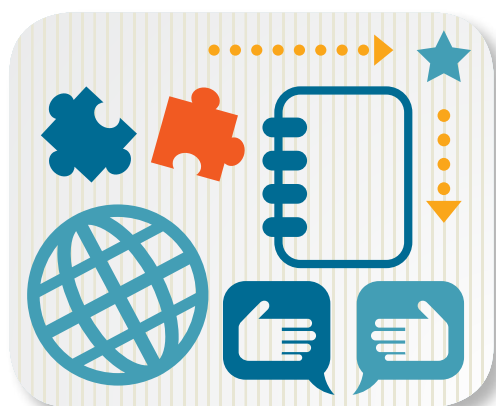
International Labour Organization

ISG plc

Kingston University

Leadership Academy

Learning and Skills Improvement Service





Local Government Association
London Borough of Hammersmith
and Fulham Council
London Borough of Newham
London Councils
Low Pay Commission
Migration Policy Institute
Ministry of Defence
Moore Stephens
National Institute for Health
Research
NESTA
NHS Employers
NHS Institute for Innovation and
Improvement
NHS Midlands and East
NHS Scotland
NIHR School for Social Care
Research, London School of
Economics
North West Employers

Organisation for Economic
Co-operation and Development
(OECD)
Plan International
Siemens Plc
Skills for Health
Social Care Institute for Excellence
Surrey Police
The Skills Development Scotland
Co. Limited
Universities and Colleges Employers
Association
Universities HR
UK Commission for Employment
and Skills
Unionlearn
Vitae
Wellcome Trust Sanger Institute
Welsh Assembly Government
World Bank
Worldwide Fund for Nature Central
Africa



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 2012/13 included:

Applica sprl, Belgium	Federal Institute for Vocational Education and Training (BIBB), Germany	NHS Institute for Innovation and Improvement
Associazione Ires Lucia Morosini, Italy	GfK NOP	NIACE (National Institute of Adult Continuing Education)
BAE Systems	GHARWEG Advice, Training and Careers Centre	Orseu, France
BMG Research	GHK Consulting Ltd	ÖSB Consulting GmbH, Austria
Brighton Business School, University of Brighton	IFF Research	The Performance Coach
Cardiff Business School, Cardiff	IKEI Spain	Policy Research Institute, Leeds Metropolitan University
Centre for Economic and Social Inclusion	Industrial Relations Research Unit, University of Warwick	Social Policy Research Unit, University of York
Centre for Education and Industry, University of Warwick	Institute for Criminal Policy Research, Birkbeck, University of London	Strengths Partnership
Centre for Employment Relations, Innovation and Change, University of Leeds	Institute for Employment Research, University of Warwick	Swansea University
Charles Sturt University, Australia	IPSOS Mori	Tilburg University
Cheshire HR Services	Istituto per la Ricerca Sociale, Italy	University of Ballarat
CIRCLE, University of Leeds	IZA - Institute for the Study of Labor, Germany	University of Kent
Countryside and Community Research Institute	Kooperationsstelle Hamburg IFE GmbH, Germany	University of Liverpool
Cranfield School of Management	Matrix Insight Ltd	Warwick Business School
Ecorys	National Centre for Social Research	The Work Foundation
Edinburgh Institute for Leadership and Management, Edinburgh Napier University	National Institute for Economic and Social Research	WDR Ltd
Employment Research		Wilke, Maack and Partner, Germany
		Workbase Training

Financial Summary

2012/13 saw little change to the restriction in UK government research funding, making it a challenging year. However, close management of costs helped the Institute to return a small surplus over expenditure on operating activities for the year before transfers, of £22,000 (2011/12 deficit of £58,000). This has been added to the Accumulated Fund.















At £3.9 million, gross financial turnover was similar to the previous year, and some stability has now been achieved despite the difficult funding environment.

Staff costs accounted for 44% of expenditure, and expenditure on subcontractors and associates increased during the year.

