

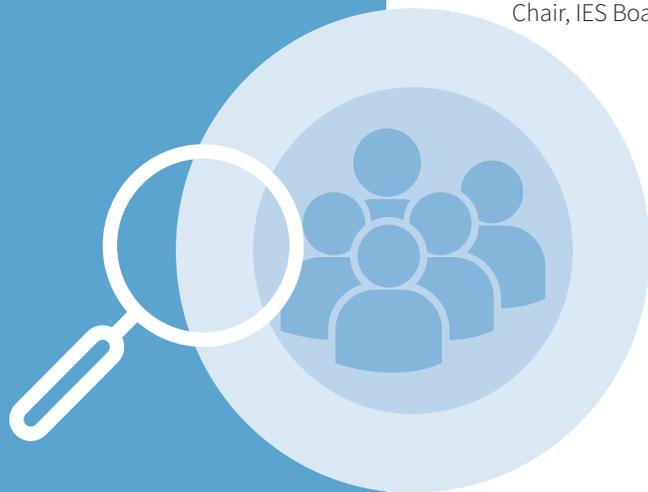


IES
Annual Review
2016–2017

Introduction

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.



Nigel Meager
IES Director



David Smith
Chair, IES Board of Trustees

Welcome to the IES Annual Review which covers the Institute's activities in the financial year 2016/17.

Once again, the Review aims to bring IES' research and consultancy activities to life, showing how they improve employment and HR policy and practice. As a charitable research centre, existing for public benefit, we insist on the independence and rigour of our work. We are not a campaigning organisation or 'think-tank' and we do not take a political stance. We always aim to deploy appropriate and state-of-the-art methodologies to our research and consultancy assignments, and we invest in staff training and development to support this. We uphold high standards of research ethics in the conduct of all our activities.

Uniquely, IES aims to influence policy and practice by operating both at a macro-level (through our two work streams on UK public policy research and international research and evaluation) and at a micro-level (through our work stream offering HR research and consultancy to employers and employer bodies). As this review documents, we achieve considerable synergy between these different work areas.

2016/17 was yet another turbulent year for the environment in which IES operates. The uncertainty generated by the referendum on the UK's membership of the EU impacted on both the Institute's international work stream and its UK public policy work programmes. Alongside the continuing influence of austerity and tight budgets on public commissioning, policymakers were increasingly distracted by preparing for Brexit and assessing its implications, to the detriment of much 'business as usual' in the commissioning of policy research and evaluation.

Despite this environment, IES continues to thrive with a diversified funding base and growth in our HR work for employers (in the private and public sectors). We continue to meet our charitable objectives and demand for our services in all our work streams remains strong.

The Institute's research is as relevant and influential as ever, as the examples in these pages demonstrate. Equally, this research covers an ever-wider terrain within our broad employment remit, including growing programmes of work on: the relationship between work and education; and between work and health; the ageing population and workforce; fairness (including fair pay), equality and diversity; and, inevitably, Brexit and its implications. This latter programme of work will continue to be complemented by our Brexit Observatory which tracks the employment effects of the UK's decision to leave the European Union.

The continued success of IES depends on the expertise and commitment of our staff, our extensive network of partners and associates in the UK and abroad, and the support of our Board of Trustees. We thank them all for their contributions during the year.

IES has, this year, continued to help policymakers and employers think about practical questions affecting firms and workers.

We have undertaken studies on various occupational groups of interest, such as veterinary surgeons, veterinary nurses, non-surgical oncologists and the UK's nursing workforce. We are also supporting organisations and employer associations to start workforce planning for different post-Brexit scenarios and will continue to do this over the coming months.

In the wider uncertain environment, characterised by the unfolding Brexit negotiations, it is striking to note the continuity in the priorities of employers and policymakers, seen in IES' portfolio of applied policy and employer research and HR consultancy.

Six areas stand out

Supporting people to re-enter the labour market, especially those with health conditions and disabilities, is a longstanding challenge, which IES has investigated in recent and ongoing research for government. We are also examining the methods and costs of maintaining the health and wellbeing of people in the workforce for several employer organisations. In the health sector, we have been helping employers by undertaking studies of how to accelerate the adoption of healthcare innovations and various training and development interventions.

Implementing 15 new vocational education routes for young people post-16 represents a major change to the shape of offerings in the further education sector, which will roll out over several years. IES research is supporting the development of the work placements which will form a critical part of this programme.

Similarly, a quiet revolution has been taking place in **apprenticeships funding**, with the introduction of the Apprenticeship Levy, which is one of the biggest changes to vocational education policy in the last thirty years.

For people entering **higher education**, emphasis on transparency of information about course quality and longer-term employment outcomes to foster optimal choices is increasing and IES is contributing to the development of instruments that will help this.

Among employers, implementing **gender pay gap reporting** still looms large, and employer practices are likely to come under further scrutiny as renewed policy interest in other forms of labour market discrimination is developing, alongside considerations of how best to foster social mobility.

Against this context, the Government remains interested in how best to balance **flexibility and fairness in new forms of work**. IES contributed in this field by completing one of the first major qualitative studies with people working in the 'gig economy'. We also furthered understanding of the diverse nature of the self-employed workforce in analysis we conducted with the Centre for Research on Self-Employment.

Overall, the labour market landscape is one of change and continuity for both policymakers and employers. IES relishes opportunities to help address both types of issues and we look forward to supporting our clients and partners in engaging with immediate and emerging labour market challenges over the next year.

Why our work matters

'In the wider uncertain environment, characterised by the unfolding Brexit negotiations, it is striking to note the continuity in the priorities of employers and policymakers, seen in IES' portfolio of applied policy and employer research and HR consultancy.'



What we know

Our research and consultancy expertise covers a wide range of employment and human resource management topics.

- Employee engagement
- Employee relations and employment conditions
- Equality and diversity
- Health, work and wellbeing
- Higher education and graduates
- The HR function
- Leadership
- Learning and employee development
- Older workers
- Organisation design and development
- Pay and reward
- Performance management
- Skill demand and utilisation
- Talent, succession and careers
- Unemployment and welfare
- Workforce planning and labour market change
- Young people in the labour market

Respected experts and advisors

Alongside our research, consultancy work and dissemination, we are often called upon to support organisations, charities, and government and policy bodies with our knowledge, expertise, insights and advice.

In 2016/17, members of our team engaged in various roles to which they lent their expertise, including:



Several senior staff were expert advisers to commissions, enquiries or advisory groups:

- Sally Wilson was a specialist adviser to a working-age dementia study on behalf of Public Health England.
- Becci Newton attended the Department for Work and Pensions and the Economic and Social Research Council's roundtable on work, health and disability as an expert.
- Nigel Meager was an adviser to the Austrian Labour Ministry panel on the Fiscal Impact of Active Labour Market Policies (FISCATIV).
- Stephen Bevan acted as an adviser to the Prime Minister's review of mental health and employment. He was also a member of the Department for Work and Pensions' expert advisory group for the green paper on work, health and disability.
- Rachel Marangozov was a specialist adviser to the All Party Parliamentary Group for Social Integration's inquiry into immigration and integration.

Additionally, principal associate, Wendy Hirsh, and head of HR research development, Stephen Bevan, both appeared in HR Magazine's list of most influential UK HR thinkers in 2016.



Nigel Meager, institute director, chairs the launch conference of the Fund for European Aid to the Most Deprived (FEAD) Network, Brussels, June 2016.

