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Institute for Employment Studies

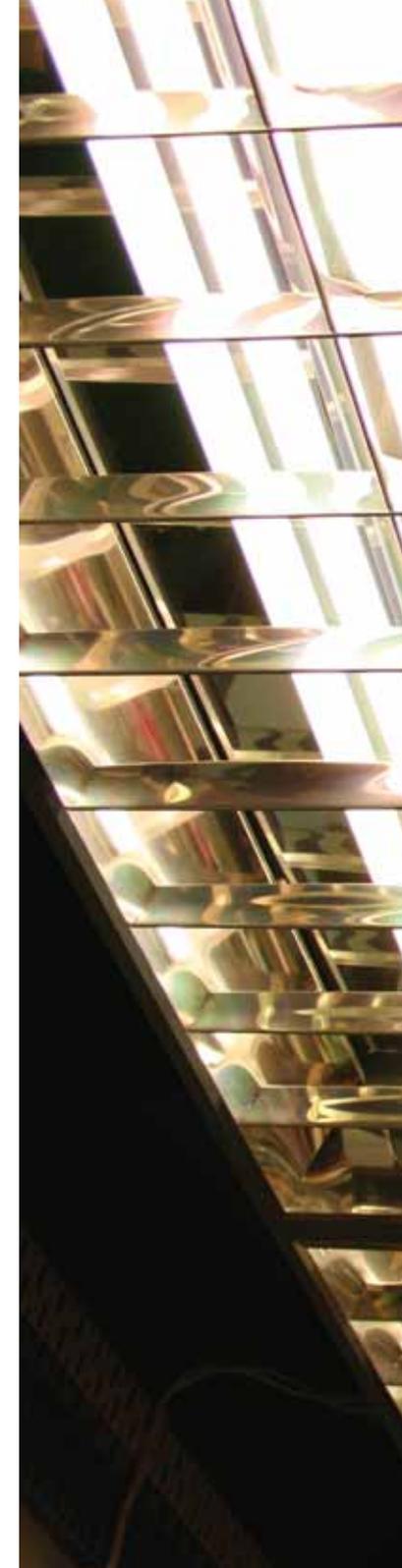


ANNUAL REVIEW 2007



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# From our Vice-President

As outgoing Chairman of the IES Board of Trustees, I am delighted to introduce this Review, highlighting the main features of another strong year for IES. The work of IES remains at the forefront of thinking on employment and HR issues, and the volume and influence of that work has expanded again during the year. During the year, investment has been made in resources to support the growing volume of work with employers both in the private and public sectors. We have also launched our revised corporate membership programme (the IES HR Network) and we look forward to increasing our work programmes from this investment in the years ahead. The Institute's finances remain extremely healthy. In line with our charitable mission to improve decision-making in employment policy and HR practice, considerable emphasis has been placed on the dissemination of IES work, and its reputation is reflected in the growing level of media coverage and recognition of IES in the public policy and HR marketplaces, both in the UK and in mainland Europe. Equally, it is reflected in the calibre of the individuals who choose to work with IES as members of its Board and Council, and I would like to thank all of my colleagues for their contributions in supporting and guiding IES during the year. It has been a pleasure to serve as Chairman of the Board of Trustees and I would like to wish both the staff and clients of IES all the very best for the future.



**Anne Minto OBE**  
*Vice-President*

# Director's introduction



**Nigel Meager**  
*IES Director*

Once again, I am happy to report on a strong and successful year at IES. The volume of our commissioned research and consultancy work grew steadily, and the Institute's financial position remains healthy.

IES is a charitable, not-for-profit body which exists for one purpose only, as set out in our mission, namely to bring about sustainable improvements in employment policy and HR management. We do this through increasing the understanding and improving the practice of key decision-makers in public policy bodies and employing organisations, both in the UK and internationally.

This means that in choosing and undertaking all our research and consultancy work, we aim to ensure that it makes a difference, and a real contribution to public benefit. We do not attempt to add to knowledge for its own sake, but we always have two key objectives in mind: first that our work can be used and applied by decision-makers to improve policy and practice; and second that the results of our work are disseminated to reach as wide an audience as possible. Of course, there are sometimes tensions between these objectives and the need to attract funding and ensure the financial viability of the Institute – and a balance has to be struck. How well that balance has been struck can be judged through the examples of our work that fill the pages of this Annual Review. Looking back on the last year, however, it is clear that IES' public policy work continues to illuminate the important policy questions of the day, and that its work for public and private sector employers continues to provide evidence-based solutions for HR practitioners.

On the public policy side, we remain at the forefront of UK research and evaluation on labour market disadvantage, welfare-to-work, learning and skills policy. In line with growing policy interest in the health and well-being of the workforce, our programme of work on this topic has continued to develop strongly over the year, and has now become one of the Institute's strongest work areas. Employment relations is a smaller





programme area, but one in which we have invested in the last year, and which is also growing in volume terms. Outside our main programme areas, IES work continues to address emerging and contemporary issues on the public policy agenda. One of these has been migration, and we have followed our recent work on employers' attitudes and practices to migrant workers, with a new study for the Home Office looking at how employers will engage with the new points-based system for managing migration into the UK.

On the employer side, we have continued to build on our dual approach to working with HR directors and practitioners: on the one hand undertaking bespoke research and consultancy projects on topics of current HR interest, and on the other providing a range of services to corporate members of our HR Network, including our new continuing professional development (CPD) programme. During the year we have made major investments in new senior staff to support both strands of our employer work.

