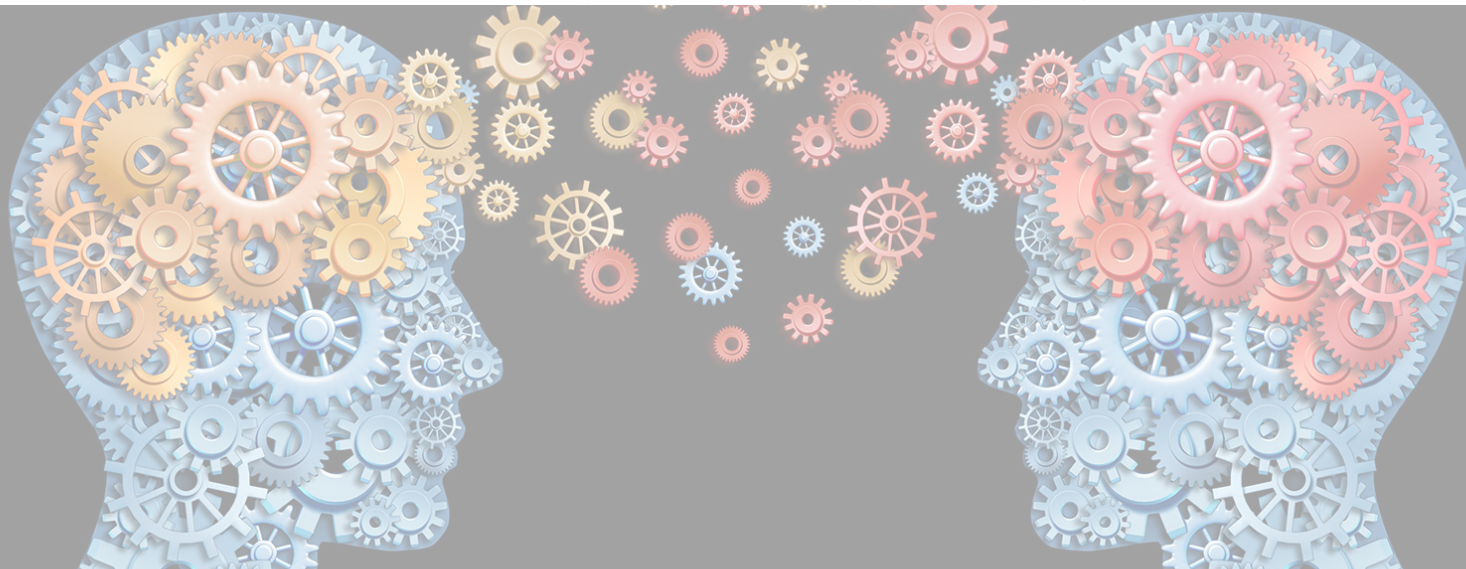


QUARTERLY MANAGEMENT E-BULLETIN

LIBRARY AND KNOWLEDGE SERVICES



Here you can find a selection of the latest management-related publications over the last three months. Select each heading to view the full publication.

Developing Talent

THE KEY TO A FUTURE-READY TALENT STRATEGY

Today's world of work is marked by continuous change, presenting a challenge for organisations when hiring and managing their people. PSI explores how a well-functioning, future-focused competency framework can provide clear, accurate insights for talent measurement.

THE TALENT-RETAINING ROLE YOU NEED IN YOUR ORGANISATION

Here's why NOT having a head of employee experience is costing your business more than just employee turnover.

MASTERCLASS: HOW TO ROLL OUT A DIGITAL L&D PLATFORM

Dipesh Mistry explains how to decide on the best product for your business and ensure the process runs smoothly.

WE NEED TO TALK ABOUT YOUR TALENT STRATEGY

Companies need to embrace flexible working to avoid a standoff with employees, argues talent mobility specialist Steve Black.

HOW THE APPRENTICESHIP LEVY CAN BE USED MORE EFFECTIVELY

The apprenticeship levy has been strongly criticised but if the unused millions are spent wisely by government there could be life left in it yet.

Recruitment and Retention

ADVERTISING ROLES AS FLEXIBLE CAN DETER SOME APPLICANTS, STUDY FINDS

Experts warn of 'flex washing' if companies are not specific with their language when writing job descriptions.

COULD ADVERTISING VACANCIES ON SOCIAL MEDIA BE DISCRIMINATORY?

After research revealed Facebook filters who sees ads based on their gender, People Management asks legal experts if advertising on such platforms could breach equality law.

OLDER STAFF WORKING FROM HOME MORE LIKELY TO DELAY RETIREMENT

People aged 50 years and over who work entirely from home are more likely to be put off retirement, compared with those not working from home.

