

# Institute for Employment Studies Annual Review 2013–14





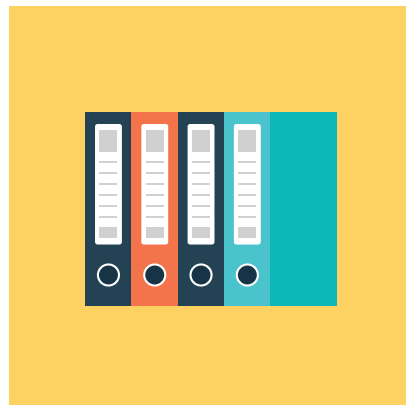
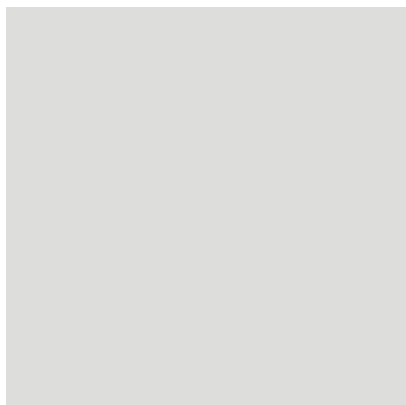
## The IES mission

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 Chair

## David Smith Chair of the IES Board

As Chair of the IES Board of Trustees, I am pleased to introduce the Institute's Annual Review for 2013/14. The Institute delivered another strong performance during the year, producing a wide range of research and related outputs for government and policy-makers, international bodies and employers in the public and private sectors.

The financial environment in which IES operates remains challenging, with ongoing reduction in public-sector commissioning. However, the Institute continues to thrive with a broad and high-profile portfolio of work for major clients, which is documented in this Review. The recent efforts to reduce costs and diversify the Institute's funding base are now bearing fruit and will ensure the Institute's continued financial security for the coming years.

As the economy finally bounces back from the recent downturn and the labour market continues to pick up, the Institute's charitable mission to work with employers and public agencies to improve employment policy and practice remains highly relevant. This relevance will intensify in the year ahead as the UK approaches a general election in which employment, social and economic policy debates will play an important part.

During the year, the Director and management team have been greatly assisted by its new Board of Trustees, following the streamlining of the Institute's governance structure which took place in late 2013. I would like to thank them all for their support and commitment. The year also saw the moves of the Institute's two offices to new premises, and I would like to compliment the IES team on achieving this so smoothly with no disruption to workload.



# Director's introduction

**Nigel Meager**  
IES Director

2013/14 was a busy and successful year for IES, in which it continued to make progress against a difficult economic background. The year saw major new research commissions in all the Institute's main work areas. Following diversification, the Institute now benefits from a broader funding base which provides a stable financial platform for future growth and development.

Despite recent reductions in the volume of commissioning by government departments and agencies, research and evaluation work in support of UK public policy accounted for around half of the Institute's work during 2013/14. This work, detailed elsewhere in this Review, incorporated high-profile studies on major policy initiatives and developments, including evaluations of the Work Programme and the Youth Contract, a range of projects looking at the nation's skill base, and evaluations of apprenticeship programmes and other initiatives designed to ensure that workforce skills match emerging labour market needs.

Following our recent strategy to grow the Institute's international presence, our public policy work in Europe now accounts for over 20 per cent of the Institute's research funding and 2013/14 saw a healthy range of major new projects across Europe. These focused on topics including the youth labour market, apprenticeships and traineeships, health and safety at work, economic restructuring and social dialogue. Increasingly, the knowledge, experience and expertise which derives from the Institute's work comparing policy initiatives and responses in different countries feeds into and strengthens our UK-based work.

To meet its mission of informing and improving employment policy and practice, IES work addresses not only public policy, but also what happens at ground level within employing organisations. Our work on HR topics for employers, which accounts for a third of the Institute's work and income, also had

a strong year, with a diverse range of new projects across the range of HR management themes. Our corporate membership programme scheme (the IES HR Network) is a vibrant community of leading-edge employers in the private and public sectors, who benefit from IES research, networking and continuing professional development.

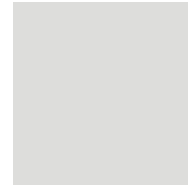
Our charitable mission is underpinned by a wide programme of dissemination, the fruits of which can be seen in the relevant pages of this Review. Increasingly this dissemination draws on newer vehicles, including social media, Twitter and the like as well as more traditional news and broadcast media, journal articles, conference and seminar presentations.

The year was one of some upheaval, during which IES relocated both its head office in Brighton and its London office, and it is a testament to the hard work and diligence of staff that these moves were accomplished with no disruption to the Institute's activities. In addition to the skills, expertise and commitment of my colleagues at the Institute, the successful year reported in this Review has also drawn on our network of partners and associates in the UK and abroad, and the support of our Board of Trustees. I would like to thank them all for their inputs and collaboration during the year.



# 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.

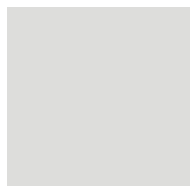


Several key principles underlie the operation of IES:

## 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.

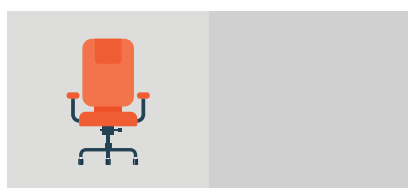
IES sets great store by the independence and rigour of its work. It is not a campaigning organisation or 'think-tank' and it does not take a political stance in its work. It aims to ensure that its staff deploy appropriate and state-of-the-art methodologies to its research and consultancy assignments, 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 16 we detail the past year's range of research on public policy topic areas, together with our international work. Pages 17 to 22 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

Developing the skills and knowledge of the current and future workforce, through improved education and training and active labour market interventions to help disadvantaged young people and adults into jobs, remain key elements of the UK Government's employment policy. IES research helps identify the policy priorities and evaluates the best way to tackle them.



Through a mix of process and econometric-based impact evaluations, surveys, qualitative data collection and analysis, evidence reviews, and developing policy recommendations and practical guidance and tools, our research on UK employment policy covers the following themes:

- the demand and supply of skills and labour market change
- unemployment and welfare
- young people in the labour market
- learning and development, including apprenticeships and higher education
- equality and diversity
- health and well-being
- employment relations and labour market structures.





## The changing labour market

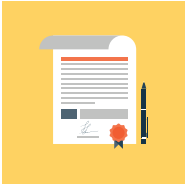
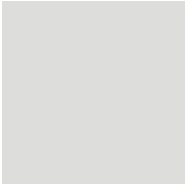
The extent of recent labour market change has been tracked in a series of four linked briefing papers, produced by IES with the Institute for Employment Research (IER) and edited by the UK Commission for Employment and Skills (UKCES). *The Labour Market Story 2013* portrays a UK economy and labour market that has suffered substantial shocks over the past five years, but has significant potential to emerge as a strong player in the global economy if it can meet the challenges ahead. These challenges include a performance in the key skills of literacy and numeracy that is weaker than a number of our competitors. Pockets of skills needs currently exist for technical and professional job-specific skills, while future growth is projected in high-level occupations (managers, professionals, and associate professionals) and some lower-skilled occupations (in caring, hospitality and leisure). Across many sectors, the development of hybrid skillsets mixing technical, commercial and entrepreneurial skills will be important, together with individual capacity to innovate, collaborate across organisations and develop new products and services. In contrast, one of the UK's biggest skills challenges remains underutilisation of highly-skilled and qualified people who are working in low-quality jobs.

One way in which the mix of skills is changing is through the development of 'intermediate/technical' level roles across a range of sectors. Our research on the Assistant Practitioner role in the Welsh health service found significant evidence to suggest that these roles were successfully utilised and were very well represented in technical areas such as radiology. However, more support could help introduce these roles in rural hospital settings.