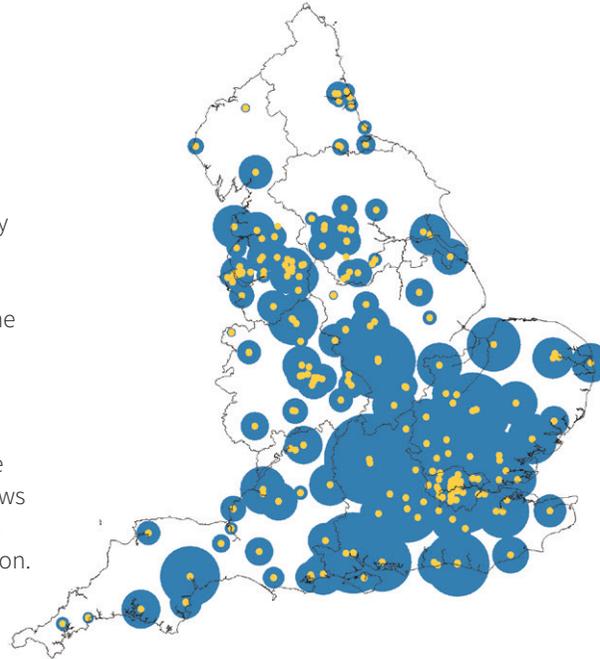
Project highlights

Analysis of the UK's nursing workforce

Our research for the Migration Advisory Committee (MAC) providing a picture of the nursing recruitment issues faced by the NHS was published in July 2016, following MAC's overall review of whether nurses should stay on the UK shortage occupation list.

We then published further analysis in December 2016 of how two key factors – Brexit and population growth – could impact on the NHS. We brought together analysis at national and trust level for the first time, to map the regions and trusts in England most vulnerable to the associated risks of Brexit and population growth.

The map of England (adjacent) shows the locations of NHS trusts (yellow dots indicate the geographical centre) that had the largest stock of European Economic Area (EEA) nurses in 2015, with the blue circles proportional to the total number of EEA nurses. The map shows that the concentrations of EEA nurses are highest in trusts located in the south east of the country, and particularly those located in London.



Innovation Fund Trials

Early in 2017, we commenced our project leading the consortium that is designing and delivering two health-led employment trial evaluations. These will contribute to the achievement of a strategic objective for the newly formed Work and Health Unit (a joint Department for Work and Pensions and Department of Health venture), building a strong evidence base of what interventions work best to help people with health conditions and disabilities get in, or stay in, work.

The two randomised controlled trials will deliver individual placement and support to people in two regional authorities, to understand whether (and if so, how) this leads them to a position where they can be in sustained employment.

The IES-led evaluation will assess the impact of the two interventions and their cost effectiveness, as well as assess interim outcomes and the causal pathway to eventual impacts through process evaluation, based on theories of change.

What we do

We use a range of approaches to provide insight and support to our clients, members and partners.

- Continuing professional development
- Developing tools, resources and guidance
- Evaluation
- Events
- Evidence and literature reviews
- HR Network membership
- International research and analysis
- Labour market analysis and forecasting
- Provision of expertise and advice
- Qualitative data collection and analysis
- Quantitative and econometric analysis
- Support and consultancy for employers
- Surveys

Labour market dynamics and disadvantage

IES undertakes research on how labour markets function, both to inform national and international policymakers, and to support individual employers' decision-making. We investigate the future workforce and labour supply, alongside active labour market policies to reduce unemployment and economic inactivity.

Self-employment and the 'gig economy'

The Centre for Research on Self-Employment (CRSE) commissioned IES to carry out research to help identify different segments of the self-employed workforce in the UK and quantify how many workers exist in each category. This research aimed to provide a definitive framework to segment the self-employed labour market and was published in late 2017, after the reporting period.

Elsewhere, on behalf of the Department for Business, Energy & Industrial Strategy (BEIS), we launched a project to gather views from individuals who had found work in the gig economy. The aim of the project, which took the form of 150 telephone and face-to-face interviews, was to gain an understanding of the motivations and experiences of those working in the gig economy to inform policy development. A full report of the research was published after the reporting period.

Unemployment and welfare

We completed our study for the Department for Work and Pensions (DWP) evaluating the impact of the trial of the Intensive Activity Programme (IAP), which provided intensive support for Jobseeker's Allowance claimants during the first few weeks of their claim. The research was reported in 2016 and highlighted the experience of IAP for staff and claimants; the effect on claimants' attitude and confidence towards job-seeking; and claimant employment outcomes and their movement off benefits.

Also for DWP, we continued a study in which we led research with the Social Policy Research Unit at the University of York, into Employment and Support Allowance (ESA) claimants' experience of three new trials designed to move participants closer to the labour market: Voluntary Early Intervention; Claimant Commitment; and More Intensive Support. This research was published in autumn 2017, after the reporting period.

We began a long-term evaluation of Communities for Work, a new labour market intervention to support long-term unemployed and inactive people into employment. Funded by the European Social Fund and operating in areas of Wales, it aims to tackle poverty by increasing uptake of sustainable employment through the provision of mentoring and support to overcome barriers, to boost motivation and increase resilience, ensuring participants have the requisite skills and attributes for work. IES researchers will assist in the development of a theory of change for the intervention and contribute to final reporting.

Workforce, skills and productivity

Meanwhile, we participated in a European Commission-funded project examining 'smart industrial relations', consisting of new modes of production (smart production), and processes of change (anticipation, preparation and management). IES carried out desk research relating to the UK and participated in three workshops, held in Lisbon, Barcelona and Sofia.

We were commissioned by the European Parliament to provide statistical and factual reference material regarding migration within Europe with the aim of gaining a clearer picture of the current state of affairs in this area, following the UK's decision to leave the European Union but before the triggering of Article 50. A briefing note, providing data and analysis on the total numbers of EU27 nationals living in the UK and of UK citizens living in the EU, was published in January 2017. The paper also compared contributions to the UK economy made by EU27 nationals with the UK expenditure on welfare benefits for EU27 nationals.

We also continued our work for the Social Care Institute for Excellence (SCIE) on an evaluation of what works to keep carers in employment, specifically using assistive technology and flexible working. This research was published after the Review's reporting period, in January 2018.

For ESPON EGTC, we launched a study with Istituto per la ricerca sociale (IRS) in Italy, providing quantitative and qualitative evidence of the current employment dynamics within European countries and regions. The research focused on the key trends and main drivers of location preferences, and the links between knowledge economies, new patterns of (youth) migration flows within and between countries, and socio-spatial disparities.

In September 2016, we published the research reports resulting from our support partnership with SQW, Warwick Institute for Employment Research and Cambridge Econometrics to the UK Commission for Employment and Skills. As part of a series of six strategic labour market intelligence reports, IES published *The Relationship between UK Management and Leadership and productivity and Productivity in the Retail Sector: Challenges and Opportunities*.

Finally, in conjunction with Deloitte and the University of Brighton, we authored a report for the Department for Business, Innovation and Skills (BIS, now BEIS) considering the performance of the UK market for bank lending to small and medium enterprises compared to a set of international peers.

SHARING OUR EXPERTISE

SPEAKING

Andrea Broughton presented 'Brexit: How it looks from the UK' at *Where are we now? Employment Relations in a time of heightened expectations*, an Industrial Relations News conference in Dublin, held on 9 March 2017.

Rachel Marangozov took up an expert role for the European Commission's European Social Fund (ESF) Thematic Learning Network on Migrants. The aim of the role was to facilitate and strengthen transnational exchange and cooperation between the ESF managing and implementing bodies and other strategic stakeholders.

Rachel Marangozov presented 'Brexit and beyond: A perfect storm for our nursing workforce?' to the *NHS National Temporary Staffing Conference 2017* on 16 March 2017.

Rachel Marangozov and Andrea Broughton presented 'Potential Brexit implications for the UK labour market, skills and employment law' at the *Brexit forum on citizenship* run by the Centre for European Law and Internationalisation on 24 March 2017.

IES' chief economist was an independent expert at the European Commission event on Public Employment Services, *Making a PES Business Case*, on 17 January 2017.

Dr Stefan Speckesser worked together with Dr Hugh Mosely to produce a short background paper, and was involved in the agenda development and the proceedings on the day (including a presentation and chairing workshops).

Nigel Meager presented 'Self-employment: independent 'enterprise', or precarious low-skilled work? The case of the UK' at *Self-employed without personnel: between freedom and insecurity* conference at the Utrecht University School of Economics on 1 July 2016. He also chaired the FEAD Network launch conference in Brussels on 2 June 2016.

Stephen Bevan presented 'The future of work and the issue of sustainability: Framing the issue' at *The future of work: A matter of sustainability*, by Adapt and the University of Bergamo in Italy on 11 November 2016. Stephen also presented 'Working Anywhere: Digital Disruption to the Idea that Work is a Place' to the 6th European HR Directors Circle Forum in Lisbon on 19 May 2016.