As documented elsewhere in this Review, the year has seen a particular emphasis on the wide dissemination of IES research findings and insights, through the media and specialist press, as well as our own publications, including our range of newsletters targeted at our different stakeholder groups. Alongside our regular

HR conference for IES corporate members, we launched the first annual IES public policy conference in autumn 2006, focusing on age and employment (to coincide with the new age discrimination legislation). The success of that launch is being followed by the second public policy conference in autumn 2007: this will focus on the implementation of the Leitch review recommendations for UK skills policy, and will again be run alongside the annual HR conference (the subject of which is talent management). It is pleasing to note that all of the main indicators of IES dissemination grew significantly during the year, including our own publications, conference presentations and journal articles and our coverage in the media. The influence of IES work is measured, however, not just through the growing volume of dissemination, but also through the increasing recognition of IES work as reflected in the appointment of IES staff to influential professional and advisory bodies, contributions to select committees and the frequent citation of IES research in green papers, and reports of government task forces and review bodies. A particular highlight was the recent award of an MBE to Jim Hillage who leads IES work on learning and skills, a very tangible acknowledgement of the contribution of his work and that of his team to public policy development in this area.

# How IES works

IES was established in 1969 to be an independent, national centre of expertise on productivity, manpower planning and labour market change. Since that time it has expanded and diversified to become the UK's leading independent centre for research and evidence-based consultancy in employment, labour market and human resource policy and practice. It is not-for-profit, its activities being funded through research and consultancy commissions, and from its corporate membership programme.

Several key principles underlie the operation of IES.

## **Independence and dissemination**

The purpose of IES, set out in its mission, is to help bring about sustainable improvements in employment policy and human resource management. It does this through its research and consultancy work, by increasing the understanding and improving the practice of key decision-makers in public policy bodies and in employing organisations in the private and public sectors. Crucial to the Institute's mission, and underpinning its charitable status, is that it should inform not simply those who directly commission our research and consultancy, but also the wider community of policy- and decision-makers. This provides the Institute with a strong motivation to publish and disseminate the findings of its work.

## **Multidisciplinary**

IES aims to deploy 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 66 staff including 49 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.

## **A dual focus on public policy and employers**

Although IES has evolved and developed considerably since its founding in the 1960s, a unique and constant feature of the Institute has been 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 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 page 6 to 8 we detail the past year's extensive range of research on public policy topic areas, together with our international work. Pages 9 to 11 highlight our work with and for employers, which falls under two broad headings: project work for employers or employer organisations, which is a mixture of research and consultancy/advice; 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.



# Public employment policy research at IES

IES contributes to the development of public employment policy by carrying out authoritative research of practical relevance to all those responsible for designing and implementing policy programmes and initiatives.

Our research is commissioned by UK national and sub-national government departments and agencies, as well as regional and sectoral organisations. We also have a growing portfolio of work for international and overseas policy bodies.

This work spans all aspects of employment policy and labour market activity, and is mainly organised around four broad themes.

## Unemployment and labour market disadvantage

The main objective of UK public employment policy has been to ensure that sustained economic buoyancy translates not only into high levels of employment, but also improved employment opportunities in parts of the labour market where disadvantage, inactivity and social exclusion remain strong. In the past year, after the Freud Review<sup>1</sup>, finding more innovative ways of doing so has also become an objective. IES research is informing the pursuit of both these goals.

<sup>1</sup> *'Reducing dependency, increasing opportunity: options for the future of welfare to work'* David Freud, DWP, March 2007

Over the past year we have continued to assess how, and how far, active labour market programmes have been reaching the most disadvantaged and disenfranchised communities and individuals. Our work has clustered around:

- evaluations of **area-based initiatives**, to find out how effectively they are reaching into inner city areas and communities previously reliant on traditional industries, where long-term unemployment and inactivity remain high. Our evaluation of the *Fair Cities Pilots* has thrown considerable light on effective ways of helping workless people from inner city ethnic minority communities. Our contribution to the evaluation of the *Cities Strategy Pathfinders* continues to build on this insight and expertise.
- **hard-to-help groups**. Our work on approaches to outreach for partners among ethnic minority groups extends our interest in the employability of Pakistani and Bangladeshi women, while simultaneously evaluating innovative methods of reaching them. Similarly, our research into ex-offenders for the Department of Work and Pensions (DWP) is focusing on the lessons of several small-scale pilots which aim in their different ways to improve employment prospects and reduce recidivism.
- Our research also monitors the **ongoing effectiveness of public programmes and legislation** in redressing aspects of disadvantage in employment. Our long-term interest in employment and disability has been enhanced this year with work on an evaluation of Access to Work, and a review of employers' views, policies and practices towards the employment of people with mental health problems.

Looking to the future, we now see a strong need to focus on low/no skill, white, male, youths; their particular difficulties have slipped somewhat out of focus among public policy-makers almost as quickly as their chances of finding sustained and decent employment in an increasingly competitive labour market have deteriorated.

## Assessing the impact of the Disability Discrimination Act

In partnership with Ipsos MORI, we examined employers' awareness of the Disability Discrimination Act (DDA) through a survey of 2,000 employers, supplemented by 50 case studies. Employer awareness had increased over the past three years, although many did not recognise that some prevalent conditions like diabetes and asthma were covered by the Act. We also found that employers generally appeared to have more positive attitudes towards the employment of disabled people, although this was mainly focused on existing employees rather than potential new recruits, and the proportion of disabled people in employment had not increased. The report, published in March 2007 by the DWP, recommended that more be done to widen employers' understanding of the conditions covered by the DDA and to focus on recruitment as well as retention, both themes reflected in recent publicity campaigns.

## Learning and Skills

The Institute's portfolio of work on the learning and skills agenda addresses most of the major policy issues currently facing the UK.

The Brown government has expressed interest in raising to 18 the age at which young people have to be in some form of compulsory education or structured training. IES, in partnership with the National Centre for Social Research (NatCen), and the Centre for Education and Industry, is evaluating the *Activity and Learning Agreements*. These are aimed at providing opportunities for young people not in education, or in jobs without training, to progress towards a structured training activity, and are designed to help develop policy towards a compulsory learning age.

The government has also announced further changes to the higher education student finance regime. We will be able to help assess the impact of these and other changes through the latest *Student Income and Expenditure Survey* we are conducting with NatCen, and through another project about the role of finance and financial support in the decision-making of prospective HE students, for the new Department for Innovation, Universities and Skills. We are also examining the widening participation aspect of the government's higher education policy through a study looking at why some people with the potential to go to university have not done so.