## Tackling youth unemployment

Although unemployment has fallen dramatically over the past year, the unemployment rate for young people is two and a half times that of older adults and over a third of the unemployed have been without a job for over a year. Helping disadvantaged people into work remains a policy priority. Over the past year we have continued to evaluate the flagship Work Programme for the long-term unemployed for the Department for Work and Pensions (DWP) and the final results will be published in the coming year.

Our process and impact evaluation of the experiences of early entrants to the Youth Contract for 16–17 year olds has now been published. The study, conducted with Warwick and Leeds Metropolitan Universities and commissioned by the Department for Education (DfE), demonstrated the importance of individualised support through keyworkers in assisting



young people to re-engage. By the end of the evaluation period, we found through econometric analysis that the programme had a positive impact on reducing the overall rates of young people not in employment, education or training (NEET) in England. In addition, a proportion of the young people who were re-engaged in learning, studied sufficient hours to comply with the Raising of the Participation Age (RPA) legislation.

Under the RPA, from September 2013 all young people were required to continue in full-time education or training (such as an apprenticeship) or full-time employment with part-time education or training, until the end of the academic year in which they turn 17; and, from summer 2015, until their 18th birthday. Our study of local authority projects designed to prepare for delivering the RPA, also for DfE and conducted in partnership with the University of Warwick, identified key factors that could maximise participation. These included early interventions to prevent entry to NEET status, supporting vulnerable young people through suitable provision, developing a deeper understanding of disengagement, and placing an increased emphasis on work-based learning opportunities. The study also generated a practical output in the form of a series of 'top tips' for local authorities.

## The importance of skills



The importance of gaining skills and qualifications to succeed in today's labour market has been demonstrated by our examination of the value of gaining even a low-level qualification, below Level 2 (ie five A to C GCSEs). Generally, whilst the direct impacts of below Level 2 learning on employment, earnings, and benefit receipt appear to be quite modest, at least in the short term, the impacts on appetite for learning and on subsequent actual learning behaviour are considerably more pronounced. Our findings from the econometric analysis indicate substantial effects of below Level 2 achievement on the probability of achieving higher qualifications.

Taking into account the lifetime gains to learners and the costs to the Exchequer, our cost-benefit analysis found that the return per pound of public investment, not accounting for deadweight, amounted to £16.70 for Entry Level and £21.60 for Level 1 provision, in the case of young learners (19–24 years old). Among the 25+ group of learners, the social return per pound of public investment was £2.70 for Entry Level provision and £5.90 for Level 1 programmes.



## Supporting apprenticeships

Apprenticeships are another key area of work for IES. The number of apprenticeships has grown in recent years, but demand still outstrips supply by ten to one. Although employers generally appreciate the skills that young people in particular acquire there is a shortage of places for many apprentice frameworks, especially among small employers. Also, young people are fairly stereotypical in their choice of apprenticeships and there is a strong gender segregation and significant under-representation of ethnic minority groups.

One recent attempt by government to get more small employers to offer apprenticeship places was the Apprenticeship Grant for Employers (AGE) for 16 to 24 year olds. IES conducted an evaluation of AGE, in conjunction with BMG, for the Department of Business Innovation and Skills (BIS). We found the programme was reasonably successful in getting new employers to take on apprentices and become more engaged. Although the grant cost public funds and had the potential to build a sense of 'grant dependency' among employers, the cost benefit evaluation concluded that the benefits arising from AGE 16 to 24-supported Apprenticeships substantially surpass the costs. BIS has been convinced by the benefits of providing incentives to small employers and to employ the youngest age group (16–18 year olds) and under the newly-reformed funding system, following the Richard Review recommendations, it has retained additional grant funding for both these elements.

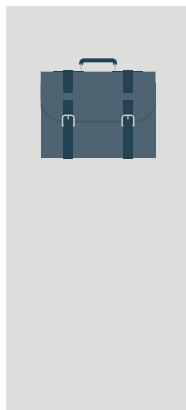
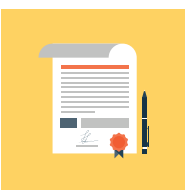
In a qualitative study for Unionlearn we identified the barriers that exist to greater inclusivity among apprenticeships that exist both on the supply side (such as few role models, lack of support and indirect discrimination) and on the demand side (eg parental influences, lack of confidence and negative perceptions). Many of these barriers are well known as are many of the obvious solutions. The question is, why does under-representation remain such a persistent issue? Our report details a series of recommendations for government, its agencies, schools and employers which, if implemented, could finally start to address this persistent problem.



## Higher education: the student experience

Higher education is another important area of work for IES covering student choice of institution and course, their immediate student experience and their subsequent careers; as well as the workings of the sector. The National Student Survey is the official way of capturing students' opinions on the quality of their courses and IES, working with the National Centre for Social Research (NatCen) and the Institute of Education, has been conducting a review of the purpose and effectiveness of the survey for the Higher Education Funding Council for England (HEFCE) and, also with NatCen, the feasibility of extending the survey to cover post graduates. IES and NatCen have also undertaken a fundamental review of the way the sector measures and benchmarks its performance by exploring the rationale, purpose, and policy drivers for the UK Performance Indicators (UKPIs) and whether they are still fit for purpose. We found that although the indicators were valued there was room for improvement. We helped the four funding councils to develop a set of guiding principles for the indicators for the future and suggested a number of recommendations that are being implemented.

We also carried out a qualitative follow-up to the Student Income and Expenditure Survey (a regular large-scale quantitative exercise that we have carried out with NatCen for BIS over the last few years), to explore the motivations, challenges and benefits experienced by students who worked during their higher education study. Our findings, based both on the survey itself and in-depth follow-up interviews with respondents, show that students are financially motivated to undertake paid work, which they want to be flexible and convenient. Employability skills are secondary or tertiary motivations. In contrast, employability considerations are important when taking on unpaid work placements, particularly where students have to give up paid work to do this.



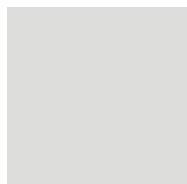
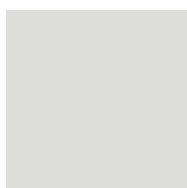
## Health, safety and well-being in small workplaces

Elsewhere, IES's work on health and well-being continues with our evaluation of the Fit for Work Service pilots feeding in to the development of the DWP's new occupational health and assessment service. Our evaluation of the Corporate Health Standard and the Small Workplace Health Award for the Welsh Government found that the Awards were yet to have a demonstrable impact on organisational outcomes such as staff absence levels, retention, engagement and company profile, because organisations that had engaged in the Awards started from a good base so there was little room for improvement. Nonetheless, participants were extremely positive about the impact of the Awards on the way in which they managed staff health and well-being and how the framework encouraged more joined-up working in the organisation and better communication to staff.



## The secret for successful mediation

On the employee relations front, IES recently carried out an evaluation of Acas' internal workplace mediation training service, which trains individuals to achieve a formal qualification in mediation. We found that the key facilitators for successful mediation included willingness from both parties to engage in the process and have an open mind, and the skills and competences of the mediator, particularly in listening skills and objectivity. The presence of an established organisational framework for mediation was also seen as important. The skills that trained mediators acquire can also have a positive impact on their wider role in the organisation and their life overall: skills such as listening, reframing issues, empathy and other soft skills can all be transferred to other types of situations, both in the workplace and at home.



# International labour markets and employment policy

The Institute's work on international (mainly European) public policy topics experienced further growth in 2013/14. At around a quarter of IES project income, it now represents a major part of the Institute's work portfolio. This provides a valuable diversification of funding sources but, equally importantly, being able to draw on a reservoir of international experience, greatly enhances the depth of the Institute's expertise on labour market and employment policy themes.

The Institute now undertakes research and evaluation for all the major European institutions that commission work in employment and related social fields. As in previous years, our international research in 2013/14 included projects funded by 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 majority of the Institute's international projects involve partnership with other research institutes and organisations across Europe. This includes projects in which IES leads a consortium of partners as well as projects in which IES participates in a consortium led by others. The Institute continues to develop close and long-term relationships with partner organisations in many other countries and some of our most frequent and important partners are listed on page 28 of this review.