IES BLOGS

Hedges S, *EU immigration: impacts and prospects for the UK labour market*, 26 August 2016

Hillage J, *What does Brexit mean for employment?*, 29 June 2016

Marangozov R, *A third of nurses due to retire in the next 10 years. Who is going to plug the gap?*, 8 July 2016

Marangozov R, *Brexit, population ageing and nursing shortages: A perfect storm?*, 20 December 2016

Sumption M, *Immigration and Brexit: Four challenges*, Guest blog, 1 September 2016

Swift S, *Absolutely Favelas: Rio as a catalyst for sustainable growth*, 5 August 2016

Yeandle D, *How will Brexit impact UK employment legislation?*, Guest blog, 19 September 2016



Challenges for youth transitions

IES researches the youth labour market from school leavers to graduates. We also assess how the education and training system can support young people's entry to an ever more competitive labour market.



Unemployment and disadvantage

In the 2013 Autumn Statement a new pilot was announced through which **new claimants aged 18-21 who did not have Level 2 maths and/or English** would be mandated to an assessment of their skills and, where appropriate, also mandated to English and maths skills intervention (which would lead to qualifications), alongside their job search. IES formed a consortium to lead the evaluation.

Elsewhere, we completed our long-term involvement in the **Strategic Transitions for Youth Labour in Europe** (STYLE) project. STYLE involved collaboration with partners in 20 European countries to understand the causes of very high unemployment among young people and gauge the effectiveness of policies to tackle it.

For the International Labour Organization, we developed a methodology for conducting **social cost-benefit analysis of the national Youth Guarantee schemes** and developed a guide with training modules to enhance national capability in carrying out such analysis of these schemes.

Jobcentre Plus, in partnership with local authorities, is implementing a new approach to providing support for **16-17 year olds who are not in education, employment or training** and not in receipt of an income-based benefit. IES led a theory of change evaluation, followed by case study research to test whether the policy worked as intended by policymakers, plus an impact assessment and cost-benefit analysis.

We produced the national report for Greece as part of a study to update the European Commission on the progress of the implementation of the **Youth Employment Initiative** and other funding by the European Social Fund relevant to youth employment.

We also produced the Greek case study as part of research for the European Commission, evaluating the implementation of 'Your first EURES job' mobility scheme in Greece and reviewing options for future measures on intra-EU youth labour mobility.

We published the report *Young people in low level vocational education: characteristics, trajectories and labour market outcomes*, as part of our involvement with the Centre for Vocational Education Research. The study found that around 45 per cent of all learners below Level 2 show a clear progression in college-based vocational education to programmes at higher levels.

Becci Newton presented 'Labour market for young people: today and tomorrow' at a Department for Education event on the future of work and employability at age 19, London, 2 June 2016.

Transitions from education to employment

In June 2016, STEMNET, an educational charity, published our report exploring how their STEM Ambassadors Programme and STEM Clubs Programme impact on young people's employability skills. The research looked at several areas, including the range of skills that both pupils and teachers believe that pupils gain as a result of being involved in STEM activities; how the range of different STEM activities impact on the effectiveness of these programmes; and the programme impact on the employability skills of young people.

Elsewhere, we led the development of role maps across the new 15 occupational routes created as part of the Government's Post-16 Skills Plan for the Gatsby Foundation and Department for Education. This involved mapping apprenticeship standards, professional qualifications, job content, job titles and aligning these through logical occupational routes and career pathways.

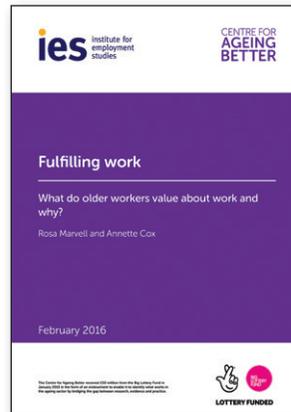
Kari Hadjivassiliou presented 'Successful school-to-work transitions' at a Teens and Toddlers seminar, *Levelling the Playing Field* in London, 31 January 2017.

We carried out a literature review on what older workers consider to be 'fulfilling work' for the Centre for Ageing Better (CfAB). This project investigated what older people value, why those factors are important, whether views differ from the rest of the working-age population and how different work/workplace factors link to positive or negative outcomes for older workers. The research was published by CfAB in February 2017, as *Fulfilling work: What do older workers value about work and why?*.

For the Chartered Institute of Personnel and Development (CIPD), we completed a study which investigated practice in five European countries to uncover how employers can retain older workers by focusing on their health and wellbeing and being flexible about their caring commitments. The research was published in May 2016, as *Creating longer, more fulfilling working lives*.

Elsewhere, IES has been undertaking reviews of healthcare, employment, pensions and welfare policy in Sweden, Canada, Denmark and the UK as part of a three year project funded by the Economic and Social Research Council (ESRC) under the EU Joint Programming Initiative 'More Years Better Lives'. The project is led by the University of Liverpool in partnership with the Institute for Work and Health, Toronto and Statistics Canada, the Karolinska Institutet, Sweden and University of Copenhagen, Denmark. It will advance understanding of the differential impacts of health inequalities on the opportunity to work later in life and of strategies and policies for extending working life that take these health inequalities into consideration.

Fulfilling work: What do older workers value about work and why?



The findings of our research on behalf of the Centre for Ageing Better (see aside), were published in February 2017. This report highlights that many of the things that make work fulfilling for older people are universal, such as wanting work that is personally meaningful, flexible, accommodating, intellectually stimulating, sociable and age-inclusive.

The research found that older workers are more likely to stay in work if they think that their work matters, that their employer supports them, and that their needs are taken seriously. Professional and career development and informal and vocational training are also highly sought after.

The report outlines some key factors that are particularly important in effective management of older workers. These include access to flexible or reduced working hours; being part of an organisation with clear values and a mission that they identify with; autonomy in their work; and opportunities to pass on knowledge, mentoring or managing others.

The report also notes that older workers are not a homogenous group. Health conditions and associated support needs are diverse, so effective workplace adjustments may look quite different for different workers.

The changing landscape for older workers

The increasing age of the population and the workforce presents challenges for employers and policymakers. Our work examines the reasons for extended working lives; age discrimination in employment; the relationship between health, age and employment; employers' perspectives on age and managing older workers; and diverse and changing patterns of retirement.

Improving health and wellbeing for workers

IES examines how employers and policy agencies make the workplace healthier and safer, including the impact of interventions and the processes and practices that contribute to employee wellbeing. Our work in this area is focused around three main topics: wellbeing in employment, including financial wellbeing; health, safety and wellbeing policy; and mental health and stress.



Health, safety and wellbeing policy

We provided data on the costs of work-related injuries, illnesses and deaths in the UK, as part of a consortium project for the European Agency for Safety and Health at Work (EU-OSHA). In partnership with Kooperationsstelle Hamburg IFE, WA-Europe and TNO, IES collected data from 30 European countries. The project aimed to produce the first step in the development of a European costing model of work-related injury and illness.

Elsewhere, we continued our long-term project with GfK NOP for the Department for Work and Pensions, evaluating the Fit for Work programme that was launched in 2015. This service provided telephone-based occupational health assessment and health and work advice to employees who were on or at risk of entering long-term sickness absence due to ill-health, as well as employers and GPs to help employees return to or stay in work.

Mental health

For Mind, the mental health charity, we concluded our evaluation of the work and wellbeing strand of their 'Blue Light' initiative with a report and summary. Mind used our findings about the training approaches that worked best to shape future delivery of the programme and the design of training for additional 'at risk' groups, including new recruits.

Also for Mind, we provided independent, external review and guidance during the development and pilot stage of its new Workplace Wellbeing Index diagnostic tool. We helped it to launch its Workplace Wellbeing Index with organisations in summer 2016, aiding employers to promote and support employee wellbeing and mental health.

During 2016, we carried out interviews and focus groups across four police forces to understand the management of mental health issues in the service, and the role of various personnel involved in responding to those at risk. During this project for the Police Service of England and Wales,

we also explored the demands on staff with experience of mental health issues to understand the nature of the support available and/or received. This research was presented at the Police Federation Annual Conference in May 2016.