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 2012/13

	2011/12	2012/13		2011/12	2012/13
INCOME	£000'	£000'	EXPENDITURE	£000'	£000'
Project			Staff costs		
	3,507	3,571		1,857	1,702
Membership			Partners and subcontractors		
	246	254		1,253	1,426
Other (Events, Publications, Interest)			Other direct costs		
	27	36		112	100
Total Income			Management and administration	616	611
	3,780	3,861	Total expenditure	3,838	3,839
			Surplus (undesignated funds)	+	+
				(58)	22
			Fund balances	2,140	2,162

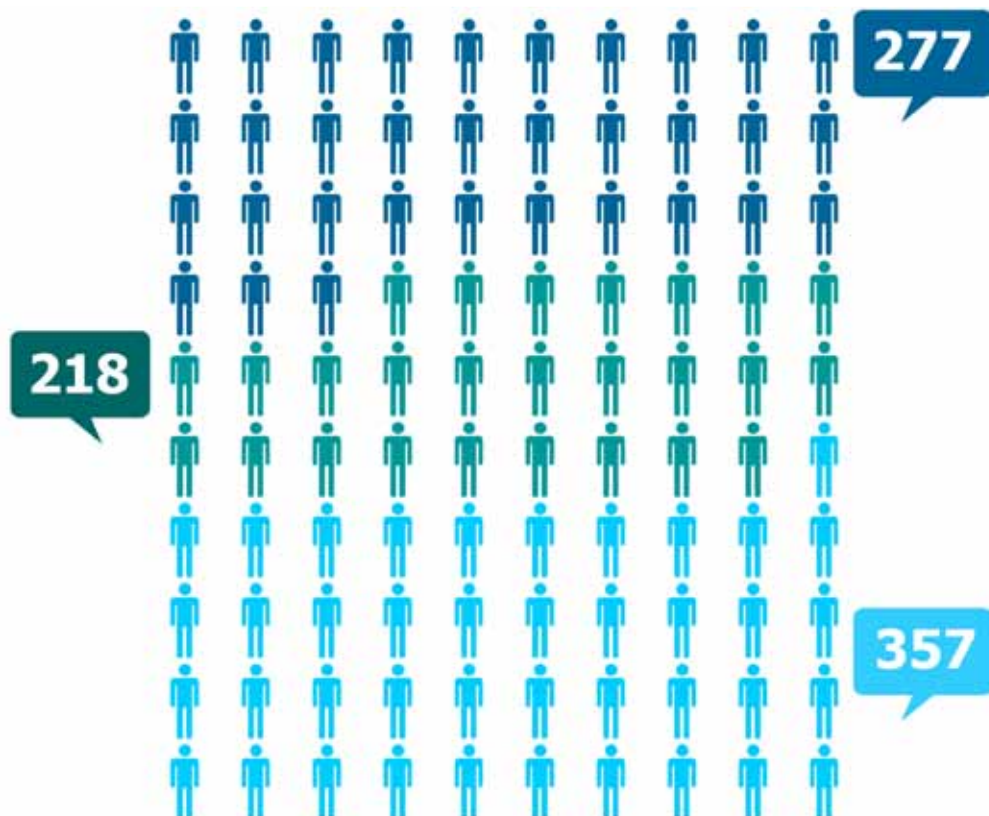
An active institute: publications, papers and presentations

The active dissemination of results and recommendations from IES research is central to our purpose.

Since April 2012, IES staff authored or contributed to 63 publications. Of these, 12 reports and five papers were published by the Institute, and 46 reports and other papers were published by our clients. IES staff have also contributed 49 articles and book chapters, and presented at 51 conferences and seminars.

Our website attracts wide international interest, with 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 (previously Research Digest, now entitled Network News). Sent electronically as well as in print, all news content appears on our website.