RECRUITMENT AND RETENTION 'FOUND WANTING' AS EMPLOYERS TAKE AD HOC APPROACH

Approaching half (43%) of HR professionals say their organisation takes an 'ad hoc' approach to recruitment and retention, according to the CIPD.

WHY FLAT STRUCTURES DESTROY EMPLOYEE RETENTION

Actually what you need is a 'flat culture'. Here are four steps to help you get there.

YOUNGER RECRUITERS MORE LIKELY TO CHOOSE CANDIDATES THEIR OWN AGE, STUDY FINDS

Report warns hiring managers could be helping to perpetuate ageism in the workplace, as experts urge firms to adopt 'age-supportive' employment policies.

CROWN COMMERCIAL SERVICE: WHAT IS SOCIAL VALUE IN RECRUITMENT?

More and more employers consider environmental, social and governance (ESG) goals as part of their recruitment and attraction strategies, but fewer do so as part of their contingent recruitment. Government procurement arm the Crown Commercial Service talked to Personnel Today about its commitment to social value.

WHY SALARIES WON'T LURE NEW TALENT FOREVER

As competition for talent heats up, it can be tempting to increase starting salaries to lure candidates. But is this still effective?

Quality, Improvement and Innovation

LINE MANAGERS FOCUSING ON OUTPUT OVER HOURS SINCE COVID, RESEARCH FINDS

Experts welcome 'encouraging' change in attitude and suggest it can improve inclusion, retention and wellbeing.

NEED FRESH THINKING IN YOUR BUSINESS? TRY A NEXT-GEN BOARD

To help them get to the future quickly, organisations are creating 'next-gen' boards and getting young people involved.

FRAGMENTATION FRUSTRATION': TOO MANY HR TOOLS CAN HAMPER PRODUCTIVITY

HR has seen an explosion of digital tools introduced over the pandemic. But do they improve or hinder productivity? A new study suggests the latter.

SQUIGGLY CAREERS AND SELF-COACHING: EMBRACING NONLINEAR CAREERS

So, we embraced remote working; we're warming up to hybrid working; but what about squiggly working?

NEW INTERNATIONAL WHISTLEBLOWING MANAGEMENT STANDARD LAUNCHED

Guidance on what employers should consider when developing and improving whistleblowing management protocols has been published by international standards body BSI.

DELOITTE LAUNCHES CLIMATE CHANGE LEARNING FOR ALL STAFF

Deloitte is to put all 330,000 staff through a climate change learning programme.

Management and Leadership

LEADERS CAN INFLUENCE STAFF DECISIONS

The attitudes and values of leaders can influence employees' views, new research has revealed.

UHOW TO RESPOND WHEN AN EMPLOYEE GOES ROGUE ON SOCIAL MEDIA

If an employee posts something controversial on social media, how should you respond?

FIXER: LONG-SERVING EMPLOYEES HAVE ATTITUDE PROBLEM

How can we stop their behaviour rubbing off on younger members of the team?

PROJECT MANAGEMENT: A MANAGER'S DEEP DIVE

The best managers also need to be great project managers. Here's a deep dive into the fundamentals of project management

WHAT DOES A GOOD BOSS LOOK LIKE IN 2021?

"A good boss is a good human being. Full stop," explains McKinsey director and CMI Companion Tera Allas.

LONG READ: DO WE HAVE A PROBLEM WITH TRUST IN LEADERSHIP?

The latest CMI data reveals falling levels of trust in government among UK managers. What's going on here?

WHY IT'S VITAL TO LEARN WHILE YOU LEAD

Leaders can often find themselves in leadership roles with little prior experience or training to prepare them. Dr Paul Irvine of Lancaster University Management School explains why learning to lead is an ongoing process.

Remote Working

TWO-FIFTHS OF EMPLOYEES NOT CONSULTED OVER RETURNING TO WORKPLACE, POLL FINDS

Experts warn employers risk losing skills and experience if they leave staff out of the conversation.

TWO-THIRDS OF EMPLOYERS DO NOT TRUST THEIR STAFF TO WORK REMOTELY, SURVEY FINDS

Experts warn it is essential businesses recognise their workforces' 'evolving requirements' and support flexible and hybrid working practices.

WHY FIRMS NEED A HYBRID LEARNING STRATEGY

The pandemic has fundamentally changed how businesses work - and L&D practices must follow. ICS Learn outlines the key reasons why employers need to develop a hybrid learning strategy.

HALF OF PROFESSIONALS WORKING LONGER HOURS AT HOME, POLL FINDS

Move to hybrid working is an opportunity to 're-evaluate' pressures put on employees during the pandemic, experts say.

FIXER: STAFF MEMBER IS WORKING TOO FLEXIBLY

Remote worker is hard to contact but hitting their targets - am I within my rights to complain?