Wellbeing in employment

For Health Education East of England, we contributed to an online toolkit to support the spread of health coaching as a social movement. Using an evidence-based model of embedding and sustaining change within organisations, we described effective implementation processes. We presented step-by-step guidance, expert commentary, practical advice and 'top tips' from early adopters of health coaching.

In collaboration with the University of Brighton, we conducted research into the links between HR practices and employee performance and wellbeing. The research study involved a survey, administered twice at an interval of six months, of at least 300 employees across a minimum of two organisations.

Financial wellbeing

We carried out a research project for the Chartered Institute of Personnel and Development (CIPD) focusing on the role of employers in shaping good employee decisions to improve financial wellbeing. The research involved a literature review and workshops to help employers build the business case for financial wellbeing, as well as to explore the barriers that employers are facing and how to overcome them. The study resulted in two reports and a toolkit for employers which offers advice on supporting employee financial wellbeing.

We have subsequently piloted the guidance in organisations to stimulate both greater and more effective action to support and improve their employees' financial wellbeing, funded by a grant from the 'What Works' Fund of the Money Advice Service. These pilots will be assessed to evaluate the effectiveness of the actions and the tool.

SPEAKING

IES senior research fellow, **Sally Wilson**, was an expert adviser to a study by Optimity Advisors for Public Health England (PHE), which aims to model the impact of worklessness. Sally provided expertise on welfare-to-work interventions and policy background. The model will allow local decision-makers to understand the health and financial impacts of getting people back to work. Sally also presented at The At Work Partnership and the Health Work and Wellbeing Conference.

IES head of HR research development, **Stephen Bevan**, was chair of the judging panel for the Healthy Workplaces Good Practice Awards 'Healthy Workplaces for All Ages', organised by the European Agency for Safety and Health at Work (EU-OSHA). The awards incentivise employers from across the EU to evaluate, showcase and disseminate innovative practices which support older workers with health problems to remain active and productive at work. The final awards took place in late 2017. Stephen also presented at 15 other events in 2016–17 in the area of health and wellbeing. Highlights include the Police Federation Annual Conference; the World Bank in Washington DC; the British Safety Council Annual Conference; a webinar run by BrightHR; a PhD seminar at the University of Bergamo; Employee Benefits Live 2016; the Social Protection Committee of the European Commission in Brussels; and a session at the Societal Impact of Pain 2016 conference, also in Brussels. Stephen also took part in a WorkLife Hub podcast about older workers and prolonged working lives.

Alison Carter, principal research fellow, presented twice on the topic of health coaching in the NHS whilst our director of employment policy research, **Annette Cox**, presented insights from the Carers Employment Pilots project at a UK Evaluation Society conference.

Kate Spiegelhalter and **Duncan Brown** presented 'How to Create an Effective Approach to Employee Financial Wellbeing – Shaping good choices' at the *CIPD Applied Research Conference* on 19 December 2016.

Wendy Hirsh chaired the Eversheds HR Summer School on 13 July 2016, considering 'Wellbeing and the bottom-line'.

IES EVENTS

Annual Conference: A fresh look at work and wellbeing, 3 November 2016

Meaningfulness at work, 13 December 2016

WRITING

Alongside other leading experts on health, work and disability, **Stephen Bevan** wrote an essay entitled 'Managing fluctuating health conditions at work', for the collection, *What next for health at work? Five years on from the Black/Frost review of sickness absence*, launched by Unum and Dame Carol Black in early 2017. Stephen also authored 'Why mental illness at work need not be a solitary journey' for *Occupational Health and Wellbeing* in June 2016, and his journal article 'Workplace Health in the UK' was published in the *American Journal of Health Promotion* in May 2016.

As part of IES' project for Health Education England, **Alison Carter's** chapter on 'Embedding Health Coaching in Organisations' was published in the organisation's *Health Coaching Toolkit* in September 2016.

Catherine Rickard authored a blog for CIPD about her research for the Institute into financial wellbeing and wrote a piece about the research, 'The case for considering employees' financial wellbeing is compelling', for *Employee Benefits*, in January 2017.

A journal article co-authored by **Jim Hillage** with Chris Shiels and Mark Gabbay, entitled 'Recurrence of sickness absence episodes certified by general practitioners in the UK', was published by *The European Journal of General Practice* in April 2016.

Sally Wilson wrote a comment piece, 'Employers should take steps to ensure re-entry to work is sustainable after absences', for the November/December 2016 issue of *Employee Benefits*.

IES BLOGS

Bailey K, *Meaningful work: Part two: How to destroy the meaning of work*, Guest blog, 6 October 2016

Bailey K, *Meaningful work: Part one: Where can we find it?*, Guest blog, 29 September 2016

Bevan S, *Don't get 'sniffy' with hay fever victims at work*, 24 August 2016

Bevan S, *Poor musculoskeletal health and workforce productivity*, 5 July 2016

Bevan S, *Two cheers for the PM's focus on mental health at work*, 9 January 2017

Rickard C, *It's Financial Capability Week; what are you doing?*, 14 November 2016

Striving for equality and diversity at work

IES researches the factors associated with disadvantage across different groups and in different environments. We have explored and evaluated the methods and mechanisms used to address inequalities in education and employment to create vibrant cultures, improved responsiveness to employee and customer needs, greater innovation and creativity, and to help organisations compete in an increasingly globalised marketplace.



Diverse workforce

IES was responsible for the Greek and Cypriot national reports for an Ecorys project for the European Commission, which looked at diversity within the teaching profession in Europe, with a particular focus on those from migrant/minority backgrounds.

Our study with Istituto per la ricerca sociale in Italy, for the European Foundation for Living and Working Conditions (Eurofound) was published as *The gender employment gap: Challenges and solutions* in October 2016.

In higher education (HE), we started a long-term evaluation of the Realising Opportunities programme for Newcastle University in the summer of 2016. The programme aims to promote progression for able students from under-represented groups to highly selective HE institutions.

Employment practices

We undertook a study for Acas to provide relevant insights for managers and employees in order to establish what good practice looks like with regards to supporting trans or intersex employees in the workplace.

Also for Acas, we researched how organisations elicit and consider requests for flexible working from those returning to work, and how they then manage the careers of those that work flexibly. We have also been conducting a rapid evidence assessment in this area on how parents in the UK make decisions about returning to work and childcare responsibilities.

We completed our work with IFF Research and COMPAS for the Equality and Human Rights Commission (EHRC) to improve understanding of employer behaviour and practices when recruiting British and migrant workers with the right to work in Great Britain. The research was published as a report, entitled *Recruitment in Britain: Examining employers' practices and attitudes to employing UK-born and foreign-born workers*.

For the London Borough of Lewisham, we researched the reasons behind the council's success in achieving gender parity in the make-up of its senior posts and how the glass ceiling impact on senior executives had been overcome in this case. The research was published as a report, entitled *The Power of Parity*.

Another project, for EHRC, set out to explore what is meant by a 'vulnerable group' and how it can be defined in relation to equality and human rights monitoring so that it is a meaningful concept.

We were contracted by the Istituto per la ricerca sociale (Italy) to conduct the UK case study on multiple-discrimination faced by women with disabilities in the labour market.

We continued our expert input to an EU programme co-ordinated by ÖSB Consulting, which identifies and disseminates good practice in the area of social protection and social inclusion, across EU member states

SHARING OUR EXPERTISE

SPEAKING

Rachel Marangozov

spoke on migration and integration twice. We hosted an event in July 2016 entitled 'Gender pay gap reporting: full analysis and insight'.

in June 2016. Meanwhile, **Rachel Marangozov** published two blogs for the *Huffington Post* on migration and integration.

WRITING

Chiara Manzoni's

study 'Should I stay or should I go? Why Roma migrants leave or remain in nomad camps' was published in the journal *Ethnic and Racial Studies*

IES BLOGS

Sally Wilson, Catherine Rickard and Duncan Brown

wrote blogs on inclusion, equality and diversity throughout the year.