The Leitch review of skills highlighted the importance of upskilling the workforce at all levels, in order to both compete economically and develop a more inclusive society. To succeed, the UK must not only improve the quality of initial skills supply, but also encourage more skill development among those already in work. IES is helping to evaluate the two main measures outlined in the government's response to Leitch to improve adult skill development: *Train to Gain*, and the *Skills Accounts* currently being piloted in parts of England.

## The development of adult careers services

The Institute recently completed two projects about publicly-funded careers services for adults which fed into the government's review of information, advice and guidance (IAG) services and its response to the Leitch Review of skill needs in the UK. One project, in partnership with the National Institute for Careers Education and Counselling evaluated the *learnirect* telephone guidance trial. The other study, with Ipsos MORI, assessed the longer-term impacts of advice and guidance on low-skilled adults by tracking them over two and a half years. The studies showed that different people need different types of support at different points in their career, but the right in-depth support can help them make important changes.

## Work, health and well-being at work

Our research into work, health and well-being continues to grow. We support the Health and Safety Executive (HSE) by providing evaluative evidence on new initiatives aimed at developing advice and support for employers. Our evaluation of the national *Workplace Health Connect* service, for example, continues, assessing occupational health support for smaller employers. In addition, the HSE has asked IES to investigate how employers are implementing its Management Standards for work-related stress. These are the central plank in the HSE strategy to meet its targets on stress reduction. Both initiatives reflect the use of a 'guidance' rather than a regulatory approach.



We have also conducted a review of the effectiveness of workplace health interventions for the government's Health, Work and Wellbeing Executive. The government is keen to encourage employers to take an active role in preventing and managing health conditions, and helping individuals return to work after illness. IES's review will help the Executive in taking forward this agenda.

We are looking at mental health conditions and employment in a joint project with the Social Policy Research Unit at York University for the DWP. This examines employers' understanding of mental health conditions in the context of the Disability Discrimination Act, and their recruitment and employment policies and practices, including retention responses. It also explores the experiences of employees with mental health conditions.

All these research projects feed into government policy on increasing and improving employment, and improving productivity through reducing sickness absence and inactivity.

### **Making builders fitter**

We evaluated the *Constructing Better Health* pilot organised by the HSE. It ran in Leicestershire and aimed to raise awareness about occupational health issues in the construction industry. The evaluation examined service provision, take-up and impact on workplace practices and health outcomes. Despite the preconceptions of many construction employers, the evaluation showed that workers were interested in their own health. The main challenges in improving occupational health practice were changing managerial, rather than worker, behaviour and attitudes. The initiative had a positive impact on workplace practice through its contact with workers, although wholesale change will need continued management commitment. A national scheme, building on the lessons from the pilot is currently being developed by the HSE.

### **Employment relations**

Another major strand of our work covers the relationships between employers and employees, individuals' rights at work and consultation processes and mechanisms. This year the (former) Department for Trade and Industry published our survey of employees' views of their work-life balance. For Acas we undertook the first evaluation of individuals' experiences in pursuing employment tribunal claims for discrimination on grounds of sexual orientation, religion or belief, and also a user satisfaction survey of callers to the Acas helpline. Our employment relations work has also developed an international dimension (see below).

### **INTERNATIONAL**

Our international work is growing steadily. We continue to provide expert support to the understanding and exchange of good practice in employment policy between EU member states, through our co-ordination role in the Mutual Learning Programme of the European Employment Strategy. Over the past year we have developed a flow of work for the European Foundation for the Improvement of Working and Living Conditions, in Dublin, including: investigating the influence of social dialogue on working conditions in EU member states and Norway, and analysing the implications of the EU Working-Time Directive for the road transport sector. We have also further developed our comparative research with Scandinavian and Dutch partners looking at aspects of disabled people's employment.

# Research and consultancy on human resource management

IES offers two distinct, but linked, groups of services to employers. We undertake research and consultancy assignments for all types of organisation, irrespective of size or sector. Thus we work for private sector organisations as well as public and voluntary sector organisations, and also for membership bodies such as the Chartered Institute of Personnel and Development (CIPD). Moreover, through our HR Network, we deliver a programme of research, events and training for member organisations, again drawn from the private, public and voluntary sectors. For member and non-member organisations, besides undertaking research and consultancy assignments, we organise consortium-funded research projects and deliver continuing professional development (CPD) training.

We carry out projects by ourselves, but also in partnership with other organisations. Projects may involve data gathering, be advisory in nature, concerned with design and evaluation, or action-oriented, working together and problem solving with clients.

We undertake projects of a research or consultancy nature under five thematic headings, described in the sections below.

## **Organisational performance**

Over the last couple of years we have examined the connection between people inputs (eg skills or attitudes) and organisational performance. This research has developed further into creating tools for organisations to use in self-auditing how well they are doing, or for agencies (like Investors in People UK) to apply to assessing people performance in organisations.

We will extend our organisational performance research by looking at effective work organisation and its impact not just on business results but on employee satisfaction and well-being.

## **Resourcing and development**

The recruitment and development of staff is an activity undertaken by all organisations. Some choose to describe these activities as 'talent management' and this has been a strategic concept for HR practitioners in these organisations for a number of years. It is a tricky concept to define, in that it may involve the whole workforce or be limited to those in managerial roles, or aspiring to those positions, but, in either case, it should combine the 'bringing in' of talent with the 'bringing on' of talent. We undertake work that concerns systemic talent management processes or specific resourcing activities (such as e-recruitment or graduate hiring), career management practices (eg succession planning or career paths) and development approaches (eg, leadership learning or coaching interventions). This work may focus on particular occupational groups (eg knowledge workers), sectors (eg health) or grades.