HOW CAN EMPLOYEE EXPERIENCE TOOLS INFORM HYBRID WORKING?

As more organisations reveal their plans for hybrid working, many will be considering how they truly measure productivity. Analysis of employee experience can help HR to understand not only engagement, but ways they can make that experience more seamless for all.

THE SEVEN ATTRIBUTES YOU'LL NEED IN A WORLD OF HYBRID WORK

These are the critical competencies that the modern manager needs.

HOW TO DO WATERCOOLER COMMUNICATION IN A HYBRID WORLD

Help your employees transition more smoothly into hybrid working with this expert advice from comms guru Advita Patel.

LAWYERS WARN OF RISE IN INDIRECT DISCRIMINATION CLAIMS FROM HOME WORKERS

A surge in legal disputes has been predicted by UK lawyers because of a tendency for people working from home not to be promoted as fast as those working together in offices.

HYBRID WORKING: MANAGERS SPLIT OVER BROADBAND RESPONSIBILITY

As many workers embark on formal hybrid working arrangements, a survey of line managers suggests a split in whether employees or employers should be responsible for the reliability of their home internet connection.

HYBRID COLLABORATION: 8 BEST PRACTICES FOR 2021

Is hybrid collaboration possible, and, if so, how? Virtual working expert Penny Pullan offers her top tips.

HOW SHOULD HR HANDLE STAFF WHO REFUSE TO RETURN TO THE OFFICE?

Risks arise when dealing with staff who refuse to return to the office post 19 July.

HYBRID WORKING TRIAL PERIODS: A GUIDE FOR HR

It is good practice for employers to run a trial period before committing to the hybrid working model. A trial period gives them the chance to identify any issues and assess whether individual employees, roles or teams are suited to this new way of working. How can employers operate an effective hybrid working trial period?

OFFICE ETIQUETTE: TIME TO STAMP OUT PANDEMIC 'BAD HABITS'?

Employees who have spent the past 18 months working from home may have developed some bad habits that won't be suitable for office working, or relaxed how they dress. Ian Moore looks at some of the issues that might arise and how they could be fixed.

Wellbeing and Satisfaction

WELLBEING CLASSES DO NOT IMPROVE WORKERS' MENTAL HEALTH, RESEARCH SUGGESTS

Analysis finds most initiatives fail to solve long-standing problems, as experts highlight HR faces 'ongoing challenge' with implementing support.

EMPLOYERS SHOULD PROVIDE ALL MANAGERS WITH MENTAL HEALTH TRAINING, HEALTH WATCHDOG SAYS

Draft guidance from Public Health England also says leaders need to be able to adjust the workload of staff who are struggling.

HALF OF BEREAVED WORKERS RETURN TO WORK EARLIER THAN THEY WOULD LIKE, POLL FINDS

Experts say employees who have lost loved ones need to 'feel supported and trusted' to do what is right for them.

HOW TO SUPPORT EMPLOYEES THROUGH BURNOUT

The warning signals that a team member is showing symptoms of stress and burnout – and how to step up as their manager.

COVID-SECURE: 14 THINGS EMPLOYEES WANT IN THEIR WORKPLACE

As 'freedom day' passes and Boris Johnson concedes that, amid rising infections, the return to workplace should be gradual, research among office workers reveals what employers should be considering to ensure their workplace is 'Covid-secure'.

SHARP DIVISIONS EMERGE BETWEEN LEADERS AND WORKERS OVER EMPLOYEE EXPERIENCE

Research finds organisations' leaders are more likely to believe they are working in a culture of flexibility than employees.

WHAT CAN HR DO IF DOUBLE-JABBED EMPLOYEES INSIST ON SELF-ISOLATING?

Employers risk landing in legal hot water if they try to force a double-jabbed employee into work if they insist on self-isolating, HR and employment law experts have warned, but they do not have to pay them for their time away from work.

WHY BUSINESSES SHOULDN'T WASTE MONEY ON WELLBEING BENEFITS

A 'one size fits all' approach has served firms well in some areas, but doesn't work for wellbeing. As the team at BetterSpace explain, this is because it needs a personalised approach.

HAVE YOU GOT A BULLYING CULTURE?

An employer's guide to identifying and tackling bullying behaviours in the workplace.

A NEW LEAF: FIX THE OFFICE WITH SOME FOLIAGE

Bringing the home into the office will help us feel more comfortable in offices after so long working at home; going big on plants may be the way forward.

FAMILY-FRIENDLY POLICIES: FIVE WAYS FOR EMPLOYERS TO ENHANCE THEIR OFFERING

Being a family-friendly employer that goes beyond the statutory provisions can bring a host of benefits, including improving recruitment and retention, increasing employee engagement and productivity, promoting gender equality, and helping staff to achieve a better work-life balance. We round up five of the best ways for employers to enhance their family-friendly leave and pay.