Major current themes in IES' European work include:

- the youth labour market
- health at work
- employment relations and social dialogue.

In addition, this work also encompasses a wide range of other employment policy topics including skills, active labour market policy and migration.



## The youth labour market

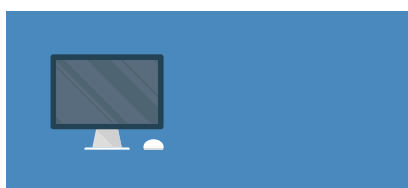
The difficulties young people face in making the transition from education to the labour market continues to dominate the public policy agenda in many European countries. Youth unemployment persists at historically high levels across the continent, even as some countries start to emerge from the economic post-2008 economic downturn. Unsurprisingly, work on these topics continued to play an important role in IES' international research portfolio during 2013/14.

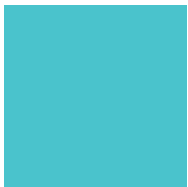
The year saw the continuation of projects begun in this field during 2012/13, including:

- A project for Eurofound identifying good practices among member states in promoting successful school-to-work transitions.
- A major two-year project in partnership with Ecorys Consulting and IRS in Italy, to help and advise the European Commission in supporting national and regional governments and social partners to establish new apprenticeship and trainee programmes for young people and improve the performance of existing programmes.

Turning to new initiatives started during 2013/14, most notably IES was successful, in partnership with colleagues at Brighton University and 23 other research institutes, in securing funding from the EU's 7th European Framework for Research and Development for a major multi-year, multi-million Euro programme of research on strategies to address youth unemployment across the EU. This project (*Strategic Transitions for Youth Labour in Europe* or STYLE: [www.style-research.eu](http://www.style-research.eu)) aims to provide a comprehensive understanding of the causes of very high unemployment among young people and to assess the effectiveness of labour market policies designed to mitigate this phenomenon. It further strengthens IES' research partnerships in this area and builds on the Institute's existing strong programme of research on the youth labour market in Europe.

A related commission during the year, in partnership with Matrix consulting (under an existing framework contract with the European Parliament), focused on providing members of the European Parliament with an up-to-date, comprehensive picture of the latest developments on policy measures regarding differential treatment of workers under 25 in the EU. The study aims to assess policy measures which are either positively or negatively discriminatory in the way they affect young people's access to the labour market.





Additionally, Andrea Broughton (IES Principal Research Fellow) was engaged to draft a chapter on youth employment issues for the 2014 edition of the European Commission's report on *Industrial Relations in Europe* (in 2013, IES was responsible for the overall editing of the report). The chapter presents an overview of the role of industrial relations and the activity of social partners in promoting schemes to facilitate the entry of young people into the labour market.

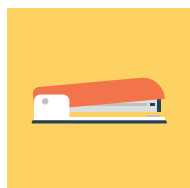
## Health at work

The area of occupational health and safety continues to be a strand of IES work which has been expanding at international level, complementing expertise on this subject within the UK public policy world. The Institute has a framework contract to deliver research to the European Agency for Safety and Health at Work (EU-OSHA), and as well as several existing projects for this agency which continued during the year, 2013/14 saw several important new commissions:

- An investigation into the development of online occupational health and safety tools.
- An evaluation of a major EU-wide campaign to promote health and safety awareness and good practice.
- A 'foresight' exercise to identify new and emerging risks in the area of occupational safety and health, as a result of changing patterns and types of work across Europe.
- A study based on an EU-wide online survey of 50,000 of the Agency's stakeholders to gather feedback on the Agency's performance.







## Employment relations, social dialogue, restructuring and working life

Much of the Institute's work in these areas is undertaken under commission for the European Foundation for the Improvement of Living and Working Conditions (Eurofound).

During 2013/14 IES was accepted into two new framework (preferred supplier) contracts with Eurofound, one for the provision of research services and the other for HR expertise.

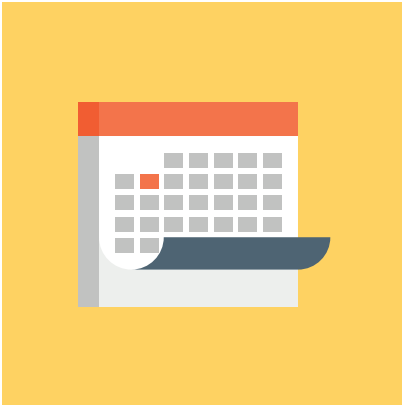
Additionally the Institute's strong position as a provider of expertise to Eurofound on industrial relations and social dialogue topics was reaffirmed through a major four-year contract for the 2014–18 period, under which IES will lead and co-ordinate the reporting from Eurofound's network of national and EU-level experts on industrial relations, working conditions and the management of change.

Other Eurofound-commissioned work during the year included:

- A cross-country econometric study of wage bargaining regimes and pay outcomes. The study looks specifically at how wage bargaining institutions affect pay levels, the pay system, actual compensation, labour costs and wage drift when taking into account further variables such as policy intervention, the configuration of the productive economy, the economic policy regime, and social and demographic change.
- A study, on the highly topical (and politically controversial topic) of intra-EU mobility, and the impact on public services of labour migration within the EU, based on a country study of this topic in the UK.
- A study led by IES (with partners in seven EU member states) of social partner co-operation in the hairdressing sector to improve the quality of work and employment.

For other clients, but also within this broad area of IES' international work, the year saw new projects on:

- good practice in the management of restructuring at sectoral level (advice for Romania and Bulgaria) for the ILO
- research on restructuring in the car industry (for an Italian trade union institute).



## Other European work during 2013/14

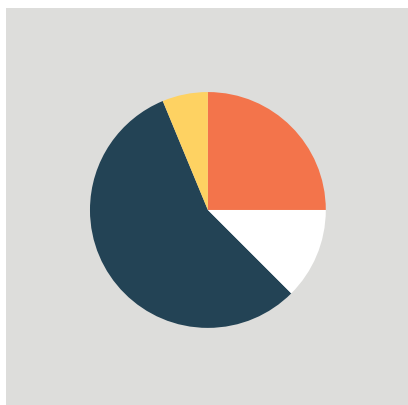
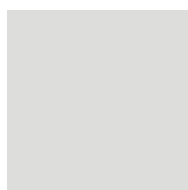
In addition to the major thematic areas outlined above, IES undertook European research and advisory projects on a wide range of topics across the full extent of the Institute's expertise during the year. Examples include:

- Preparation for the European Commission of an expert paper on how public employment services in EU member states are engaging with the development of so-called 'green jobs' and 'green skills'.
- Inputs into a study of new working patterns among women (part-time work, new contractual arrangements, self-employment and entrepreneurship, for the European Institute of Gender equality.
- Expert inputs into a study of the validation of informal learning, for the European Commission.
- A UK case-study on the integration into the labour market of low skilled immigrants, and their progression in work, for the ILO.
- A new four-year framework contract to supply external expertise to the European Parliament on regulatory and policy issues in the fields of 1) employment policy; and 2) social inclusion and the reduction and prevention of poverty. This contract was won in partnership with a consortium including research organisations from Austria, Belgium, Germany, Lithuania and the Netherlands.
- Two further studies, in partnership with Matrix consulting, under an existing framework contract with the European Parliament:
  - One study looks at disability, and focuses on costs of and returns to investment for reasonable accommodation for people with disabilities in terms of employment, public institutions, services and products, as well as for sheltered workshops.
  - The second study focuses on migration, looking at the extent and nature of any discrimination which exists against migrant workers in EU member states, in matters such as recruitment, working conditions and lay-offs.

Finally, 2013/14 saw the continuation of 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 for the European Commission*. The programme focuses on the identification and sharing between member states of good and innovative practice in social policy. IES has been part of the core team for this initiative since 2006.