## Reward and performance management

In both areas – reward and performance management – we continue to undertake assignments on the design and evaluation of systems for a wide variety of clients. Modernisation is driven by a number of causes: the requirement to demonstrate compliance with equal pay legislation; the need for a better performance/reward link; harmonisation of terms and conditions across employee groups; or a change in business circumstances (such as merger or new market positioning).

For some organisations, the presenting problem is a requirement for greater strategic direction. For others it is to deal with a specific issue (the difficulty in recruiting and retaining). A third common cause of reward change derives from organisational change (eg merger or acquisition).

## Motivation and well-being

A well-used IES expertise is in seeking to understand employee satisfaction, attitudes and opinions via surveys. These can be tied to general measures of employee engagement or to specific questions of why people stay or leave organisations. Of late, employers are expressing particular interest in ‘wellness’ at work. This can be physical or psychological well-being. Looking at the consequences of unsatisfactory engagement or ill health, we have undertaken several projects recently on absence at work – the causes and solutions.

Work in this area aims to examine issues both from the employee perspective and from the employer viewpoint. The connection between the two has now been demonstrated.

## HR functional excellence

The HR function has undergone significant change in recent years. Many organisations have reorganised HR, redesigned processes and automated activities where possible. We executed a number of research projects in this area during the year, looking at new HR structures or roles and development issues for HR professionals. We have examined these topics generally as well as in specific

sectors. This knowledge has been applied to advisory work on designing HR structures, understanding HR capability and customer opinion, and in developing business partners.

## HOW WE OPERATE

Through its work for employers, IES offers the link between research and consultancy. We aim to learn from our research and apply it in our consultancy, and vice versa.

Corporate members of the **IES HR Network** (see page 12) also have the opportunity to shape and participate in the research, and to receive the results at member events. Research projects funded through the HR Network during the year have covered the effectiveness of individual performance-related pay and the customer view of HR. Also for HR Network members, we are continuing our action learning set on human capital metrics, and we have started a project looking at older workers in employment. Publications stemming from HR Network research during the year have included a range of IES reports (eg on coaching), papers (eg on mental health at work) and opinion pieces (eg on assessment processes).

Our **project work for employer clients** is of two main types: some projects extend the research we do for corporate members of the HR Network; others apply it in practical settings through consultancy assignments. Our work, for example, on the HR function led to carrying out research for CIPD on how changing organisational structures might impact on career paths and development opportunities. This was published as *Managing and Developing HR Careers: Emerging Trends and Issues*. Another project for CIPD focused on the impact of HR transformation on the structure, processes and staffing of organisations. The initial findings were presented in a CIPD report *The Changing HR Function: The Key Questions* and the final report is being published in November 2007 by CIPD as *The Changing HR Function: Transforming HR*. Another project for the National Health Service Improvement and Innovation Agency is featured opposite.

### **Improved people management for sustainable service improvement in healthcare**

For the NHSI we evaluated research on the functional contribution of HR, Organisation Development (OD) and associated professionals to organisational performance, as well as the impact of more general people management practices. This learning was then considered in a healthcare context. The opportunities that improved people management offers for sustainable service improvement in healthcare were set out. This work has been published as *Human Resources, Organisational Development and Workforce Development in the NHS: A Review of Recent Research*.

In-company work has included: obtaining customer views of HR; helping develop cross-organisational working in the NHS through designing shared service operations; and delivering business partner training.

In the reward strand of the reward and performance management programme we have carried out several equal pay reviews, especially for local government, and pay modernisation projects, especially for central government. Under the performance management strand, we undertook a review of the operation of performance appraisal for the Police Federation, by looking at the effectiveness of its design and implementation in eight police forces, and we designed and implemented a new appraisal scheme for the Society and College of Radiographers.

### **Pay structure review and equality proofing**

IES has helped the Treasury Solicitor's Office (TSol) examine its pay structure. This has involved consultation with management and trade unions, and detailed design work, as the organisation has looked to shorten pay ranges and reposition itself in the market. Subsequently, IES assisted TSol in carrying out an equal pay review to ensure that remuneration policies, processes and practices did not lead to any instances of discrimination.

In the programme area of resourcing and development, IES has carried out a diverse range of projects during the year: evaluating coaching interventions and two different management development initiatives for the NHSI; examining the recruitment of ethnic minorities into the senior civil service for the Department for Work and Pensions; coaching interventions for various local authorities; succession planning workshops for the Improvement and Development Agency (IDeA) in local government and career workshops for Rolls Royce; examining flexible career options for the Royal Navy.

### **Veterinary career perceptions**

The Royal College of Veterinary Surgeons (RCVS) invited IES to carry out research on perceptions of the veterinary profession, and what messages veterinary schools are giving about the profession to potential students via open days and prospectuses. IES reviewed careers websites and university information, and conducted focus groups and interviews with students, science teachers, careers advisers and university admissions tutors. We also placed two questions in Ipsos-MORI's 2007 student omnibus survey to obtain their views.

Research in the motivation and well-being programme area during the year has been represented through projects for National Institute for Health and Clinical Excellence (NICE) on the management of long-term sickness absence and incapacity, and a similar project for the Home Office and the Health and Safety Executive. A consortium-funded project examining whether early professional mediation in occupational health can be effective was started during the year.

Projects relating to the organisational performance programme area during the year have included looking at culture change at Cambridgeshire County Council; reviewing changes in work profiles for Surrey Police; and providing tools in change management in the health service.



# The IES HR Network

The IES HR Network combines membership of a select community of leading edge employers with access to research carried out by one of the UK's foremost employment research institutes.

The IES HR Network is a central part of IES's activities, as the close relationship we have with our members ensures that we undertake relevant research and provides an opportunity to disseminate it in an appropriate manner. To underline the importance of membership, two new roles were created this year:

**Membership Manager** (Jo Davis)

**Head of Business Development** (Martyn Smith)

Membership is by invitation and is open to organisations that we believe will both benefit from the services and contribute to the Network. All members have access to the activities and resources, arranged under each of the five themes:

- organisational performance
- resourcing and development
- reward and performance
- motivation and well-being
- HR functional excellence.