STAGGERING' RISE IN WHITE COLLAR DRUG AND ALCOHOL PROBLEMS, SAYS CLINIC

Treatment centre says one in 10 people being treated has a senior leadership role in an organisation.

DOES THE 'NEW NORMAL' MEAN A NEW DRESS CODE?

As many employees returned to the office for the first time this week, organisations may be thinking about how they adapt dress codes to reflect new hybrid working habits.

LAW FIRM OFFERS TWO WEEKS' PREGNANCY LOSS LEAVE

Royds Withy King has launched a new pregnancy loss policy that offers two weeks' paid leave following pregnancy loss before 24 weeks.

OFFICE AIR POLLUTION WORSENS COGNITIVE FUNCTION

An in-depth US-commissioned study has found that the air quality in an office can have a significant impact on the cognitive ability of the people who work there.

Equality, Diversity and Inclusion

SEWELL REPORT IGNORES 'WELL-DOCUMENTED' EVIDENCE OF STRUCTURAL RACISM IN THE NHS, SAYS BMA

British Medical Association. 1 July 2021. The BMA highlights structural race inequality as a major factor affecting the outcomes and life chances of many ethnic minority healthcare workers.

MORE THAN A THIRD OF OVER- 55S DID NOT RECEIVE WORKPLACE TRAINING IN LAST DECADE, STUDY FINDS

Experts urge businesses to invest in upskilling or risk throwing valuable older workers on the "scrapheap" at a time when demand for labour is high.

FIRMS WITH LGBT-FRIENDLY POLICIES PERFORM BETTER

Data suggests progressive policies are linked with financial performance.

DECOLONISING THE MEDICAL CURRICULUM: PSYCHIATRY FACES PARTICULAR CHALLENGES

Bracken, Patrick et al Anthropology & Medicine. 2021. Colonial thinking runs deep in psychiatry. The discipline will need to critically interrogate the origins of some of its fundamental assumptions, values and priorities.

NUMBER OF TRIBUNALS INVOLVING MENOPAUSE TRIPLES IN THREE YEARS, RESEARCH FINDS

Experts call for better understanding of the issue among employers, warning that menopause-related cases are set to continue rising.

GENDER STEREOTYPES BIGGEST BARRIER FOR WOMEN

A study has identified the interrelated problems faced by women in the workplace.

UNEMPLOYMENT ROSE THREE TIMES FASTER FOR ETHNIC MINORITY WORKERS THAN WHITE COUNTERPARTS IN THE LAST YEAR, ANALYSIS FINDS

Experts urge businesses to consider whether their culture and processes are barriers to employing BAME workers.

WHY DO MEN WIN AT WORK?

While many employers invest in developing their best female talent, that attention is still not translating into appointments.

SIX STEPS TO EMBEDDING A DIVERSITY AND INCLUSION STRATEGY

Having a diverse and inclusive workplace is important not only ethically but also for improving employee morale, boosting innovation and enhancing business success. We set out six practical steps that employers can take to embed diversity and inclusion in the workplace.

BOARDROOM DIVERSITY: WORKING CLASS MEN LOSING OUT TO WOMEN

Working class men could be losing out on top roles as organisations race to recruit more women to meet diversity targets, a report from the Financial Reporting Council has suggested.

HOW PROVIDING INFERTILITY SUPPORT CAN FOSTER AN INCLUSIVE CULTURE

Parental policies have evolved considerably in recent years. But what about supporting staff through infertility?

HOW CAN BUSINESS LEAD THE WAY IN SUPPORTING MID-LIFE WOMEN?

Women in mid-life are managing work, menopause and caring responsibilities. Employers need to step up to meet their needs including their needs for exercise.

HISTORICAL RACISM MUST NOT BECOME A SCAPEGOAT

The focus on historical racism may be educational but there's a danger of it distracting from discrimination within businesses today.

AVOID 'CLASS DIVIDE' IN FLEXIBLE WORKING, TUC WARNS

The TUC is warning employers not to create a 'class divide' by overlooking the flexible working needs of people who must be present in a workplace.

HARNESS OLDER WORKERS' SKILLS, EMPLOYERS URGED

Skills specialist City & Guilds is urging businesses to plug the talent drain by investing in upskilling older workers.

UNCONSCIOUS BIAS TRAINING: TOP TIPS FOR RUNNING SUCCESSFUL UBT WORKSHOPS

Unconscious bias training has been part of many employers' diversity and inclusion toolkit for years, but criticism from both sides of the political spectrum has many questioning its impact. How can employers ensure that unconscious bias training sessions continue to be effective, proportionate and relevant for both their workforce and business needs?

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