# Research and consultancy for employers

We offer a range of services targeted at the needs of employers and employer bodies across the economy. The prime focus of our work is on tailored research and consultancy, drawing on our extensive knowledge and expertise in HR issues and our rigorous, evidence-based approach to complex HR matters. We also bring this insight to the members of our HR Network (the IES corporate membership programme).



Our project work is very varied in terms of the types of HR issues we engage with and the kinds of clients we work for. However, our work is united by our analytical and fact-free approach to both research and consultancy support. Our data analysis capability is reflected in our evaluation work stream, which forms a large part of what we do. Our roots in evidence are also reflected in the redesign of HR policy and practice, where we use data to build the case for change, or in acquiring a deep understanding of the temperature of the organisation and the beliefs and concerns of the workforce through our engagement surveys, other process and practice tools or face-to-face exploration.

Our grounded approach is also evident in our more individual support for HR leaders and functions undergoing change. We offer advice, expert coaching and more tangible support on process design, structure, facilitation of strategic thinking, or help in formulating options for the future, across the full range of HR functional activity.

For example:

- Helping a central government department look at current thinking on Organisational Learning to inform consideration about how it might transform itself.
- Designing and running a workshop on how to move to less complex people management processes for a private sector organisation.
- Facilitating an in-house workshop for an HR community on HR's role in managing change, considering some of the factors that help bring about change successfully and some of the challenges that must be confronted.



IES has over the years developed good partnerships with like-minded organisations, with whom we work to deliver specific assignments. Based on mutual trust and respect, our partnerships bring greater scope and specific expertise to our portfolio. We have longstanding relationships with Cranfield and QinetiQ, with whom we predominately work on Ministry of Defence (MoD) projects, and with IDS on reward work. We continue to work with the Strengths Partnership on taking a strengths perspective to individual and team development.

## Assignments for employers

### Health and well-being

Over the year a number of projects have focused on health and well-being including the perennial interest in absence levels and newer areas such as resilience:

- We reviewed higher than expected absence levels for a mental health trust.
- We assessed the available literature on presenteeism for EDF energy.
- We considered the concept of resilience and how it might be developed for a central government department.
- We examined the evidence on negative alcohol cultures in the UK Armed Forces and their impact on individuals and the forces themselves.

### HR function

We conducted a variety of HR function reviews, for example, developing a shared services model for NHS Scotland; a review of the HR function in the light of budget cuts for a London Borough; a review of the strategic alignment of training and development for the Home Office; a review of HR transformation for Fife Council; and HR service redesign for Leicester Council.

### Change management

As in previous years, we have supported a number of predominately public sector organisations in managing the change process and the consequences of change. Our support for the Housing Ombudsman change programme continues and over the last year we have helped them consider the strategy cycle; to develop processes for managing



careers and talent in a changing organisation; we have conducted a range of job assessments for new roles; created case studies of change; and run away-days for teams confronting change. We also worked with the University of Glasgow on workforce planning capability, for Acivico reviewing management and other processes, for the Civil Service in reviewing the impact of OD work, and for the London Borough of Southwark on OD capability.

### **Learning and development**

Our longitudinal evaluation on the benefits of behavioural coaching for the NHS East of England continues. We have also offered strengths-focused development for managers in the London Borough of Lewisham, and conducted reviews for a central government department on personal development and on life skills.

### **Reward and performance**

We supported several organisations to consider how they might change their pay structures to better meet their strategic aims. Over the course of the past year we:

- Helped the Wellcome Sanger Institute establish a contribution assessment approach to pay.
- Worked with a public sector employer organisation to develop a pay strategy for the broader sector.
- Ran masterclasses on pay and reward for several organisations.
- Helped a public sector body develop its reward structure.

## **Assignments for professional and sectoral bodies**

- Employee engagement is one of our key areas of expertise and IES has been deeply involved in the Engaging for Success movement over the year. We also continue to run bespoke attitude or engagement surveys for a number of organisations and professional bodies, including the Royal College of Veterinary Surgeons and the Bar Standards Board, which focus on understanding the working experiences of members of the profession and enable the body to better meet their needs.
- For a local authority body we have been exploring the future of regulatory services.
- For the National Institute for Health Research (NIHR) we have conducted a major review of staff engagement in the NHS.
- We have helped the Architects Registration Board establish the market value of certain posts.



# Corporate Membership: the IES HR Network



Our HR network offers members access to IES expertise and leading-edge thinking and research via three main approaches: support for the HR Director; professional development for the HR team; and solution-focused assistance with organisational people management issues.



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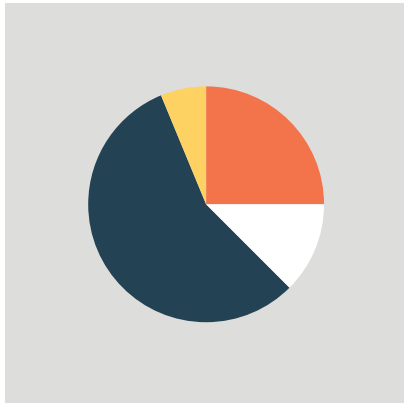
For HR Directors we offer the opportunity to network and reflect in our 'HR Leaders Retreat' and 'Provocation' or to discuss particular issues in Critical Friend support and challenge sessions. Our events programme, Annual Conference and Knowledge Knibbles all help develop HR professionals; and our workshops and Action Learning projects help people work together to solve specific people management problems.

Network members also have full access to our reports, papers, presentations and other materials.

## Over the year we ran events on:

- **Diverse organisations:** examined the systems and processes that prevent organisations from becoming truly diverse, from inequality in performance management outcomes and the application of flexible working, to networking and relying on 'who you know' to get on.
- **Learning from lean:** examined what might be the main impediments to people productivity, how lean techniques can help, but what other, especially behavioural, interventions might also be necessary.
- **Beautiful jobs:** explored the shift from a rather dull emphasis on efficiency to an attempt to create jobs that engage and maximise autonomy, and the practical detail of just how organisations think about job design and do it in practice with some fascinating case studies from the private and public sectors.
- **Career development:** addressed career development strategies and covered issues such as communicating career paths or options in an organisation, understanding and using models for improving access to career conversations, conducting more effective career conversations, understanding people's motivations and interests, and factors influencing the success of career development strategies.





- **Organisation effectiveness:** explored what Organisation Effectiveness is, the role of the 'people function', and examined the possible skillset of an OE practitioner. Participants were able to work through OE diagnostic tools and models and engage in some peer coaching to help resolve organisational challenges.
- **Understanding resilience:** explored the concept of resilience and how employers can support staff through difficult times. It also presented evidence on the effectiveness of resilience-building training.
- **Metrics that matter:** explored the evidence for the contribution of people, the metrics that others use to make the connection, what is being done now regarding human capital reporting and how the data is used. This event highlighted the metrics that matter, ie the ones that link most closely to business performance, and showed how these can be collected, manipulated and put to use.

Our annual conference heard about the many faces of employee engagement from speakers such as Linda Holbeche who took a critical perspective on engagement, David MacLeod and Nita Clarke who have spearheaded the Engage for Success movement, John Greatrex the group HR Director from Unipart, Norman Pickavance from Morrisons Supermarkets, Katie Truss from Kent Business School, Nicola Carter from the Universities and Colleges Employers Association and Karen Creagan from the University of Chester.

Our HR Directors' provocation was led by Gareth Jones who presented new thinking (with Rob Goffee) into what makes an authentic organisation. The HR Leaders' Retreat explored the 'HR Director as organisational leader' with contributions from Oxfam, Odgers Berndtson, the Police and a local authority Chief Executive.