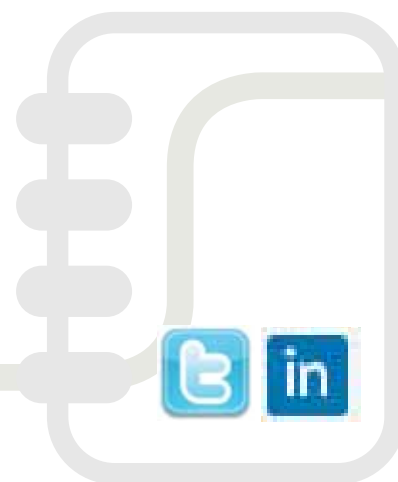


 LinkedIn IES followers

 LinkedIn HR Group members

 Twitter

IES's twitter account (@EmploymentStudies) keeps its 357 followers informed of IES-related news and publications, and occasionally offers comment on current news stories from various staff members. IES also has an HR Group on LinkedIn, which has 218 members. We have also recently started to use the new LinkedIn facility for organisation updates to disseminate IES news to followers, who currently number 277.





Publications

Research reports

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, Hurley J, Salvatore L, Meierkord A, Celikel-Esser F, Riso S and Broughton A, 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, European Commission, May 2012

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

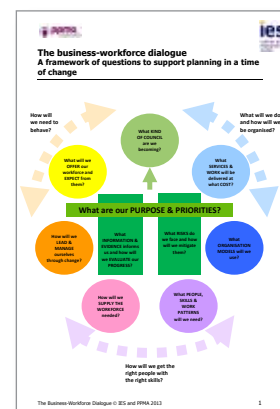
Green skills and environmental awareness in vocational education and training, Research Paper 24, European Centre for the Development of Vocational Training (Cedefop), June 2012

Managing Extended Working Life, Lucy D, Broughton A, Lazazzara A, Stettes O, Le Boulair 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, Report 491, Institute for Employment Studies, July 2012

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 Commission for Employment and Skills, July 2012

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

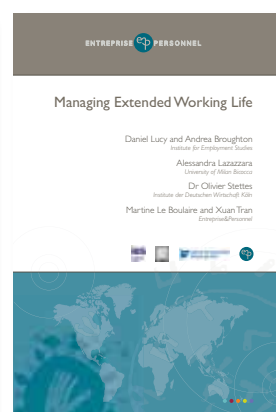
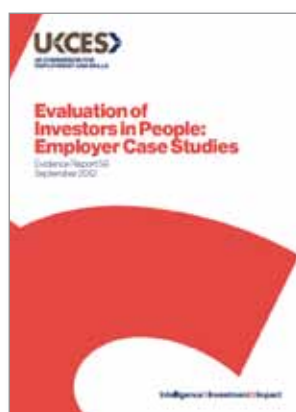
European Restructuring Monitor Quarterly, Hurley J, Salvatore L, Meierkord A, Celikel-Esser F, Jarosz E, Broughton A, Issue 2, Summer, European Foundation for the Improvement of Living and Working Conditions, July 2012

Sector Skills Insights: Tourism, Williams M, Ni Luanaigh A, Garrett R, 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 Survey 2012, Pollard E, Behling F, Hillage J, Speckesser S, Research Report 806, Department for Work and Pensions, September 2012

Jobcentre Plus Employer Satisfaction and Experience Survey (2012), Pollard E, Behling F, Hillage J, Speckesser S, Research Summary, Department for Work and Pensions, September 2012



Report for NAS: Good Practice Evaluation of the Diversity in Apprenticeship Pilots, Newton B, Miller L, Oakley J, Hicks B, Report 496, Institute for Employment Studies, September 2012

Precarious work and high-skilled youth in Europe, Lodovici M S, Semanaza R (eds), European Commission, September 2012

Impact of coaching: An empirical longitudinal study into coachee well-being, engagement and job satisfaction following a coaching programme at work, Hicks B, Carter A, Sinclair A, Institute for Employment Studies, September 2012

Evaluation of Investors in People: Employer Case Studies, Cox A, Higgins T, Tamkin P, Ni Luanaigh A, Evidence Report 59, UK Commission for Employment and Skills, September 2012