Employment conditions

We completed our project for the European Parliament looking at precarious work in the EU. The research, which included a literature review, data analysis and in-depth reviews in eight Member States, was published as *Precarious Employment in Europe: Patterns, Trends and Policy Strategies*, alongside a set of case studies from the research.

Also on precarious work, we were commissioned to write an in-depth analysis focusing on precarious employment in recently privatised public utilities. This publication, based on a literature review, will support the European Parliament's own-initiative report on precarious employment.

Andrea Broughton, IES principal research fellow, was commissioned by IRShare, Paris, to help coordinate two days of training for the Eurotunnel European Works Council in Folkestone. The aim of the training was to help Eurotunnel European Works Council members from the UK and France to understand more about how employment is regulated in each other's countries, and to promote mutual understanding and joint working between representatives from the two countries.

We continued to lead a consortium with French and Belgian partners, providing ongoing information-reporting services on EU-level industrial relations, working conditions and change management to the European Foundation for the Improvement of Living and Working Conditions' (Eurofound) Observatory websites. Andrea Broughton also continued to co-edit *European Restructuring Monitor Quarterly*, published by Eurofound.

Andrea presented 'Uber-flexible working: patterns and trends' at four seminars in a series on employment models and rights by Eversheds, in London, Birmingham, and Manchester, in early 2017.

Fair pay

IES was commissioned by the Armed Forces' Pay Review Body (AFPRB), one of the UK Government's pay review bodies, to review methods of pay comparability for the armed forces. The report was published in December 2016 as *A Review of Pay Comparability Methodologies*. It considered a range of methodologies that might be used to compare remuneration in the armed forces with relevant civilian organisations. The report includes findings from a rapid evidence review on approaches to pay comparability; expert and group interviews; and offers analysis from IES of the AFPRB's current and future approach to pay comparability.

SHARING OUR EXPERTISE

We published an opinion paper entitled *Stability rhymes with agility, pay structure needs to go with flexibility*, co-authored by IES' Duncan Brown and Steve Munday of KPMG. It asks why job evaluation still thrives and whether the opposing positions on job evaluation and pay management can be reconciled.

WRITING

On pay and reward, **Duncan Brown** wrote two articles for *Employee Benefits* in 2016, and an article for Reba in March 2017, alongside several articles for CIPD's *People Management*. **Peter Reilly** also wrote an article for Reba, as well as a piece for an Audit Scotland newsletter, and a *Viewpoint* article for *Employee Benefits*. **Andrea Broughton** wrote an IES blog: *Precarious work – a slippery concept?*

SPEAKING

Andrea Broughton presented research on precarious work to the European Parliament's Employment Committee in Brussels in September 2016. **Duncan Brown** presented at four events on the topic of equal pay and gender pay reporting whilst, with **Catherine Rickard**, he presented research on pay comparability methodologies to an Office of Manpower Economics conference.

The journey towards fair pay and better employment conditions

The relationship between employers and employees, and the changing nature of work and the workplace has long been a central feature of IES' work. We also help organisations to examine how different factors may impact on pay levels. We carry out equal pay audits for clients and assist with job evaluation, pay structure reforms and pay progression to address any gaps identified.



Education and the path to employment

IES carries out research on education and training for government departments as well as for local and sectoral education and skills bodies. We conduct evaluations on the impact of public training and development policies at national and international level.



Education and training

In late 2016, we began a project for the Department for Education (DfE) which aimed to provide models of effective provision in engaging low attainers at the age of 16, enabling them to progress in learning and training and achieve valuable qualifications. The research was published in July 2017 after this Review's reporting period.

In partnership with the International Centre for Guidance Studies (iCeGS) at the University of Derby, we were commissioned by the Skills Funding Agency to evaluate the outcome-based model for funding the National Careers Service. The review assessed the sustainability and impact of the funding model and examined the method for setting payment rates.

Adult education

We completed our joint study with Istituto per la ricerca sociale (IRS), investigating the economic and social costs of low-skilled adults in the EU for the European Centre for the Development of Vocational Training (CEDEFOP). The final report was published in July 2017, outside of the reporting period.

We also completed a long-term study, originally for the Department for Business, Innovation and Skills (BIS, now BEIS), published as *Understanding mature entrants' transitions to postgraduate study*. This study consolidated and improved the information base on mature postgraduate students in order to understand their profile and participation; their motivations to study; their pre-entry activities; their sources of funding; and the barriers and challenges they face.

Elsewhere, our research for BIS, offering an up-to-date picture of how funding for adult learners in England is currently targeted, and the costs and benefits of different types of provision and for different types of learner, was published in May 2016.

Vocational education

We undertook a project to provide the Construction Industry Training Board (CITB) with intelligence on the response by employers and training providers to changes in post-16 education and training provision across Great Britain in the construction and built environment sector. The study also considered the relationship between training providers and employers, to identify mutually beneficial approaches to dealing with the changing environment.

Elsewhere, we continued our involvement in the Centre for Vocational Education Research (CVER), with our partners, the Centre for Economic Performance at the London School of Economics; the University of Sheffield; and London Economics. The centre aims to advance our understanding of the requirements for vocational education in Britain today, in order to address and overcome long-running structural problems and inadequacies in the existing vocational education system.

For DfE, we explored examples of standards used internationally to inform and support the work of the panels of professionals that will take forward the development of the technical routes being introduced in England. The research was published in summer 2017, after the reporting period.

In a project led by ICF International for CEDEFOP, we provided expert advice on the design of a toolkit for use at European level in respect of early leaving from vocational education and training (VET). The toolkit was designed to supply guidance on effective practices and systems to address early leaving, on how to identify and monitor those at risk and how to evaluate VET-related measures to address early leaving.

Teaching workforce

In early 2017, we started a project for the Education and Training Foundation (ETF), which aimed to establish how

SHARING OUR EXPERTISE

SPEAKING

Rosa Marvell was a panel member at the *University Admissions and Careers in Anthropology* conference in June 2016. Also on HE, **Wendy Hirsh** and **Emma Pollard** presented at the *CIPD Applied Research Conference 2016* in December and Wendy Hirsh presented at a Churchill College Cambridge seminar in July and a Graduate Recruitment Bureau network event in September. Finally, Emma Pollard co-presented at the *AGCAS Annual Conference for HE Careers and Employability Professionals* in September 2016.

IES BLOGS

Annette Cox, Rosa Marvell, Emma Pollard and **Joy Williams** all published blogs in this area, on older workers, careers advice in schools, social mobility and HE, and the impact of Brexit on HE, respectively.

different providers in the further education and skills sector used advanced practitioner roles to improve teaching, learning and assessment.

In February of the same year, our joint research with Pensions Policy Institute was published by DfE. Our study considered the broad employment context of supporting teachers to continue their careers for longer. As part of the work supporting the Teachers Working Longer Review, our research considered the health and deployment implications of teachers working longer as a result of the increase in normal pension age in the Teachers' Pension Scheme.

In June 2016, our research for DfE, *The customer journey to initial teacher training*, was published by the National College for Teaching and Leadership. The study examines the experiences and motivations of those who chose to undertake teacher training.

Further and higher education

IES supported BIS' team of contracted further education advisors in identifying organisations where they should be monitoring compliance with their duties under the government's Prevent strategy. The work involved building a database of training organisations that were delivering further education operating outside the scope of Ofsted.

In late 2016, we began a project for the Higher Education Funding Council for England (HEFCE), on how support for disabled students is currently structured and the progress institutions have made towards an inclusive model of support for disability prior to the increase in HEFCE funding. A follow-up review will evaluate the progress made by the end of the 2017–18 academic year.

Elsewhere, we continued our analysis and reporting of the Student Income and Expenditure Survey 2014–15. This latest wave provides a comprehensive and robust assessment of the impact of the 2012/13 changes to student finances.

We completed our research for BEIS, which gathered the most up-to-date research evidence and current thinking on alternative modes of study in higher education (HE). The project, published as three reports, combined a review of the current research and policy literature with qualitative case studies.

Finally, the report of the final evaluation of the ReAct II Scheme in Wales was published in July 2016 by the Welsh Government. ReAct provides people who have been made redundant with grants to invest in training, as well as offering subsidies to employers for hiring and training redundant workers. The report included the impact assessment and cost-benefit analysis carried out by IES.