Our publications this year have included:

The final reports in the Engaging Manager series:

- The engaging manager and sticky situations
- The engaging manager in development mode

Two reports from the coaching effectiveness research:

- Coaching for effectiveness: Initial findings from an international survey
- Barriers to successful outcomes from coaching

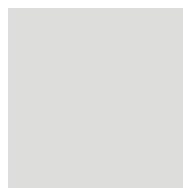
Two other major research reports:

- Talent Management: A Four-Step Approach
- The Palace: Perspectives on Organisation Design

Also one research paper:

- Consultant recruiting in the digital age: A case study

# HR Network members 2013–2014



Architects Registration Board

Astra Zeneca

CAFOD

Circle

College of Policing

Department for Business Innovation  
and Skills

Department for Culture, Media and  
Sport

Department for Environment, Food  
and Rural Affairs

Department for Transport

Department of Energy and Climate  
Change

E.ON UK

Family Action

Government Communications  
Headquarters

Home Office

Housing Ombudsman Service

Infineum International Ltd

Institute of Cancer Research

ISG plc

Kingston University

Local Government Association

London Councils

Ministry of Defence

National Offender Management  
Service

NHS Employers

NHS Greater Glasgow & Clyde

Office of the Independent  
Adjudicator for Higher Education

Ordnance Survey

Plan International

Royal Bank of Scotland Group

Royal Navy

Shell in the UK

Surrey Police

Treasury Solicitors Department

University of Brighton

University of Glasgow

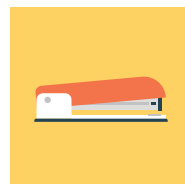
The Wellcome Trust Sanger  
Institute

WSH Limited



# IES Board of Trustees

The Board of Trustees<sup>1</sup> is closely involved with the Institute's work and staff. Board members undertake a governance role; contribute to the development of the Institute's strategy; approve, support and monitor the implementation of the strategy; and approve the annual budget and business plan.

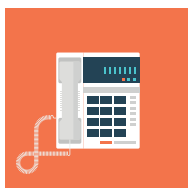


## Board members

Steve Barnett  
Professor Julian Crampton  
University of Brighton  
Professor David Guest  
Kings College London  
Sally Hopson MBE  
Pets at Home  
Bernadette Kelly  
Department for Business,  
Innovation and Skills  
Geoff McDonald  
Unilever plc  
Sam Mercer  
Bar Council  
Geoffrey Podger CB  
David Smith (Chair of the Board)

<sup>1</sup> Following a recent review of the Institute's governance structure, the previous two-tier model with a governing Council (composed of the members of the company registered by guarantee) and a smaller Board (an elected sub-group) of the Council, has been replaced with a streamlined single Board of Trustees (whose members are also members of the company)

# Staff and associates



## IES staff team September 2014

### **Institute Director**

Nigel Meager BA, MPhil, FRSA

### **Director, Finance and Administration**

Jane Hart BA, LLB, ACIS

### **Director of Research**

Jim Hillage BA, MSc, FRSA, MBE

### **Associate Directors**

Annette Cox BA, MSc, PhD

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

Luke Fletcher BA, MSc, PhD

Rosie Gloster BA, MSc

Francisco Gonzalez Carreras BSc, MSc, PhD

Kari Hadjivassiliou BA, MSc

Robin Hinks BSc, MA

Laura Kirchner Sala BSc, MA

Rachel Marangozov BA, MPhil, PhD

Rosa Marvell BA, MA

Linda Miller BSc, PhD

Vahé Nafilyan BSc, MPhil

Becci Newton MA, PGCert

Emma Pollard BA, MA

Catherine Rickard BSc

Dilys Robinson BA, MBA, FCIPD

Eleanor Snowden BA, MA

Stefan Speckesser MA, PhD

Sam Swift BA, MSc

Arianna Tassinari BA, MSc

Joy Williams BSocSc

Matthew Williams BA

Sally Wilson BSc, PhD

### **HR Membership and Business Development Managers**

Maggie Smith Dip AoEC

Emma Knight BA

### **Finance Manager/Asst Company Secretary**

Philip Miles

### **Office/HR Manager**

Pamela Stocks BA, PGCert, PGDip,  
Chartered FCIPD

### **Information Manager**

Lorna Howes BA

### **Institute Administrators and support staff**

Gill Brown BA PGDip

Linda Lawrence

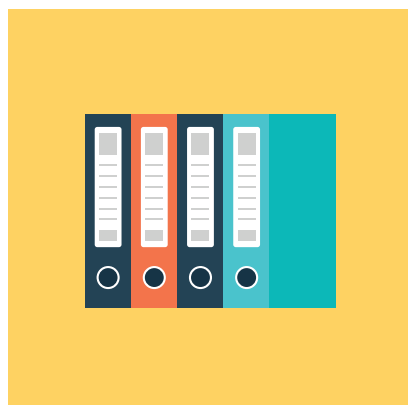
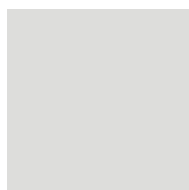
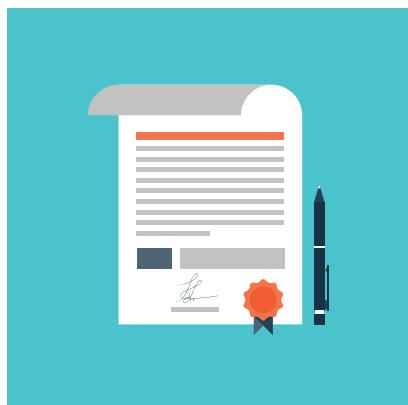
Gwen Leeming

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  
Peter Reilly BA, MA



## Research Associates

Jane Aston BSc, MPhil  
Anne Bellis BA, DPhil  
Prof. Dr. Inga Blaziene  
Prof. Lorenzo Bordogna  
Alexander Braddell  
Prof. Jim Buchan MA, PhD, DPM  
Mark Butler  
Emanuela Carta MSc  
Prof. Claire Callender BSc, PhD  
David Clutterbuck DLitt, MInstD, MIPD, MIMgt  
Roger Cooper BSc, MBA, MCIPD  
Marc Cowling BA, MSc, PhD  
Hazel Edwards  
Prof. Howard Gospel BA, MA, PhD  
Leigh Henderson  
Ben Hicks BSc  
Linda Holbeche PhD  
Will Hunt BSc, MSc  
Liz Jones BSc, MSc PGDip, FCIPD  
Prof. Ewart Keep BA, PhD  
Prof. Katya Koycheva Vangelova  
Prof. Jacqueline O'Reilly BA, PhD  
Jo Regan BSc, MSc  
Jo Rick BA, PhD, CPsychol, AFBPsS  
Ian Seccombe BA, MA, PhD  
Mark Spilsbury BSc, FRSA  
Peter Thomas BA, MA, MCIPD  
Sharon Varney BA, MSc, DipM  
David Vere MA, FCIPD  
Dr Ivaylo Vlaev BSc, MSc, PhD  
Peter Wall BSc, MSc  
Ken Walsh 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:

Acivico	EDF
Acas	East of England LETB
Avarto	The Education and Training Foundation
Architects Registration Board	Equality and Human Rights Commission
BAE Systems	European Agency for Safety and Health at Work (EU-OSHA)
Bar Council	European Centre for the Development of Vocational Training (Cedefop)
Bar Standards Board	European Commission
BOC Ltd	European Foundation for the Improvement of Living and Working Conditions (Eurofound)
CGIL trade union research institute	European Institute for Gender Equality
Civil Service Employment Policy	European Parliament
College of Policing	Food Standards Agency
Department for Business, Innovation and Skills	Greater London Authority
Department for Environment, Food and Rural Affairs	
Department for Education	
Department for Work and Pensions	
Department of Health	

The Health Foundation  
 Higher Education Funding Council  
 England  
 Home Office  
 Housing Ombudsman Service  
 ISG Construction  
 International Labour Organization  
 KPMG  
 Learning and Skills Improvement  
 Service  
 Leicester City Council  
 Local Government Association  
 London Borough of Ealing  
 London Borough of Enfield  
 London Borough of Harrow  
 London Borough of Lewisham  
 London Borough of Newham  
 London Borough of Southwark  
 London Probation Service  
 Mersey Care NHS Trust  
 Migration Policy Institute  
 Ministry of Defence  
 NHS Employers  
 NHS Greater Glasgow and Clyde  
 NHS Leadership Academy  
 NHS Midlands and East  
 NHS Scotland  
 National Apprenticeship Service  
 National Institute for Health and  
 Clinical Excellence (NICE)  
 National Institute for Health  
 Research