Restructuring in Europe 2011, Broughton A (chief editor), European Commission, October 2012

Research to inform development of a guide to online activities for people with dementia, Hicks B, Miller L, Report 498, Institute for Employment Studies, October 2012

European Restructuring Monitor Quarterly, Hurley J, Salvatore L, Meierkord A, Celikel-Esser F, Riso S, Broughton A, Issue 3, European Foundation for the Improvement of Living and Working Conditions, November 2012

After restructuring: Labour markets, working conditions and life satisfaction, Hurley J, Jungblut J-M, Meierkord A, Storrie D, Vacas C with Broughton A, ERM Report 2012, European Foundation for the Improvement of Living and Working Conditions, November 2012

Industrial relations and working conditions developments in Europe 2011, Curtarelli M, Frik K, Galli da Bino C, Kerckhofs P, Cabrita J, Broughton A, European Foundation for the Improvement of Living and Working Conditions, November 2012

Work Programme evaluation: Findings from the first phase of qualitative research on programme delivery, Newton B, Meager N, Bertram C, Corden A, George A, Lalani M, Metcalf H, Rolfe H, Sainsbury R, Weston K, Research Report 821, Department for Work and Pensions, November 2012

Work organisation and innovation, Cox A, Rickard C, Tamkin P, European Foundation for the Improvement of Living and Working Conditions, November 2012

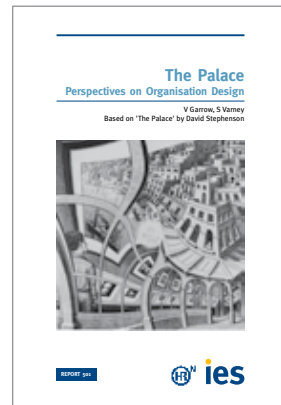
IES Perspectives on the HR Year Ahead 2013: interesting times, Report 499, Institute for Employment Studies, December 2012

Reliability of Vocational Qualifications: An evaluation of level 3 electro-technical qualifications, Johnson S, Johnson R, Miller L, Boyle R, OFQUAL, January 2013

European Restructuring Monitor Quarterly, Hurley J, Salvatore L, Meierkord A, Celikel-Esser F, Riso S, Broughton A, Issue 4, European Foundation for the Improvement of Living and Working Conditions, January 2013

The Family Nurse Workforce: A Study for the Family Nurse Partnership National Unit, Robinson D, Miller L, Rickard C, Report 500, Institute for Employment Studies, February 2013

Quality of Work: How does it matter in Europe A comparative analysis of four EU states, Wilson S, Lazazzara A, Stettes O, Lopez M-N, Bastien A, Lau J, Panorama 309 A, Entreprise&Personnel, February 2013



The Role of Temporary Agency Work and Labour Market Transitions in Europe: Institutional frameworks, empirical evidence, good practice and the impact of social dialogue, Voss E, Vitols K, Farvaque N, Broughton A, Behling F, Dota F, Leonardi S, Naedenoen F, Eurociett, February 2013

Understanding Employer Networks, Cox A, Higgins T, Marangozov R, Breuer Z, Garrett R, Evidence Report 66, UK Commission for Employment and Skills, February 2013

National Strategic Skills Audit for Wales 2012, Cox A, Hillage J, Vila-Belda Montalt J, Welsh Government, February 2013

Evaluation of the Outcomes for Employers Participating in the Corporate Health Standard and Small Workplace Health Award: Summary of Interim Findings, Sinclair A, Report 04/2013, Welsh Government, March 2013

Evaluation of the HSE worker involvement training courses: Final report, Broughton A, Wilson S, Newton B, Research Report 964, Health and Safety Executive, March 2013

Employment, Partnership and Skills, Oakley J, Foley B, Hillage J, Research Report 830, Department for Work and Pensions, March 2013

Understanding Occupational Regulation, Tamkin P, Miller L, Williams J, Report 67, UK Commission for Employment and Skills, March 2013