CLIENT IN FOCUS

Careers & Enterprise Company (C&EC)

We began a study to identify and scope existing large-scale datasets/sources which capture the school-to-work-transition from a range of perspectives, and highlight those with the potential to support C&EC's work. We published the findings from this study, alongside a useful matrix of the available datasets, in late 2017, outside of the reporting period.

We also conducted an analysis of schools' careers guidance provision, linked to educational outcomes, forming a baseline to track the impact of increasing employer involvement in careers information, advice and guidance in schools. This research was published as *Understanding the careers cold spots*.

We created a self-assessment tool for schools to monitor their careers guidance provision against established benchmarks, funded by the C&EC and the Gatsby Foundation.

As part of C&EC's 'What Works in Careers and Enterprise' work strand, we carried out a literature review and a rapid evidence assessment on the landscape of youth volunteering engagement and explored attitudinal and hard outcomes associated with volunteering.

Better outcomes for employee development

IES evaluates in-company training and development programmes and helps employers to better understand their training investment in order to create a more effective development offer. Alongside researching new coaching approaches, the changing face of human resource development and the impact of workplace learning and development strategies, we also investigate the impact of government policy on employers' development programmes.



Work with employers on employee development

In-house development

We designed and delivered workshops for HR staff at the London Borough of Southwark, to help to understand the organisational design principles and approaches and train them in performing basic organisational diagnostic tests on change proposals.

We also ran a series of workshops on HR analytics, workforce planning, talent management and succession planning for the Universities and Colleges Employers Association (UCEA).

Talent management

We undertook a project for the Leadership Foundation for Higher Education (LFHE), which aimed to help leaders in higher education address talent management in their own institutions. We undertook a review of previous research and extensive practical experience. We also carried out case studies within eight organisations across varied sectors, chosen for their relevance to the higher education context and workforce on the basis of a number of factors. The research was published as a report available exclusively to LFHE members in summer 2017.

Public policy on employee development

We undertook a multivariate analysis which considered whether or not outcomes of performance management varied depending on employee characteristics such as age, ethnicity and disability status.

Elsewhere, in partnership with the York Health Economics Consortium and the University of Liverpool, we undertook an evaluation to provide evidence on what works in scaling and speeding the pace of innovations across health

care organisations. This evaluation was combined with an impact evaluation to provide evidence on the scale of benefits to organisations, patients and the wider healthcare economy. The findings were published in March 2018, outside of the reporting period.

Evaluating employee development

On behalf of Health Education England, we continued a longitudinal study to evaluate its Paramedic Pre-Degree pilot programme. The research team is taking an in-depth case study approach to explore the attitudes, experiences and career intentions of students, and also to provide insight into problems shared across all stakeholders by involving local employers and higher education providers. We also developed a strategy and outlined processes for leadership development and talent management at a local authority.

IES is providing the General Medical Council with a statistical review of its full trainer survey, and recommendations for future development of the survey.

Meanwhile, in early 2017, we began our longitudinal evaluation of the impact of the NHS Leadership Academy's Aspiring Chief Executive programme. The programme aims to develop the key skills, understanding and personal qualities likely to enable participants to successfully and sustainably lead in the NHS.

SHARING OUR EXPERTISE

We published a paper, entitled *Performance Management: Making it work*, as part of our HR Essentials series. The series condenses extensive IES research into concise, accessible and practical guides for busy HR professionals and line managers. In this paper, Peter Reilly outlined the key considerations when implementing a performance management programme, with an accompanying infographic.

SPEAKING

Peter Reilly presented 'Is your appraisal working?' to *Is the appraisal dead? Building a performance management culture*, organised by the Local Government Association on 22 March 2017.

Penny Tamkin presented 'New performance management systems and trends' to the *2nd Human Resources Management for Power and Utilities Industry 2017* in Berlin on 24 February 2017.

Wendy Hirsh presented 'How careers work: observations of an applied researcher' as her inaugural professorial lecture at the University of Derby on 8 June 2016; 'Finding and using ideas in career development' at the National Institute for Career Education and Counselling conference *Rethinking career development for a globalised world* on 21 September 2016; and 'Taking charge of your own skill and career development', at a Newnham College Cambridge seminar on 28 November 2016.

WRITING

Luke Fletcher and **Dilys Robinson**, both IES associates, co-authored 'The relationship between perceived training and development and employee retention: the mediating role of work attitudes' in the *International Journal of Human Resource Management*, published in December 2016.

Wendy Hirsh co-authored a chapter with John Storey, entitled 'Positive career development for leaders', in the book *Leadership in Organizations: Current issues and key trends (3rd edition)*, published in June 2016.

Brexit Observatory



In September 2016, we launched the IES Brexit Observatory to track the employment effects of the UK's decision to leave the European Union.

The Observatory provides a space to collate evidence, share relevant research and commentary, track datasets and link to sources of independent information as the Brexit debate continues to unfold and the terms of the UK's departure are revealed.

Through a curated combination of internal analysis and the sharing of external research, the Brexit Observatory embodies IES' core values, providing an evidence-based and independent approach to the evolving debate.

As well as our *Beyond Brexit* paper, published in December 2016, which assessed the impact of Brexit and an ageing population on the UK's nursing population, our team of experts offered detailed analysis of the impact of Brexit on various other aspects of the UK's employment landscape, through blogs, external presentations and articles, video interviews, commissioned research, and a Twitter chat on the effect that Brexit could have on employee engagement.

As the months and years unfold, we will continue to offer a rigorous analysis to this continuously changing debate, with the Observatory underpinning our Brexit-related work, assisting clients with research, support and consultancy.

Visit the Observatory at www.employment-studies.co.uk/brexit

Follow @BrexitObserv on Twitter

Supporting employers to make improvements in policy and practice

We draw on our long history of working with employers combined with research insights we have gathered into new topics, to offer expertise on the full range of topics affecting organisations today. These range from HR analytics and workforce planning to employee engagement, performance management and reward strategies.



Recruitment and retention

We worked with Arts Council England to help improve their understanding of the perceptions of the organisation as an employer. We carried out online consultations, focus groups and interviews to discover perceptions of the attraction factors, triggers to apply, and benefits of working for the organisation, along with any perceived barriers to applying. The project had an emphasis on diversity and inclusion and aimed to inform future Arts Council England action and strategy.

Also this year, as the labour market in a number of sectors became more buoyant, we found ourselves engaged by an increasing number of other employers to improve their recruitment and retention policies and practices. We worked with several organisations that wanted to understand the demographics of their recent leavers and others who wanted our help to review the pay and non-pay aspects of their 'offer' to employees which might help them attract and retain talent.

Elsewhere, in May 2016, we concluded a project in collaboration with several organisations on behalf of the Ministry of Defence (MoD) and the UK Armed Forces. The project aimed to understand the levels of awareness of the Reserve Forces in the potential volunteer population; what attracts or deters individuals to the Reserve Forces; and how Reservists can be nurtured and retained over time. Our work directed national- and strategic-level engagement efforts by the MoD and provided guidance on where immediate focus should be directed. Brigadier Mark van der Lande commented that **the research had 'direct relevance to recruitment marketing, who we are targeting and how we are doing it'**.

Workforce planning

As part of a review of the future role of the veterinary nurse, we were asked by the Royal College of Veterinary Surgeons (RCVS) to conduct online surveys of all veterinary nurses and veterinary surgeons registered to practise in the UK. This consultation aims to improve understanding of how Schedule 3 of the Veterinary Surgeons Act 1966 (which

outlines the activities that can be delegated to veterinary nurses) is used and interpreted in practice, and how the legislation could be clarified.

In late 2016, we started our part in a collaborative project with 2020 Delivery, for Cancer Research UK, to forecast the future demand for non-surgical oncology staff in the UK over the next five and ten year periods. The research aims to give, for the first time, an overview of the current workforce delivering non-surgical treatments for cancer across the UK and provides projections for what this workforce may look like in five years' time. The research concluded and was published in late 2017, outside of the reporting period.