National Offender Management  
 Services  
 Nesta  
 Office of the Independent  
 Adjudicator  
 Orchard Hill College  
 Plan International  
 Public Sector People Managers'  
 Association (PPMA)  
 Remploy Ltd  
 Royal College of Veterinary  
 Surgeons  
 SAP Deutschland AG & Co. KG  
 Santa Fe Group  
 Skills for Health  
 Skills Funding Agency

Skills Jersey  
 States of Jersey  
 Surrey Police  
 Teneo Meetings SL  
 The Performance Coach  
 UK Commission for Employment  
 and Skills  
 Unionlearn  
 University of Glasgow  
 University Hospital of South  
 Manchester NHS Foundation Trust  
 Vitae  
 Wellcome Trust Sanger Institute  
 World Trade Group



# 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 2013/14 included:

Aon Hewitt

Associazione Ires Lucia Morosini, Italy

AStri Research and Consulting, the Netherlands

BAE Systems

BMG Research

BPI Group, Poland

Brighton Business School, University of Brighton

CFE Research

Cambridge Econometrics

Capita Group plc

Cardiff Work Environment Research Centre, Cardiff University

Centre for Economic and Social Inclusion

Centre for Education and Industry, University of Warwick

Centre for Population and Health Sciences and the School of Medicine, University of Glasgow

Chartered Institute of Personnel and Development

Cranfield School of Management

The Defence Human Capability Science and Technology Centre

Democritus University of Thrace, Greece

Ecorys

Edinburgh Napier University

Employment Research Ltd

Federal Institute for Vocational Education (BIBB), Germany

GHK Consulting Ltd

Gharweg

Grenoble School of Management, France

Higher Education Careers Services Unit

IFF Research

IRShare

IZA - Institute for the Study of Labor, Germany

Institute for Employment Research, Warwick University

Institute of Education

Ipsos MORI

Istituto di Ricerche Economiche e Sociali (IRES), Italy

Istituto per la ricerca sociale (IRS), Italy

Koç University, Turkey

Kooperationsstelle Hamburg IFE GmbH, Germany

Kraków University of Economics, Poland

Lancaster University

Leeds Addiction Unit

Matrix Insight

Migration Policy Institute

National Institute for Economic and Social Research (NIESR)

National Centre for Social Research (NatCen)

National Institute of Adult Continuing Education (NIACE)

National University of Ireland

ÖSB Consulting GmbH, Austria

Opus 8 V.O.F., the Netherlands

Policy Research Institute, Leeds Metropolitan University

QinetiQ

Slovak Governance Institute

Social Policy Research Unit, University of York

Strengths Partnership

Swansea University

Swedish Institute of Social Research

TÁRKI, Hungary

Tempera

The Work Foundation

University of Graz, Austria

University of Kent

University of Liverpool

University of Oviedo, Spain

University of Tartu, Estonia

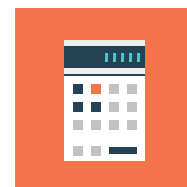
University of Tilburg, the Netherlands

Warwick Business School, University of Warwick

Wilke, Maack and Partner, Germany

WorkBase

# Financial Summary



While continuing to win a good volume of new commissions for its research and consultancy work, the Institute returned a deficit on the year of £277,000 (2013: surplus of £22,000).




Part of this deficit related to the requirement to recognise (in the year the project started) the full loss on a large multi-year research project under the EU's *7th Framework Programme for Research and Technological Development* (as with other projects under this programme, this research is only part-funded by the European Commission and requires a contribution from the organisations undertaking the research). Without this exceptional provision the outturn for the year, which included the cost of moving both of the Institute's offices, would have shown a deficit of £126,000. However, significant cost savings as a result of the premises will be delivered from 2014/15.

There was no drawdown of designated funds during the year (2013: £0). Under the Articles of Association, no part of the income or property of the Institute can be distributed to Institute members. Thanks are due to the Institute's Board, executive team and staff members for their contributions during the year.

IES fund balances continue to be maintained at a healthy level of £1.9 million, meeting its stated policy of covering six months' operating costs and enabling it to continue to invest in the 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 2013/14

	2012/13	2013/14		2012/13	2013/14
INCOME	£000'	£000'	EXPENDITURE	£000'	£000'
 Project	3,571	3,140	Staff costs	1,702	1,729
 Membership	254	208	Partners and subcontractors	1,426	1,294
 Other (Events, Publications, Interest)	36	27	Other direct costs	100	59
Total Income	3,861	3,375	Management and administration	611	570
			Total expenditure	3,839	3,652
			Surplus (undesignated funds)	22	(277)
			Fund balances	2,162	1,885

# An active institute: publications, papers and presentations

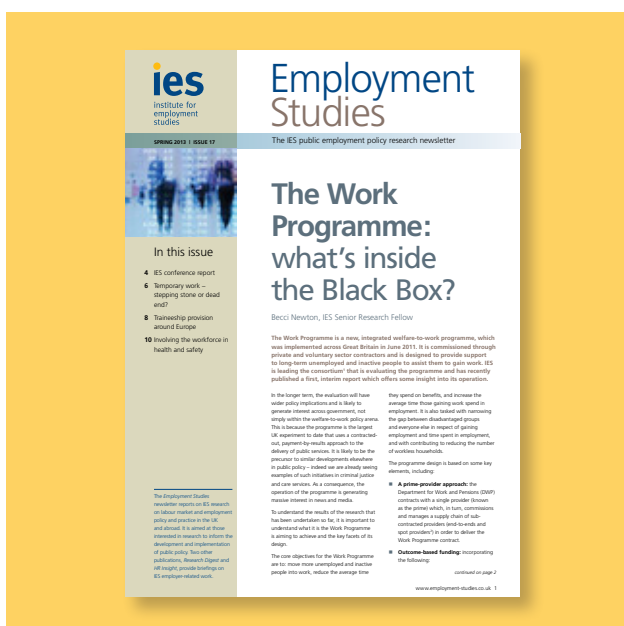
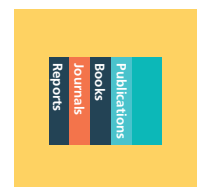
The active dissemination of results and recommendations from IES research is central to our purpose.

Between April 2013 and March 2014, IES staff authored or contributed to 63 publications.