The feasibility of conducting a national survey of postgraduate taught students, Drever E, Griggs J, Collins D and Pollard E, Higher Education Funding Council for England, April 2013

What do researchers do?: Career paths of doctoral graduates 2013, Mellors-Bourne R, Metcalfe J, Pollard E, Vitae, April 2013

Industrial Relations in Europe 2012: Commission Staff Working Document, Broughton A (chief editor), European Commission Directorate-General for Employment, Social Affairs and Inclusion, April 2013

An impact analysis of the introduction of the Apprentice Rate of the National Minimum Wage: A research paper to the Low Pay Commission for the preparation of its 2013 report, Speckesser S, Behling F, Institute for Employment Studies, April, 2013

Employers are from Mars, young people are from Venus: Addressing the young people/jobs mismatch, Rüdiger K, Chartered Institute for Personnel and Development, April 2013

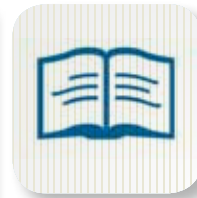
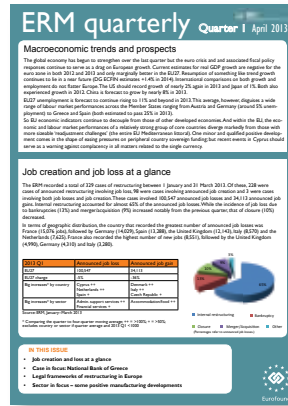
European Restructuring Monitor Quarterly, Hurley J, Salvatore L, Meierkord A, Celikel-Esser F, Riso S, Broughton A, Issue 1, European Foundation for the Improvement of Living and Working Conditions, April 2013

The business-workforce dialogue: A framework of questions to support planning in a time of change, Hirsh W, Evans S, Green L, Institute for Employment Studies and Public Sector People Managers' Association, May 2013

Evaluation of the Statement of Fitness for Work (fit note): quantitative survey of fit notes, Shiels C, Hillage J, Pollard E, Gabbay M, Research Report 841, Department for Work and Pensions, June 2013

Impact of the crisis on industrial relations, Broughton A, Welz C, European Foundation for the Improvement of Living and Working Conditions, June 2013

Student Income and Expenditure Survey 2011/12, Pollard E, Hunt W, Hillage J, Drever E, Chanfreau J, Coutinho S, Poole E, Research Paper 115, Department for Business, Innovation and Skills, June 2013



Articles and book chapters by IES authors

Bertram C, 'Adaptation of the RE-AIM methodology to assess best practice in an employment and skills context: Suitability and Limitations', Evaluator, Summer 2013

Broughton A, 'Social media and the world of work', Genius, November 2012

Broughton A, 'Youth jobs crisis is 'Europe's biggest headache'' Public Service Europe, December 2012

Broughton A, 'Instruments of peace', Communication Director, November 2012

Broughton A, 'Five ways to... manage apprenticeships successfully', Construction Manager, October 2012

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

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

Carter A, Hawkins P, 'Team coaching', in Passmore J, Peterson D B, Freire T (Eds), The Wiley Blackwell Handbook of the Psychology of Coaching and Mentoring, First Edition, London, December 2012

Carter A, 'Coaching programmes in work settings', in Wegener R, Loebbert M, Fritze A (eds.), Coaching-Praxisfelder. Forschung und Praxis im Dialog, Germany, August 2013

Charlton R, Campbell S, Reilly P, 'HR management in the changing NHS landscape', Health Service Journal, May 2013

Culliney M, 'The rural pay penalty: youth earnings and social capital in Britain', Journal of Youth Studies, May 2013

Fairhurst P, 'Strengths focused coaching – five years on', Local Government Chronicle, July 2012

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

Research to support the evaluation of Investors in People: Employer case studies (Year 2), Cox A, Higgins T, Barnes H, Tamkin P, Jones R, Ni Luanaigh A, Garrett R, Research Report 70, UK Commission for Employment and Skills, July 2013