Throughout the year members take part in an exclusive series of regular seminars and workshops, together with our annual conferences. The concept of the HR Network is one of participation in the sharing, development and application of knowledge for good practice people management.

**Network events and conferences** combine a unique mix of research findings, client organisation presentations, and the opportunity to share experiences in a confidential community.

**Briefing Papers** are produced on a frequent basis to provide the membership with good practice, leading-edge thinking, and IES opinion about future issues, and giving short, sharp input on critical issues.

This year we published thirteen HR Network papers and reports, on topics ranging from organisational justice to mental health at work, and remuneration following mergers to evaluating coaching (full list of publications, page 20).

**The HR Network research programme** has centred on three projects – customer views of HR, human capital management measurement and the efficacy of performance pay. The research took different forms for each of the projects. On performance related pay we looked at the research evidence that argued in favour or against linking reward to individual performance. The human capital measurement approach was one of action-oriented

collaboration through a series of workshops. The customer view of HR both looked at earlier research in this area and undertook a number of case studies that explored practice in these organisations.

The **Members-only website** contains all IES-published research, unpublished material available only to members, and presentations from IES events and some external conferences where IES contributed. Anyone from a Member organisation is entitled to access the Members-only website.

Each member organisation has an allocated **Membership Relationship Manager** at IES so that the individual member's needs can be addressed, and involvement with the Network can be maximised.

We also offer a programme of **Continuing Professional Development**. Run in-house for members, these events focus on capabilities that set excellent HR people apart from the rest. Membership can bring free credits and/or reduced rates for our programme. This includes:

- **Masterclasses** that present knowledge, research, examples and insights for tackling specific issues
- **Solutions Workshops** that offer processes to help develop a strategy, approach or solve a particular business issue
- **Advanced Skills Development** that focuses on skills that help HR professionals make the most effective impact on their organisation.

Our members have enjoyed the benefits of the CPD programme on such areas as reward, workforce planning and positive psychology. We will continue to revise and improve on the range of sessions offered.

### **New model**

With the aim of further enhancing the membership experience, our membership model will be reshaped. From the autumn of 2007 this will mean altering the number and nature of events to offer greater breadth of content, flexibility and topicality thereby encouraging wider participation.

## **Current members**

Aegis Group plc	Improvement and Development Agency
Aegon	Infineum International Ltd
Barclays Bank plc	Institute of Cancer Research
British Broadcasting Corporation	J Sainsbury plc
BUPA	Lloyds TSB Group
Cabinet Office	London Councils
Centrica plc	Marks & Spencer plc
Civil Aviation Authority	MCCCH Society Ltd
Corus Group	Ministry of Defence
Department for Business Enterprise and Regulatory Reform	Mitsubishi Corporation (UK) plc
Department for Communities and Local Government	Northern Foods plc
Department for Children, Schools and Families	Office for National Statistics
Department for Innovation, Universities and Skills	Ordnance Survey
Department for Environment, Food and Rural Affairs	Orion Partners
Department for Transport	Rolls-Royce plc
Department for Work and Pensions	Royal Bank of Scotland Group
East Sussex County Council	Royal Mail Group plc
Foreign & Commonwealth Office	Royal Navy
HBOS plc	Scottish Leadership Foundation
HM Prison Service	Scottish & Newcastle plc
HM Revenue & Customs	Scottish Water
Home Office	Shell in the UK
Home Retail Group plc	Siemens IT Solutions and Services
HSBC Bank plc	T-Mobile
	Transport for London
	The Wellcome Trust Sanger Institute

# IES Council and Board of Trustees

Our Council provides guidance, advice and support to staff in furthering the Institute's mission and long-term objectives. The Board, a subgroup of Council chaired by Stephen Haddrill, acts as the formal trustees and in the governance role.

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Sir David Varney\*

**Vice-President and Board Chair**  
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**Honorary Life President**  
Sir John Cassels CB

We are pleased to welcome to our Council this year Paul Milliken.

Particular thanks are due to David Varney, who will be standing down as President after four years, and to Anne Minto, who stands down, having chaired our Board since 2004 and served on Council since 1998. We also say thanks and farewell to Sir Bert Massie who has served us well on Council for the past seven years.

\* Board Members

# Staff and associates

As with any knowledge-based organisation, IES is driven by the skills and expertise of its staff. IES is multidisciplinary in nature, and its staff draw on a wide range of backgrounds, both academic and more practical in nature. We operate high standards of recruitment and IES is an Investor in People, committed to providing skill and career development to all our staff.

IES staff also work with a large number of associates and partner organisations in the UK and across Europe, drawing on their complementary skills, and local or specialist knowledge.

## **Institute Director**

Nigel Meager BA, MPhil

## **Director of Finance and Administration**

Jane Hart BA, LLB, ACIS

## **Director of Research**

Jim Hillage BA, MSc, MBE

## **Director of HR Consultancy, and Corporate Membership Services**

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MCIPD

Valerie Garrow BA, MSc, PhD

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Linda Barber BA

Peter Bates BA, MA

Anne Bellis BA, DPhil

Andrea Broughton BA, MA

Emanuela Carta MSc

Alison Carter BA, MBA, DBA,  
FCIPD

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# 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.

IES is a member of tlm.net, a European Commission thematic programme on transitional labour markets.