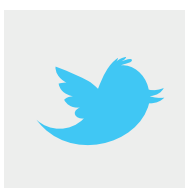
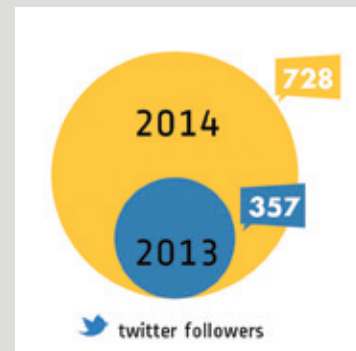
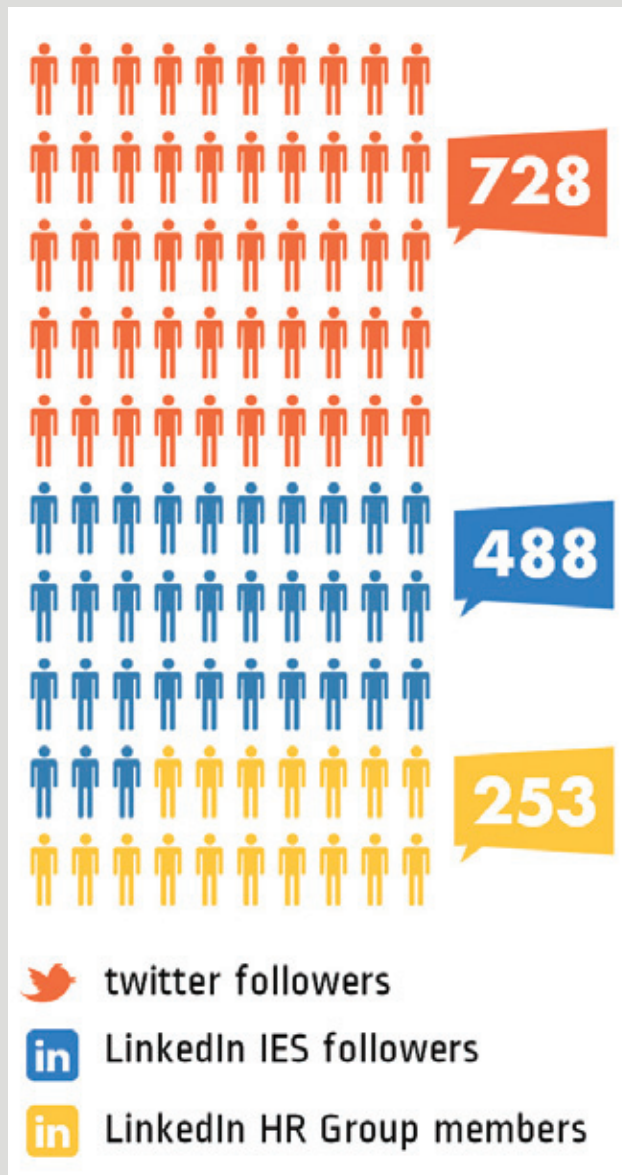
Of these, 11 reports and 12 papers were published by the Institute, and 40 reports and other papers were published by our clients. IES staff also contributed 19 articles or book chapters, and presented at 65 conferences and seminars.

With an average of over 32,000 hits per month, our website attracts wide international interest, with news, briefings of current research, summaries of new publications, profiles of our work, plus 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 (Network News). Sent electronically as well as in print, all news content also appears on our website.



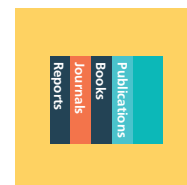




The IES twitter account (@EmploymtStudies) has more than doubled its number of followers in one year, and now keeps 728 followers informed of IES-related news. The IES LinkedIn company page now has 488 followers – again, a significant increase on last year's figure of 277. The IES LinkedIn HR Group now has 253 members.

In August 2013, we launched an HR-focused blog, entitled IES Reflects. From August 2013 to March 2014, we published ten blog posts authored by various members of IES staff. The mailing list for receiving updates when new blog posts are published continues to grow each month.

# Publications Reports



*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

*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 and Behling F, Institute for Employment Studies, April 2013

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

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

*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 (DWP), June 2013

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

*Work Programme Evaluation: Procurement, supply chains and implementation of the commissioning model*, Lane P, Foster R, Gardiner L, Lanceley L, Purvis A, Research Report 832, Department for Work and Pensions, June 2013

*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 (UKCES), July 2013

*Consultant recruiting in the digital age: A case study*, Hartley V, Smith G, HR Network Paper MP93, Institute for Employment Studies, July 2013

*European Restructuring Monitor Quarterly*, Salvatore L, Gerogiannis E, Celikel-Esser F, Roi L, Broughton A, Issue 2, July 2013, 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

*European added value of applying the principle of Equal Pay for men and women for equal work or work of equal value*, Khan U, Broughton A, Ledermaier S, Rickard C, Speckesser S, Mallender J, EAVA 4/2013, European Parliament, July 2013



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

*Young people's views and experiences on entering the workplace*, Culliney M, Broughton A, Research Paper 09/13, Acas, September 2013

*Adult Career Decision-Making: Qualitative Research*, Gloster R, Pollard E, Bertram C, Williams J, Hirsh W, Buzzee J, Henderson L, Research Paper 132, Department for Business, Innovation and Skills, September 2013

*Supporting learners with learning difficulties and/or disabilities to access European Social Fund Priority 2 and 5 provision: Evidence report September 2013*, Marangozov R, Gloster R, Williams J, Culliney M, Vila-Belda Montalt J, Jacobsen Y, Cassey L, Skills Funding Agency, September 2013

*Engaging individuals with learning difficulties and disabilities in workplace learning*, Skills Funding Agency, September 2013

*Research into the Phase 4 Locally-Led Delivery Projects for Raising the Participation Age*, Maguire S, Newton B, Research Report 308, Department for Education, September 2013

*Top tips for local authorities implementing Raising the Participation Age (RPA)*, Maguire S, Newton B, Department for Education, September 2013

*An assessment of the degree to which rural businesses access national mainstream employer skills and government business support programmes: Evidence Report*, Culliney M, Pollard E, Hillage J, Institute for Employment Studies, September 2013

*An assessment of the degree to which businesses access national mainstream employer skills and government business support programmes: Synthesis Report*, Hillage J, Culliney M, Pollard E, Institute for Employment Studies, September 2013

*Migrants in low-paid, low-skilled jobs: barriers and solutions to learning English in London*, Greater London Authority (GLA), September 2013

*Migrants in low-paid low-skilled work in London: research into barriers and solutions to learning English*, Miller L, Braddell A, Marangozov R, Institute for Employment Studies, October 2013

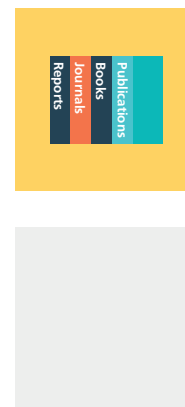
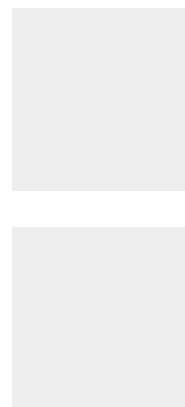
*Working while studying: A Follow-up to the Student Income and Expenditure Survey 2011/12*, Pollard E, Williams M, Arthur S, Kotecha M, Research Paper 142, Department for Business, Innovation and Skills, October 2013

*Evaluation of the Impact of Learning Below Level 2*, Wiseman J, Roe P, Parry E, Speckesser S, Gloster R, Research Paper 150, Department for Business, Innovation and Skills (BIS), October 2013

*European Restructuring Monitor Quarterly*, Salvatore L, Gerogiannis E, Celikel-Esser F, Mazza E, Broughton A, Issue 3, October 2013, European Foundation for the Improvement of Living and Working Conditions, October 2013

*The immigrant workforce in Germany: Formal and informal barriers to addressing skills deficits*, Speckesser S, Migration Policy Institute, November 2013

*Research into under-representation, by gender and ethnicity, in Apprenticeships: Report for unionlearn and the National Apprenticeship Service*, Williams J, Foley B, Newton B, Report 503, Institute for Employment Studies, December 2013



*How should we measure higher education? A fundamental review of the Performance Indicators: Part One: The synthesis report*, Pollard E, Williams M, Williams J, Bertram C, Buzzeo J, Drever E, Griggs J, Coutinho S, Higher Education Funding Council for England (HEFCE), December 2013

*How should we measure higher education? A fundamental review of the Performance Indicators: Part Two: The evidence report*, Pollard E, Williams M, Williams J, Bertram C, Buzzeo J, Drever E, Griggs J, Coutinho S, Higher Education Funding Council for England (HEFCE), December 2013

*Evaluation of the Outcomes for Employers Participating in the Corporate Health Standard and Small Workplace Health Award: Final report*, Sinclair A, Ledermaier S, Report 73/2013, Welsh Government, December 2013

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# IES researchers addressing conferences and seminars



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

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

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

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

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

Pollard E 'Expert panel', Review of part-time and mature higher education, London, May 2013

Fletcher L, Truss C, Gilman M 'The experience of engagement within everyday working life: A mixed methods study', 16th congress of the European Association of Work and Organizational Psychology, Münster, Germany, May 2013

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

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

Broughton A 'Industrial relations in the UK', Industrial relations seminar, Paris, June 2013