Elsewhere, we supported the Civilian HR Capabilities team to develop aspects of their skills strategy. Specifically, we helped work towards developing a learning culture and identifying the skills the organisation needs both now and in the future. Through a range of projects, we offered support to help better understand the current culture around learning and development within the MoD civil service.

We continued to provide content for online units, and deliver masterclasses in the areas of reward, performance management and HR transformation for an MSc Human Resource Management programme delivered by the Edinburgh Institute of Leadership and Management Practice to KPMG consultants.

We also provided practical consultancy support in a local authority to help in the development of a new approach to workforce planning and to build capacity in the HR function.

Workforce planning in the light of Brexit

In early 2017, we carried out a study for RCVS to find out how the UK's withdrawal from the European Union was impacting on the work experiences and career/life plans of non-UK European veterinary surgeons and veterinary nurses. The study also collected their views about the impact of Brexit on the veterinary profession in the UK. This survey will be followed by two further surveys over the next two years, to enable the RCVS to track the opinions and movements of European veterinary surgeons and nurses.

This work is supported by IES' programme of Brexit-related activity, and is being informed and guided by our panel of Brexit experts and the work of our **Brexit Observatory** (see page 17).

The HR function

We conducted a study led by Aston Business School which piloted a short personal development programme focusing on meaningfulness at work with 25 employees in two participating organisations (one public sector and one private sector). This study aimed to find out if a meaningfulness intervention improved engagement, performance and wellbeing (compared with two control groups of employees, one receiving a stress management intervention and one receiving no intervention). The research was reported at an IES event in December 2016 and was followed in the autumn by a short report aimed at practitioners.

As the demands being placed on HR professionals evolve, we carried out a short study in conjunction with *HR Magazine* to capture the views of a group of early career HR managers about the future impact of demographic and technological change. Drawn from a diverse range of private sector employers, our participants worked as a group to develop scenarios looking at the likely impact on the psychological contract, the skills demanded of HR professionals in the next decade and beyond and the strategic role which the HR function would be called upon to perform. The results were published and discussed in two articles in *HR Magazine*.

Organisation development (OD) and change

Our work to support OD and change initiatives in organisations continued to grow. We were engaged by several public sector organisations and institutions to help develop OD and change management strategies, to support the implementation of internal reorganisations and to assess the 'readiness for change' of business units and functions.

In some of these projects we have performed a 'critical friend' role, helped to collect and analyse baseline data, and advised on the measures likely to be the most useful indicators of the success of change interventions.

Performance management

Several large employers across a number of sectors engaged IES to support them to revise, update or redesign their performance management (PM) processes and systems. In most cases this involved working with internal HR teams and managers to revisit the purpose of PM, interview and engage with senior managers or directors, or even to survey employees about the kinds of improvement they wanted to see in the way PM operated.

Several projects meant that we became involved in reframing the scope and purpose of PM and, in other assignments, we were advising on making changes to the day to day mechanics of the way PM conversations were held and outcomes recorded and moderated. Some of our clients asked us to simplify their performance rating systems, advise on the link between PM and rewards, career progression and performance improvement processes. Others wanted to include a team element to PM or to strengthen the role of line managers. Across each of these projects it is clear that PM remains a valued but sometimes overly-complicated process which requires periodic review and reassessment.

Culture and values

IES has worked with several employers in the private and public sector to help them review their 'offer' to employees as part of culture change programmes and in an attempt to achieve a closer alignment between the espoused values of the organisation and the 'employee value proposition' (EVP).

In other projects for employers we have looked at the elements of their values which support or inhibit high levels of employee engagement, motivation and retention. In conducting these assignments we frequently engaged with employees, union representatives and senior managers to help shape, deliver and evaluate significant revisions to employee engagement strategies.

Pay and reward

We completed our evidence review for NHS Employers, looking at the nature of any relationship between total reward and employee engagement, and whether there was a link to organisational performance. The research was published in May 2017 and highlights the complexity of the reward-engagement relationship. This complexity demonstrates the importance of a total reward approach in engaging the diversity of the workforce and meeting the wide variety of employee needs.

We also ran two reward strategy masterclasses for heads of human resources and reward on behalf of the Universities and Colleges Employers Association.

Demand for our advice on reward grew steadily during the year with several assignments involving commercially sensitive pay benchmarking studies; reward strategy reviews; senior staff pay comparison exercises; job evaluation studies; restructuring of pay and grading systems and total reward evaluations.

Employee engagement

In November 2016, the IES Brexit Observatory held a Twitter chat on the impact of Brexit on employee engagement. IES experts were joined by thinkers on Twitter and the debate revealed the importance of refocusing on employee engagement in these uncertain times.

We also carried out project work for employers who wanted to take the results of employee engagement surveys and implement action plans which addressed the issues they raised. This included a number of stakeholder consultations, building line manager awareness and capability, supporting the dissemination of survey results, analysing the differences in engagement levels across departments and divisions and recommending improvements to the ways engagement data are collected, analysed and disseminated.

In August 2016, we published the third paper in our Coaching Effectiveness series, which explores aspects of business coaching. This paper, *What makes a coach effective?*, explores the factors that make an effective coach, including both coach factors and coaching relationship factors that affect the achievement of coaching outcomes.

We also published a paper looking at the growing area of advanced HR analytics. *The path towards predictive analytics* outlined the issues surrounding the definition of predictive analytics before considering why such an approach might be an appropriate move forward for organisations and how organisations might approach its implementation.

In November 2016, we published *Mindfulness in organisations: Case Studies of Organisational Practice*. This HR Network paper drew on findings from research conducted alongside Cranfield University School of Management and gives detailed analysis of how seven organisations have used mindfulness techniques in different contexts and formats. The top tips gathered from mindfulness experts at a knowledge-sharing event were also published as an infographic.

WRITING

Stephen Bevan wrote four articles about the nature of the HR function and its future, two of which reflected on learnings from our aforementioned joint project with *HR Magazine*.

Following his HR Network paper on the topic of predictive analytics, **Peter Reilly** wrote a piece for *HR Magazine*, 'What do we mean by 'HR analytics'?' in November 2016.

IES BLOGS

Stephen Bevan, Duncan Brown, Amanda Callen and **Peter Reilly** all wrote blogs in this area including articles on HR and prioritisation; employee engagement following the

Brexit vote; pension deficits and why HR should take note; pay benchmarking; and change management.

SPEAKING

Stephen Bevan presented 'Working futures: Rhetoric meets reality' to the Board of Unum in July 2016. He also presented 'What Does 'Good Work' Look like in the 21st Century?' to the *2nd Aviation HR Conference* in Lisbon in April 2016; 'Overview of the current national policy and initiatives: What employers need to know' to the *Health @ Work Summit 2016*, in May 2016; and 'Balancing incentives, regulation and reflective bargaining' at a seminar on job quality and mental health organised by the OECD in Paris in November 2016.

Alison Carter presented 'Embedding change within organisations' at *A new conversation: empowering patients and communities*, an event run by Better Conversation (an informal coalition of organisations and individuals unified in wanting to improve conversations between the health and care system and people seeking care, their families and communities), in September 2016. Alison presented 'What employees really want from coaching' at a coaching knowledge sharing event by Coaching Focus in March 2017. Alison also took part in a well-attended webinar series organised by Association for Coaching on coaching evaluation.

Annette Cox presented 'Engagement and empowerment' to the *Challenging Times: Developing workplaces for sustainable work and retaining an ageing workforce* event, run by Workage, a three year EU-funded project led by Nottingham Trent University and Workplace Innovation Limited, in September 2016.

Peter Reilly presented 'Grappling with performance: how organisations are changing their approach' to the *Local Government Staff Commission Conference* in Belfast in December 2016, and 'HR Shared Services: a necessary evil or a better way of organising?' to the *Shared Services Conference*

2016 in November 2016. Peter also chaired *Utility Week HR Forum 2016* and *Mission Critical HR Analytics 2016*.

Duncan Brown presented 'UK Reward Trends' to the *Pay and the labour market* seminar of the CIPD West London Branch Seminar in May 2016; 'Total reward and employee engagement: as easy as 'A' to 'B'?' to *Employee Engagement and wellbeing: Sector projects and wider perspectives*, the UCES and UHR conference in September 2016; 'To PRP or not to PRP, that is the question' to the *UHR annual conference* in May 2016; and 'Benchmarking reward and compensation structures: let the market rip?' to *Employee Benefits Live 2016 Conference* in October 2016.