#### The At Work Partnership Ltd

AStri Research and Consulting,  
the Netherlands

Baltic International Centre for  
Economic Policy Studies, Latvia

Birbeck College

Blue Edge

British Market Research Bureau

Careers Research and Advisory  
Centre

Centre for Economic and  
Social Inclusion

Centre for Education and  
Industry, University of Warwick

Centre for Labour Market  
Studies, University of Leicester

Centre for Research in  
Social Policy, University of  
Loughborough

Danish National Centre for  
Social Research

Employment Research

ERAWATCH

Frontier Economics

GfK NOP Social Research

Haldane-Spearman

ICM Research

Industrial Relations Research  
Unit, University of Warwick

The Institute for Labour and  
Social Research (FAFO), Norway

Institute of Work Psychology,  
University of Sheffield

#### Ipsos MORI

Kineo

Makrotest Ltd

Mihajlo Pupin Institute

The National Institute for  
Adult Learning (NIACE)

National Centre for Social  
Research (NatCen)

NICEC

The Open University

ÖSB Consulting, Austria

Policy Research Institute,  
Leeds Metropolitan University

Prime R&D

School of Health and Related  
Research, University of Sheffield

Science & Technology Policy  
Research Unit, Sussex University

Social Policy Research Unit,  
University of York

Team Ethos Ltd

Technopolis Group

University College London

University of Brighton

University of Sussex  
Career Development and  
Employment Centre

University of Hertfordshire

The Work Foundation

Work Research Institute,  
Norway

# Financial summary

The strong flow of research contracts during the year translated into another successful financial outcome for IES.

Gross turnover grew by 18 per cent over the previous year, to £5.4 million in 2007. In part this is due to increased sub-contracting associated with several large projects undertaken in partnership with other organisations. The income figures reflect real growth in IES work, however, and our net income (gross turnover less direct costs of sub-contracting etc.) continues to rise at a steady rate. As in previous years, most of our income (89 per cent) derives from research projects and consultancy, but includes a significant contribution from corporate membership fees.

Our main expenditure was on staff costs. IES has no borrowings and maintains a healthy level of reserves. The surplus for 2006/07 of £169 thousand was slightly below that of 2005/06 and was in line with expectations. Our reserves stand at £1.7 million enabling us to continue to invest in our future, whilst providing some financial security in line with our stated policy of covering six months operational costs. A summary financial statement based on management accounts for the last two years is given here. (A full copy of the audited accounts is available from the Company Secretary at IES.)

## Summary Income and Expenditure Statement 2006/07

	2005/06	2006/07
	£000s	£000s
<b>INCOME</b>		
Project	4,031	4,871
Membership	489	462
Other (Events, Publications, Interest)	59	79
<b>Total income</b>	<b>4,579</b>	<b>5,412</b>
<b>EXPENDITURE</b>		
Staff costs	2,240	2,400
Partners and subcontractors	1,300	2,014
Other direct costs	345	230
Management and administration	511	599
<b>Total expenditure</b>	<b>4,395</b>	<b>5,243</b>
<b>Surplus (undesignated funds)</b>	<b>185</b>	<b>169</b>
<b>Reserves</b>	<b>1,609</b>	<b>1,740</b>

# 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:

Aegis Group plc	Department for Children, Schools and Families
Aegon	Department for Innovation, Universities and Skills
Adecco UK Ltd	Department for the Environment Food and Rural Affairs
Acas	Department for Transport
Bank of England	Department for Work and Pensions
Barclays Bank plc	Department of Health
Border and Immigration Agency	Ealing Council
British Broadcasting Corporation	East Cheshire Hospital NHS Trust
BUPA	East Sussex County Council
BOC Group	Economic & Social Research Council
Brighton & Hove City Council	Edge Foundation
British Occupational Health Research Foundation	Electrical Contractors Association
Cabinet Office	European Commission
Cambridgeshire County Council	European Foundation, Dublin
Centrica plc	Foreign & Commonwealth Office
Chartered Institute for Personnel & Development	Hammersmith Hospitals NHS Trust
Chartered Institute of Management Accountants	HBOS plc
Civil Aviation Authority	Health & Safety Executive
Corus Group	Health & Safety Authority (Ireland)
Department for Business Enterprise and Regulatory Reform	
Department for Communities and Local Government	

Higher Education Funding Council

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HM Prison Service

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HM Revenue & Customs

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HM Treasury

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Home Office

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Home Retail Group plc

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HSBC Bank plc

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Improvement and Development Agency (IDeA)

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Infineum International Ltd

---

Investors in People UK

---

J Sainsbury plc

---

Learning & Skills Council

---

Lloyds TSB Group

---

Local Government Association

---

London Borough of Barnet

---

London Borough of Ealing

---

London Borough of Hackney

---

Low Pay Commission

---

Maidstone Borough Council

---

Marks & Spencer plc

---

Metropolitan Police

---

Ministry of Defence

---

Mitsubishi Corporation (UK) plc

---

National Arts Learning Network

---

National Institute for Health and Clinical Excellence

---

National School for Government

---

NHS Employers

---

NHS Institute for Innovation and Improvement

---

Northern Foods plc

---

National Arts Learning Network

---

Nuneaton & Bedworth Borough Council

---

Office for National Statistics

---

Ordnance Survey

---

Organisation for Economic Co-operation and Development (OECD)

---

Police Federation of England and Wales

---

Quality Improvement Agency for Lifelong Learning

---

Rolls-Royce plc

---

Royal Bank of Scotland

---

Royal Mail Group plc

---

Royal College of Veterinary Surgeons

---

Royal Navy

---

Scottish & Newcastle plc

---

Transport for London

---

Science & Technology Policy Research (SPRU)

---

Scottish Government

---

Scottish Water

---

Sector Skills Development Agency (SSDA)

---

Shell in the UK

---

Siemens IT Solutions and Services Ltd

---

Small Business Service (DTI)

---

SummitSkills

---

Surrey Police

---

T-Mobile

---

Treasury Solicitor's Department

---

UK Resource Centre for Women in Science, Engineering and Technology

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University of Sussex

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West Midlands Learning & Skills Council

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West Midlands Local Government Association

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Westminster City Council

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# An active institute: publications, papers and presentations

The active dissemination of results and recommendations from IES research is central to our purpose. During the last year IES staff authored 54 publications: 8 in the IES Report Series, 14 IES Working Papers, 4 HR Network papers, 5 Opinion Papers, and a further 25 reports published by our clients. Our website attracts wide international interest, carrying news, briefings of current research, summaries of all new publications, profiles of our work, and interactive research, and a substantial HR Networks Members' area. The website received over 16,000 unique visitors per month. Our three news publications reach audiences on employment policy (Employment Studies), corporate HR (HR Insight), and our Research Networks (Research Digest). Sent electronically as well as in print, all news content appears on our website.