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

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

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

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

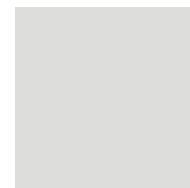
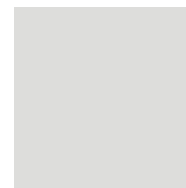
Hadjivassiliou K and Samek M 'Apprenticeship and traineeship schemes today: Review of findings', Advice on apprenticeship and traineeship schemes with ESF support, Brussels, June 2013

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

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

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

Broughton A 'Chair', Youth Unemployment: Providing Young People with Skills, Confidence and Work Experience, London, September 2013



Newton B '*Research on the Raising the Participation Age (RPA) Phase 4 Local Delivery Projects*', RPA projects – Phase 4 Dissemination Event, Sheffield, September 2013

Broughton A '*The impact of the crisis on industrial relations in EU Member States*', Industrial relations in Europe conference 2013, Bucharest, September 2013

Reilly P '*Measuring the effectiveness of reward practice: challenges and solutions*', Employee Benefits Live, London, September 2013

Reilly P '*High Pay Debate*', Employee Benefits Live, London, September 2013

Newton B '*Contributor*', Livechat: How can we secure sustainable jobs for the most disadvantaged?, October 2013

Cox A '*The Role of PES in developing green skills*', PES Mutual Dialogue Programme, Brussels, October 2013

Reilly P '*Business Workforce Dialogue*', National Association of Regional Employers Seminar, Cardiff, October 2013

Miller L, Robinson D '*New roles in the health sector: drivers, deployment, development*', Innovation and Developments in the Role of Health Care Support Workers, London, November 2013

Miller L '*Chair*', Higher Apprenticeships 2013 Forum, London, November 2013

Meager N '*Co-ordinator and Chair*', Peer review: The right to retirement pension information, Madrid, November 2013

Reilly P '*Measuring the impact of the strategic HR business partner*', Successful HR business partnering 2013, London, November 2013

Broughton A '*A new industrial relations for Europe?*', Industrial relations and restructuring in the automotive and credit sector, London, November 2013

Robinson D '*The importance of engagement – the line manager's role*', Shine Recognition of Excellence Awards Dinner, Birmingham, November 2013

Robinson D '*NIHR Evidence Review: Staff Engagement in the NHS*', Workforce Leaders Summit, London, November 2013

Reilly P '*New models of working and HR*', Peer into the future, London, November 2013

Hadjivassiliou K '*Traineeships/Internships in the EU: A Route to Sustainable Employment or to a Dead End?*', Food for Thought, London, November 2013

Miller L, Robinson D '*New roles in the health sector: drivers, deployment, development*', Innovation and developments in the role of healthcare support workers, London, November 2013

Reilly P '*Getting Better Insights Into Your Workforce*', SAP Executive Value Network Workshop, Walldorf, Germany, November 2013

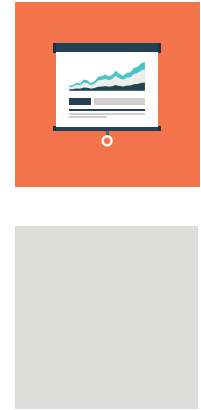
Hadjivassiliou K, Rickard C '*Youth Indicators: What Exists and What is Missing?*', Inclusive Growth Research Infrastructure Diffusion (InGRID) Expert Workshop on Framework for indicators for vulnerable groups, Budapest, November 2013

Robinson D '*Insights and ideas – Engage for Success Thought Pieces*', Employee Engagement Special Interest Group meeting, London, December 2013

Gloster R '*Adult career decision-making: qualitative research*', National Careers Service Network Day, London, December 2013

Reilly P '*Beyond Shared Services: what's next for HR?*', HR Shared Services Showcase Event, Edinburgh, December 2013





Hadjivassiliou K '*Expert evidence on Youth Unemployment in the EU*', House of Lords EU Committee (Sub-Committee B), London, December 2013

Gloster R '*Adult career decision-making: qualitative research*', NICEC Seminar, London, January 2014

Newton B '*RPA Phase 4 Evaluation*', South West Partnership for Participation and Progression, Somerset, January 2014

Newton B '*Under-representation in Apprenticeships by gender and ethnicity – A research overview*', Under-representation in Apprenticeships by gender and ethnicity, London, January 2014

Robinson D '*Behaviours of engaging managers*', Managers Conference, London, February 2014

Reilly P '*Chair*', HR Directors Business Summit, Birmingham, February 2014

Reilly P '*Round table participant at HRD Spotlight*', HR Directors Business Summit, Birmingham, February 2014

Hadjivassilliou K '*Facilitator/Chair of 2B Working Group: Integrating a gender analysis into monitoring and evaluation*', European seminar on evaluating and monitoring apprenticeship and traineeship schemes, Brussels, February 2014

Hillage J '*Advice and training: rural access to national employer skills and government business support programmes*', Rural Enterprise Support Workshop, Aston University, February 2014

Newton B '*Increasing diversity in apprenticeships*', 5th International Apprenticeship Conference, London, March 2014

Miller L '*The Indian ILO project and what it tells us about the value and transferability of the UK system and experiences*', 5th International Apprenticeship Conference, London, March 2014

Robinson D '*Engaging and disengaging managerial behaviours: What to look out for*', Health and Wellbeing at Work, Birmingham, March 2014

Hadjivassiliou K '*Apprenticeship schemes across Europe: Features, effectiveness and key success factors*', GREAT opportunities for growth, London, March 2014

Hirsh W '*Expert contributor*', Risky business: Managing talent in a changing world, online, March 2014

Newton B '*Under-representation in apprenticeships*', Network Rail seminar, Milton Keynes, March 2014

Reilly P '*Making performance management work: messages from research*', 2nd HRcoreLAB, Barcelona, March 2014

Reilly P '*Chair*', Performance management through people, at 2nd HRcoreLAB, Barcelona, March 2014

Broughton A '*Panel discussion: What do today's employees want to influence and how should employers, trade unions and governments adapt to support this?*', Voice and value: power, influence and institutions, London, March 2014

Meager N '*Moderator*', European Seminar: Evaluating and monitoring apprenticeship and traineeship schemes, Brussels, March 2014

Meager N '*Co-ordinator and chair*', Harnessing ICT for social action, a digital volunteering programme, at EU Peer Review in Social Protection and Social Inclusion, Santiago do Compostela, March 2014

Hadjivassilliou K '*Policy performance and evaluation methodologies (WP 3) (in relation to youth labour markets and school-to-work transition)*', Kick-off meeting of Strategic Transitions for Youth Labour in Europe (STYLE), Brighton, March 2014

# IES advisory roles

## **Andrea Broughton**

Member of Eurofound's expert group on occupations with multiple disadvantages

## **Annette Cox**

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

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

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

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Director, MigrationWorks CIC  
Advisor and mentor, UpRising leadership programme

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Member of the Advisory Group of the National Nursing Research Unit  
Thematic expert for the European Employment Observatory

## **Linda Miller**

Associate Editor, The International Journal of Training Research

Europe Editor, International Journal of Training and Development

Member of the Editorial Board, Research in Post-Compulsory Education

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

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Governance board of HR Survey metrics to London Boroughs

Committee member, ISO TC 260 Human Resources Management

Member of Associate Advisory Board, Edinburgh Institute of Leadership and Management Practice (Edinburgh Napier University)

## **Dilys Robinson**

Member of the steering group of CIPD's Engagement Forum

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

Member of the Engage for Success Guru Group

## **Joy Williams**

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## IES dissemination 2013-2014

publications contributed to



63

presentations made



65

articles written



19

newsletters posted



5,255

news e-mailings sent



10,723

tweets



136

blog posts



10

## IES 2013-2014

projects commissioned



80

clients worked for



82

partners worked with



57

project hours



24,009

total IES staff in post



44

babies born to IES staff



2

trees saved by IES recycling



92.4

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

**[www.employment-studies.co.uk](http://www.employment-studies.co.uk)**

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