Wendy Hirsh presented 'Performance management: Seeing the wood through the trees', to the *UCEA Conference: The changing world of performance management: challenges and opportunities for HEIs* in London in April 2016; and 'Effective succession and talent management' at the *London HR Summit* in September 2016. She also facilitated two workshops for the Universities and Colleges Employers Association: *Workforce planning in uncertain times – issues, tools and techniques* with Peter Reilly in January 2017 and *Succession planning – strengthening your talent pipelines* in March 2017.

Penny Tamkin presented 'Brexit workforce implications for local government' to London Councils' *Greater London Employment Forum* in February 2017.

IES EVENTS

Collective ethical leadership, 21 June 2016

Annual HR Directors' Retreat: Swimming against the tide, 27 & 28 April 2016

High involvement change: from consultation to co-production, 7 April 2016

Getting value from your values, 23 February 2017

HR Network

Continuous learning is at the heart of our corporate membership offer. Our HR Network offers members access to IES expertise and leading-edge thinking and research via three approaches: support for the HR director; professional development for the HR team; and solution-focused assistance with organisational people management issues.

Through a comprehensive schedule of varying event formats; access to exclusive research and guidance publications; support such as critical friend sessions and team coaching; networking opportunities; and regular updates, members are supported in their development and organisational challenges.

Events 2016/17

Our events are aimed at a wide range of audiences; from HR practitioners and OD/L&D specialists, to HR directors or senior managers. They aim to both facilitate learning and stimulate debate and thinking around a variety of current and future HR and employer topics.

Topics covered in our events calendar this year included:

- High involvement change: from consultation to co-production
- HR functions swimming against the tide
- Collective ethical leadership
- Gender pay gap reporting
- Health, work and wellbeing
- Intergenerational differences
- Meaningfulness at work
- Getting value from organisational values
- Ageing and pensions

CONTINUING PROFESSIONAL DEVELOPMENT

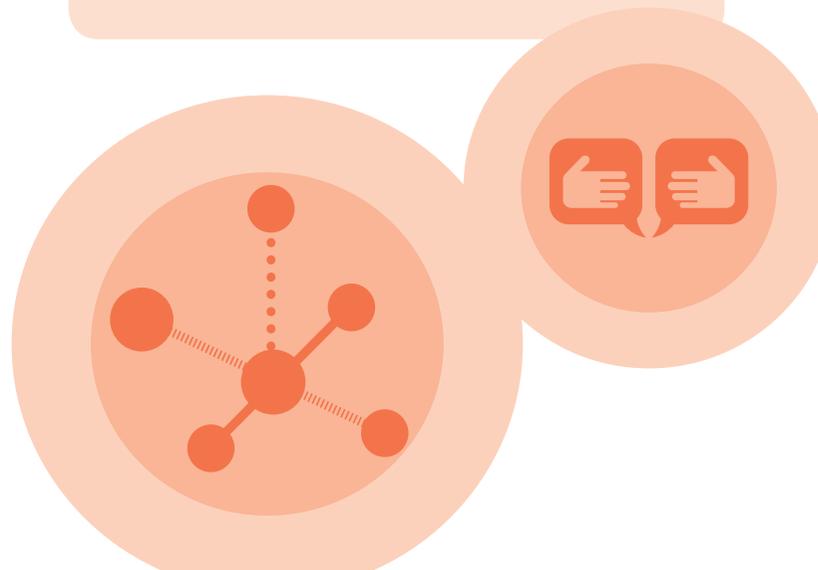
IES offers a comprehensive range of continuing professional development (CPD) activities, from individual coaching, mentoring and diagnostics, through to team-based interventions such as action learning, and our popular events programme.

A key part of our offer to members and other organisations is a range of events designed to raise the skills, knowledge and reflection of line managers and HR, OD and learning and development specialists.

In-house for organisations, we offer events that give access to IES expertise on a wide range of employment-related topics. Our most popular in-house events are 'Knowledge Knibbles': bite-sized learning events (often delivered over lunch), which present what we know about new, messy and complex people management topics in a digestible way.

Over the last 12 months IES has delivered a number of 'Knowledge Knibbles' on topics such as flexible working policies and practices; the current state of play in performance management and an introduction to positive psychology.

HR Network, events and continuing professional development



Dissemination and the media 2016/17

The success of IES' mission to improve policy and practice very much depends on our research findings and expertise being read, heard and understood by policymakers, employers and employer bodies.

We use many different channels, and have this year added Twitter chats, webinars, video interviews and podcasts to our existing media, which include newsletters, emails, reports and papers, infographics, blogs, social media, conference appearances, articles and chapters.



Newsletters

We produce three newsletters for our audiences on employment policy (Employment Studies), corporate HR (HR Insight), and our HR Network (Network News). Each newsletter is published twice per year, and sent electronically as well as in print, whilst all news articles also appear on our website.

Publications

In 2016/17, we contributed to or published 61 reports and papers on a range of topics. See the full catalogue in our accompanying 'Snapshot' document.

Blogs

Our blog series continued to gain popularity and we expanded our authors to include guest blogs from IES associates, honorary fellows and representatives from relevant employer bodies and partner institutes.

The two blog series, one HR-focused and the other employment policy-focused, aim to offer IES expert insight on current, topical issues or new research in an accessible format for most audiences.

In 2016/17 we published 15 blogs on human resources areas of interest, and 17 public employment policy-related blogs, of which five were guest blogs.

Media coverage

Our research regularly appeared in national, international, regional and industry/sector press throughout 2016/17. Comment from several IES researchers around the implications of Brexit for employment in the UK and comment on ONS employment statistics from Nigel Meager were of particular interest.



Visual research outputs

This year, we expanded our use of visual media to disseminate our research further. We began to produce video interviews with IES experts, as part of the IES Brexit Observatory. These short videos offered the latest insights from our researchers on various areas of the UK labour market and employment that could be impacted by the UK's decision to leave the European Union.

Highlights from IES in the headlines

'Has the job market taken a turn for the worse?', *The Independent*, 21 April 2016

'What does Brexit mean for HR?', *HR Magazine*, 2 August 2016

'Problems with the growing gig economy', *Raconteur*, 4 December 2016

'Brexit could make NHS shortage of nurses worse, says report', *The Guardian*, 20 December 2016

'Executive pay: why is it so high?', *The Daily Telegraph*, 17 January 2017

'Set the wheels in motion', *Employee Benefits*, 22 February 2017

'Institute for Employment Studies outlines key HR challenges for 2017', *Personnel Today*, 3 March 2017

'Army of self-employed is taxing for Britain', *The Times*, 11 March 2017

'Sector-specific immigration system needed post-Brexit, minister suggests', *People Management*, 16 March 2017

'Whitehall feels the pinch', *Financial Times*, 21 March 2017

The Institute returned a small deficit (£31,000) during the financial year 2016/17 (2015/16: £49,000 surplus).

The Institute's 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 us to continue to invest in the future. The Institute has no borrowings.

A summary financial statement based on the accounts for the last two years is given here. A full copy of the audited accounts is available from the director of finance and resources at the Institute.

Financial Summary 2016/17

INCOME

	2015/16	2016/17
	('000)	('000)
Project	2,767	2,910
Membership	140	149
Other (Events, publications)	10	8
Total income	2,917	3,067

EXPENDITURE

	2015/16	2016/17
	('000)	('000)
Staff costs	1,742	1,845
Partners and sub-contractors	691	810
Other direct costs	27	9
Management and Administration	408	434
Total Expenditure	2,868	3,098
Surplus/deficit	49	-31
Fund balances	1,977	1,946



87

Projects commissioned

61

Reports and papers

32

Blogs

86

Clients worked for

92

Partners worked with

24,824

Project hours worked

**SOCIAL MEDIA CONNECTIONS
2016/17**



LINKEDIN HR GROUP

382
followers



LINKEDIN
COMPANY PAGE

1,491
followers



TWITTER

2,060
followers

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