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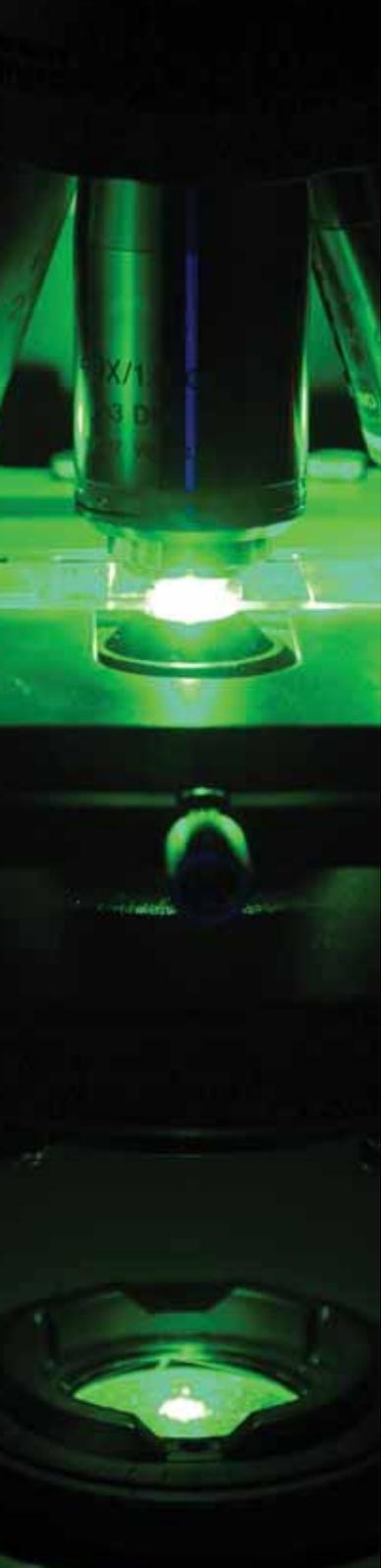
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Meager N, co-ordinator and chair, Peer Review on Severance Pay Reform in Austria, Mutual Learning Programme of the European Employment Strategy, Vienna, November 2006

Meager N, chair, Peer review on the Dutch model for amnesty of debts, EU Peer Review Programme on Social Inclusion, Rotterdam, November 2006

Meager N, co-ordinator and chair, Peer Review on Service Voucher Scheme in Belgium, Mutual Learning Programme of the European Employment Strategy, Brussels, October 2006



Meager N, facilitator and joint chair, **Thematic Review Seminar on 'Flexicurity' in a Context of Restructuring**, Mutual Learning Programme of the European Employment Strategy, Brussels, September 2006

Miller L, '**Stereotyping, segregation and career choices in women work-based learners**', Gendered Choices and Transitions: part-time pathways, full-time lives, London, Birkbeck Institute for Lifelong Learning, May 2007

Miller L, '**Factors affecting career choice**', SummitSkills Careers and Diversity Interest Group, London, April 2007

Page R, Pollard E, '**Evaluating delivery and impact of adult advice and guidance**', Brighton, National Institute for Career Education and Counselling, May 2007

Pollard E, '**Welsh graduates and their jobs**', Careers Information Conference, Carmarthen, Careers Wales West, June 2007

Reilly P, '**HR's contribution to business strategy**', Canon Europe Conference, Rome, September 2007

Reilly P, '**HR Transformation**', Developing Effective Strategic Leadership in HR: A Workshop for Human Resource Directors in the NHS in Scotland, Stirling, September 2007

Reilly P, '**Performance Management in a University context: challenges and options**', Shaping the university: Development, Design and Performance, Cambridge, Universities Personnel Association, September 2007

Reilly P, '**The Changing Face of HR: Results from CIPD Research**', CIPD National Conference, Harrogate, September 2007

Reilly P, '**Motivation and incentives: the role of performance related pay**', The National Incentive Show, NEC, Birmingham, September 2007

Reilly P, '**HR transformation**', Public Personnel Managers Association Conference, September 2007

Reilly P, '**Strategic HR: building the capability to deliver**', Evidence-based HR Summer School, Henley Management College, July 2007

Reilly P, '**New HR structures**', HR seminar for companies from the former Soviet Union, London, July 2007

Reilly P, '**Reward for different employee groups**', Research into practice: latest research in reward, London, CIPD, July 2007

Reilly P, '**HR's contribution to business strategy**', Employee Benefits Summit, Jerez, June 2007

Reilly P, Panel member: **Measuring the Impact of Total Reward**, Employee Benefits Summit, Jerez, June 2007

Reilly P, '**Overview of Shared HR Services and What Can be Learnt**', Shared Solutions to Realising Efficiencies Programme, London, West London Alliance, June 2007

Reilly P, '**HR transformation: a reality check**', SAP European Chief Human Resource Officer Round Table, Heidelberg, June 2007

Reilly P, '**The nature of employee engagement and what drives it**', Senior Managers' Learning and Engagement Seminar, Surrey County Council, May 2007

Reilly P, '**The changing HR function**', CIPD Senior Networking Seminar, Dublin, April 2007

Reilly P, '**The nature of employee engagement and what drives it**', International Human Resource Management Conference, Cape Town, April 2007

Reilly P, '**HR's contribution to strategy**', International Public Management Association, Cape Town, April 2007

Reilly P, '**The Performance Management Contest: Reward or Develop**', SAP HR Practitioner Network, Berlin, March 2007

Reilly P, '**The challenges in HR transformation**', Local Government of Wales Association Conference, Llandudno, February 2007

Reilly P, '**The challenges facing the HR business partner**', Oxen Park seminar, Burnham Beeches, February 2007