European Restructuring Monitor Quarterly, Salvatore L, Gerogiannis E, Celikel-Esser F, Roi L, Broughton A, Issue 2, European Foundation for the Improvement of Living and Working Conditions, July 2013

The use of social media in the recruitment process, Broughton A, Foley B, Ledermaier S, Cox A, Research Paper 03/13, Acas, July 2013

The Palace: Perspectives on Organisation Design, Garrow V, Varney S, Report 501, Institute for Employment Studies, August 2013

Other papers

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

Masterclass: Organisational Values: IES event report, Robinson D, HR Network Paper, Institute for Employment Studies, March 2013

Organisational Values and the Role of HR: A review of current thinking, Culliney M, Robertson-Smith G, HR Network Paper MP92, Institute for Employment Studies, April 2013

Consultant recruiting in the digital age: A case study, Hartley V, Smith G, HR Network Paper MP 93, Institute for Employment Studies, July 2013

Masterclass: Embedding Diversity: IES event report, Mercer M, HR Network Paper, Institute for Employment Studies, August 2013



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

Hicks B, *'Make sure you choose the right technology for your residents'*, Caring News, December 2012

Hillage J, *'Who does higher education work for?'*, Higher Education Network, November 2012

Hirsh W, *'Developing sustainable career coaching in the workplace'*, Journal of the National Institute for Career Education and Counselling, Issue 30, pp33-38, March 2013

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

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

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

Mercer M, *'Delivering strategy through flexible working'*, HR Magazine, February 2013

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

Miller L, *'21st century workers'*, The Environmentalist (Training Focus), December 2012

Newton B, *'Towards an inclusive apprenticeship programme'*, HR Magazine, February 2013

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

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

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

Reilly P, Sorensen A, *'What does the future hold for public sector HR?'*, Workspan, May 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, *'A Stress Reduction Exercise, Not Just For Hard Times'*, PPMA, August 2012

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

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

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

Reilly P, *'Employers will stick with cost-effective spending'*, Employee Benefits, December 2012

Reilly P, *'Foreword'*, HR's Strategic Effectiveness 2013: Annual Report, January 2013

Reilly P, *'There's more to an effective board than box-ticking'*, Global Banking and Finance Review, April 2013

Reilly P, *'Expert Panel Forum'*, Global Mobility Survey Report 2013, May 2013

Reilly P, *'Peter Reilly: Does paternalism still have a place in benefits?'*, Employee Benefits, May 2013

Reisenberger A, Marangozov R, *'Employing migrant workers'*, MigrationWork News, March 2013

Robinson D, *'Team talk'*, Manager, August 2012

Robinson D, *'Get the picture?'*, Training Journal, December 2012

Robinson D, Tamkin P, *'Engaging with teams'*, Training Journal, January 2013

Robinson D, Miller L, *'The family nurse workforce study: Assessment of the FNP programme'*, Journal of Health Visiting, Vol. 1, Issue 5, May 2013



IES researchers addressing conferences and seminars

Sinclair A, *'Should employers encourage staff to take up fitness activities?'*, Employee Benefits, April 2013

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

Tamkin P, *'Three key trends in the world of work (and how to deal with them)'*, HRZone, January 2013

Tyers C, *'Making health like safety: Lessons learnt on the Olympic Park'*, Safety Management, October 2012

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

Wilson S, *'School is not the only place for sex and relationship guidance'*, The Guardian, December 2012

Bertram C, *'Adaptation of the RE-AIM methodology to assess best practice in an employment and skills context: Suitability and Limitations'*, UKCES Conference: Evaluating to Make a Difference: Achieving results through learning and accountability, University of London, April, 2013

Broughton A, *'Pourquoi décide-t-on de partir en retraite? une étude menée en Grande Bretagne (What motivates retirement decision? Results from a UK study)'*, Manager l'allongement de la durée de vie au travail: quelles politiques, quelles pratiques en Europe? (Managing a longer worker life - European policies and practices), Paris, September, 2012