Reilly P, '**Key aspects of reward management in local government**', HR Directors Forum, London Councils, February 2007

Reilly P, '**Key aspects of reward management in local government**', Pay and employee relations forum, London Councils, December 2006

Reilly P, '**Human capital: measurement vs management**', Education, formation et emploi les défis de l'investissement, Rabat, Morocco, December 2006

Reilly P, '**The challenges in HR transformation**', MoD HR Conference, London, December 2006

Reilly P, '**New HR structures**', Russian delegation conference, London, November 2006

Reilly P, 'The challenges facing the HR business partner', Oxen Park HR business partners network, Burnham Beeches, November 2006

Reilly P, 'Equal pay audits: how to keep on the right side of the law', Employer Benefits Conference, London, October 2006

Reilly P, 'The nature of employee engagement and what drives it', SAP HR Directors Network, Brussels, October 2006

Reilly P, 'Pay, reward and performance management in the public sector', Chinese HR managers delegation, London, UK-China Training, December 2006

Robinson D, Keynote: 'Employee Engagement: The Continuing Story', Symposium, London, October 2007

Robinson D, 'Engaging and disengaging: HR and employee engagement', Sussex CIPD branch programme, Brighton, January 2007

Robinson D, 'Motivation, round table discussion', Getfeedback/Personnel Today seminar, London, January 2007

Tamkin P, 'Strengthening the UK Evidence Base on Management and Leadership Capability', Leadership and Management Research Seminar, DTI Conference Centre, London, November 2006

Tamkin P, Reilly P, 'The changing HR function', CIPD Annual Conference, Harrogate, October 2006

Tyers C, 'Workplace Health Connect: An evaluation', Work and Health in Europe, Cardiff, Cardiff Work Environment Research Centre, May 2007

## Advisory roles

### Linda Barber BA

Career Development Forum at the University of Sussex

### Alison Carter BA, MBA, DBA, FCIPD

Joint editor, *International Journal of Mentoring and Coaching*; Editorial Advisory Panel, *Coaching at Work* (CIPD); Research Advisory Panel Member, Foundation for Coaching

### Helen Connor

Editorial Advisory Board, *Education and Training*; Advisory Group for ESRC/TLRP project, Non-participation in HE, University of Southampton; Steering Group for Centre of Excellence in Professional Learning from the Workplace, Westminster University

### Marc Cowling BA, MSc, PhD

Editorial Board, *International Journal of Small Business*; Editorial Board, *Entrepreneurship, Theory and Practice*

### Annette Cox BA, MSc, PhD, MCIPD

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

### Sally Dench BA, PhD

Editorial Board, *The International Journal of Social Research Methodology*; Steering group member for Directing Equal Pay in ICT (DEPICT): University of Salford, ESF funded project

### Jim Hillage BA, MSc, MBE

Member, Equal Brighton & Hove Action 3 Steering Group

### Wendy Hirsh MA, PhD

Editorial Advisory Board, *Women in Management Review*; Editorial Advisory Board, *Career Development International*; Fellow, National Institute for Careers Education and Counselling Research; Visiting Professor, Kingston University; Associate, Roffey Park Management Institute; Associate of Newnham College, Cambridge; Advisor to MOD Defence Business Learning (dblearning)

### Nigel Meager BA, MPhil

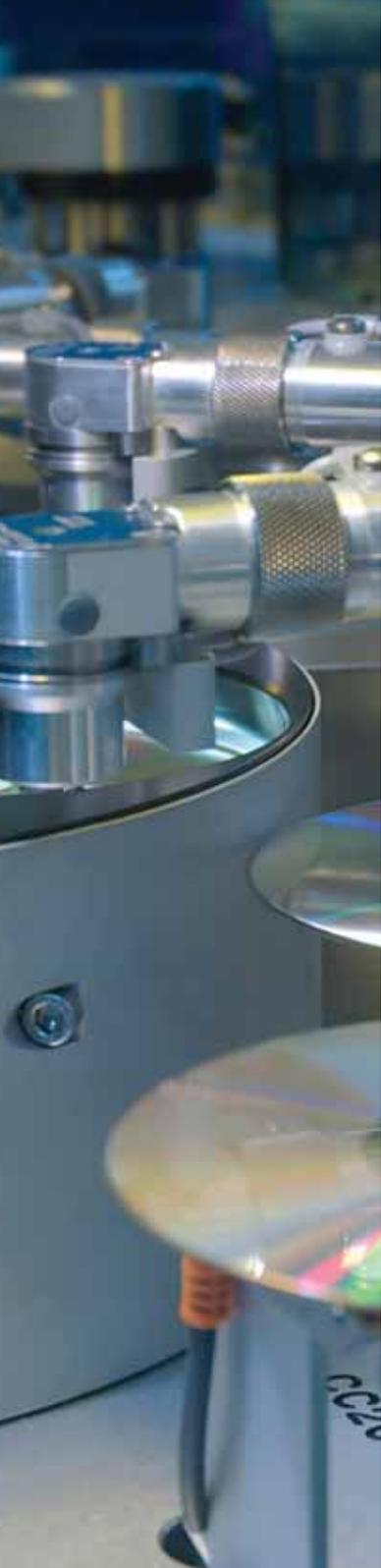
Chair of the executive committee of the Association of Research Centres in the Social Sciences (ARCISS); Member of the Advisory Forum on the Impact of Employment Policies of DBERR (the Department for Business, Enterprise and Regulatory Reform); Member of the Expert Advisory Panel of the Sector Skills Development Agency; Member of East Sussex County Council's Excellence Awards Panel

### Linda Miller BSc, PhD

Editorial board, *The International Journal of Training Research*; Member of SummitSkills Careers and Diversity Interest Group; European Editor, *International Journal of Training and Development*; Editorial Board, *Research in Post-Compulsory Education*

### Peter Reilly BA, MA

Panel Judge, Personnel Today Awards 2007: Award for Innovation in Recruitment and Retention; Panel Judge, 2008 Employee Benefits Awards



# 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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