Broughton A, *'Worker involvement in health and safety – making a difference'*, Addressing Quality of Work in Europe, Sofia, Bulgaria, October, 2012

Broughton A, *'Understanding the drivers of individual disputes and conflicts at work'*, 'Understanding individual employment disputes': Reframing Resolution - Managing Individual Workplace Conflict, University of Strathclyde, October, 2012

Broughton A, *'Expert interview'*, Social Media in the Workplace, October, 2012

Broughton A, *'Chair: The role of social partners in facilitating transitions in selected countries (NL, FR, IT and BE)'*, Temporary agency work and transitions in the labour market, Brussels, December, 2012

Broughton A, *'Industrial relations in the UK'*, Seminar on industrial relations, Paris, June, 2013

Broughton A, *'Restructuring in the UK finance sector, Industrial relations in the automotive and credit sector when managing industrial relations'*, Madrid, June, 2013

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



Hadjivassiliou K, *'Review of existing apprenticeship and traineeship programmes in the EU'*, Targeted Advice on ESF Support to Apprenticeship and Traineeship Schemes - 1st Steering Committee meeting, Brussels, January, 2013

Hadjivassiliou K, *'Working Forum 7: Quality Assurance of Apprenticeships and Traineeships'*, Advice on apprenticeship and traineeship schemes with ESF support, Brussels, June, 2013

Hadjivassiliou K, *'Apprenticeship and traineeship schemes today: Review of findings'*, Advice on apprenticeship and traineeship schemes with ESF, Brussels, June, 2013

Hadjivassiliou K, *'Overview on Traineeship Arrangements in Member States'*, European Conference on ERASMUS Placements, Bordeaux, October, 2012

Hadjivassiliou K, *'Overview of traineeship arrangements in the different member states'*, European Conference on traineeship, Bordeaux, October, 2012

Hillage J, *'Chair'*, Employment, Skills and Enterprise Summit: Investing in the Workforce, Supporting Business, Delivering Growth, London, December, 2012

Hillage J, *'The labour market for school leavers and HE graduates'*, 15th Annual National Conference for CEG Advisers and Consultants, York, November, 2012

Hillage J, *'Chair'*, Apprenticeships after the Richard Review, London, December, 2012

Hillage J, *'The labour market for school leavers and HE graduates'*, Northamptonshire Annual CEIAG Conference 2013, February, 2013

Hillage J, *'The labour market for young people'*, Young People: Their Future Choices, March, 2013

Hillage J, *'Chair'*, The Future of Apprenticeships: Implementing the Government's Response to the Richard Review, London, June, 2013

Hirsh W, *'Providing Career Support in Employing Organisations'*, Sink or Swim? What it takes to be an outstanding career professional in the 21st century, London, October, 2012

Hirsh W, *'Talent Management: from Rhetoric to Reality'*, SAP Best Practice Workshop, Windsor, November, 2012

Hirsh W, *'Planning for Succession in Changing Times'*, Crome Seminar, Brighton, November, 2012

Hirsh W, *'Succession Planning: Trends in Practice'*, Strategic Dimensions Breakfast Seminar, London, January, 2013

Meager N, *'What's going on in the UK labour market? Myths and evidence'*, National Institute for Career Education and Counselling (NICEC), London, May, 2013

Meager N, *'Conference Moderator'*, Advice on apprenticeship and traineeship schemes with ESF support, Brussels, June, 2013

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'*, Apprenticeships 2012: Creating Opportunities, Improving Prospects, London, October, 2012

Newton B, *'Youth transitions: a route to the labour market through Apprenticeship'*, Select Committee on the Student Journey, Kent, January, 2013

Newton B, *'Measuring impact, accountabilities, systems and processes: What can we learn from recent evaluations?'*, Youth Employment Convention, London, May, 2013



Newton, B, *'Evaluation of the Work Programme: Key findings'*, Welfare to Work Convention, Manchester, July, 2013

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

Reilly P, *'How to cultivate a strong and engaging employee culture'*, Employer Branding, Berlin, December, 2012

Reilly P, *'HR governance'*, Entreprise et Personnel International HR Managers Club, Paris, December, 2012

Reilly P, *'Fair Pay: An impossible theory or vital reality in organisations?'*, ESRC Social Science Festival Seminar - What is fair pay?, Brighton, November, 2012

Reilly P, *'Chair'*, HR Directors Summit 2013, Birmingham, January, 2013

Reilly P, *'Chair'*, Talent - Use it or lose it: 20 minute masterclass, February, 2013

Reilly P, *'Workforce planning and flexibility: Finding the best workforce mix'*, SAP Executive Value Network workshop, Geneva, March, 2013

Reilly P, *'Chair'*, Prosperity during difficult times, Bristol, April, 2013

Reilly P, *'HRD evaluation and learning'*, HRD in turbulent seas, Brighton, June, 2013

Reilly P, *'Performance and pay for doctors and dentists'*, Meeting of the doctors and dentists pay review body, London, May, 2013

Reilly P, *'Chair'*, Fourth annual Total Compensation and Benefits seminar, Brussels, June, 2013

Robinson D, *'Chair'*, Employee Engagement Summit 2013, London, April, 2013

Robinson D, *'Expert panel member'*, Engaging Leadership, Huddersfield, June, 2013



Robinson D, *'Engagement in a unionised environment workshop'*, Universities HR Annual conference, York, May, 2013

Robinson D, *'Engaging academics workshop'*, Universities HR Annual conference, York, May, 2013

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

Tamkin P, *'Leadership and worker involvement practice on the Olympic Park'*, Leadership and Worker Involvement: Learning from London 2012, October, 2012

Vila Belda Montalt J, *'Restructuring in the Spanish financial sector, Industrial relations in the automotive and credit sector when managing restructuring processes'*, Madrid, June, 2013

Wilson S, *'Quality of working life and wellbeing in an era of austerity and underemployment: A UK perspective'*, Qualité de vie au travail, Paris, February, 2013

IES advisory roles



Annette Cox

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

Research Associate at the UK Commission for Employment and Skills

Kari Hadjivassiliou

Co-Director Europe and Middle East, The International Alliance for Women (TIAW)

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

Council Member, UK Evaluation Society

Jim Hillage

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

Wendy Hirsh

Research Associate, Roffey Park Management Institute

Fellow, National Institute for Careers Education and Counselling
Visiting Professor, Kingston University

Associate, Institute for Government

Rachel Marangozov

Director, MigrationWork CIC

Fellow, London School of Economics

Nigel Meager

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

Member of the Advisory Group of the National Nursing Research Unit

Member of the Social Research Association research commissioning group

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

Committee member, Further Education Research Association

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

Peter Reilly

Council member, HR Society

Associate Fellow, Edinburgh Napier University

Member of the Development Board of Cheshire HR Services

Governance board of HR Survey metrics to London Boroughs

Committee member, ISO TC 260 Human Resources Management

Dilys Robinson

Member of the steering group of CIPD's Engagement Forum

Member of the Engage for Success Guru Group's steering committee

Alice Sinclair

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

Stefan Speckesser

Thematic expert for the European Employment Observatory

Home Office Economics and Resource Analysis Group, Advisor

Joy Williams

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

One year of IES dissemination

publications contributed to



63

presentations made



51

articles written



49

newsletters posted



7,591

news e-mailings sent



9,950

tweets



225

IES in one year

projects commissioned



88

clients worked for



61

partners worked with



51

project hours



23,062

total IES staff in post



46

babies born to IES staff



2

Head office

Sovereign House
Church Street
Brighton BN1 1UJ
United Kingdom
Telephone: +44 (0) 1273 763400
Fax: +44 (0) 1273 763401

London office

Watergate House
13/15 York Buildings
London WC2N 6JU

IES is a registered charity number 258390
Designed by Helen Joubert Design
ISSN 1756-2325

www.employment-studies.co.uk

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

