

QUARTERLY MANAGEMENT E-BULLETIN

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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

NHS SHOULD UP SKILL ADMIN STAFF TO REDUCE WAITING LISTS

Hospital leaders should upskill admin staff in the NHS and recruit more school leavers in a 'new workforce model' to reduce waiting times.

FIVE STEPS FOR ORGANISATIONS ACROSS THE GLOBE TO BECOME MORE SKILLS-DRIVEN

The shift in the world of work has been felt across the globe.

NAVIGATING THE WIDENING "SKILLS CONFIDENCE GAP" IN 2022, AND BEYOND

Mike Bollinger examines the results of Cornerstone OnDemand's research into the Skills Confidence Gap and compares them to 2020.

THE FUTURE OF WORKFORCE DEVELOPMENT

Northumbria University and partners share insight on how to attract, develop and sustain a thriving workforce

CLOSING THE SKILLS CONFIDENCE GAP

How can employees and employers accelerate skills development journeys to build a better world of work and tackle the global skills shortage?

Management and Leadership

LINE MANAGERS REPORT LARGER TEAM SIZES COMPARED TO PRE-PANDEMIC

Experts say they are the 'glue that keeps an organisation running', but study shows two in five are now heading up teams of more than 10 people.

NHS LEADERSHIP REVIEW HIGHLIGHTS 'INADEQUACY' IN TRAINING AND DEVELOPMENT

An NHS leadership review has found an 'institutional inadequacy' in the way leaders are trained, developed and valued.

WHY CAN'T MANAGERS MANAGE?

This week Chris Taylor turns his attention to the quality of management in organisations or perhaps the lack of it: Why can't managers manage?

CAN YOU BE CREATIVE UNDER PRESSURE?

Creative performance pressure as a double-edged sword for creativity: The role of appraisals and resources.

MANAGING CHANGE FOR HR: FIVE TOP TIPS FOR A SMOOTH TRANSITION

Many HR professionals find that employees resist the change and, as a result, change is slow to embed or it does not embed at all.

WANT HAPPY STAFF? SIX TIPS TO PAY THEM CORRECTLY AND MANAGE WELL

Want happy employees? Your people are your biggest and most important asset when running a business.

HOW TO BREAK THE BLAME CYCLE

Alex Efthymiades explains how leaders can escape their tendency to blame and enjoy a more engaged team and reduced workplace conflict.

MANAGERS WHO ARE HONEST ABOUT FAILURE MAKE BETTER LEADERS

Closing the final day of the CIPD Festival of Work at London's Olympia and online, podcaster and author Elizabeth Day urged organisations to talk more about mistakes.

Recruitment and Retention

FEWER THAN ONE IN FIVE EMPLOYERS SUPPORT THE APPRENTICESHIP LEVY

Professional body calls for the scheme to be reformed into a more flexible training levy.

HIRING ACTIVITY SLOWS TO A 12-MONTH LOW AS ECONOMIC UNCERTAINTY GROWS

Businesses warned the competition for staff is still 'fierce' as experts encourage firms to look.

ALMOST 1M GRADUATE JOBS EMPTY

Almost a million graduate-level jobs remained unfilled at the end of 2020, according to a report by education body Universities UK.

HOW CAREER PATHWAYS CAN ATTRACT AND RETAIN TALENT

Employers need to build clear and visible career pathways to maximise the benefits of apprenticeships.

THREE STRATEGIES TO RETAIN TOP TALENT

Employee turnover has never been higher and workers now demand new benefits like increased flexibility and remote work.

HALF OF EMPLOYERS WANT TO REPLACE APPRENTICESHIP LEVY WITH TRAINING LEVY

More than half of employers think the apprenticeship levy should be replaced with a broader training levy.

APPRENTICESHIPS ARE THE SOLUTION TO YOUR RECRUITMENT PROBLEMS

The Executive Development Network's latest research reveals that apprenticeships have the pulling power to attract and retain top talent.

BUSINESSES OVERLOOKING ONE IN FIVE 'SANDWICH' CARERS

Employers need to provide better support to avoid losing staff, experts say, as a third of dual carers say responsibilities impact their mental health.

BUSINESSES REGRET HALF OF NEW HIRES AMID SKILLS SHORTAGE

Experts urge firms to be transparent about culture and expectations during recruitment as more than half admit rushing the hiring process.

Quality, Improvement and Innovation

FOUR WAYS TECHNOLOGY CAN HELP IMPROVE HEALTH AND SAFETY

Nicky Chenery outlines how technology can help ensure any health and safety concerns employees have are heard and acted upon.

USE ASSESSMENTS TO ENHANCE YOUR LEARNING PROCESS

In a new white paper, Questionmark shares key concepts and best practices for developing effective assessments and interpreting their results to drive better and more informed decisions that can enhance your organisation's learning process.

THE SEARCH FOR TALENT: SIX MAJOR EMPLOYER PITFALLS

The Great Resignation continues unabated. Deloitte's latest annual mental health report, found that 28% of employees had left or planned to leave their jobs.

IS YOUR BUSINESS AGILE ENOUGH FOR THE NEW WAYS OF WORKING?

Covid-19 has challenged organisations around the globe and will permanently reshape how many operate.

HOW FLEXIBLE LEARNING CAN CLOSE THE DIGITAL SKILLS GAP

With employees distributed between home and work, and even across the world, learning needs to support how people do their jobs.

HOW HR CAN MITIGATE THE RISKS AND REAP THE REWARDS OF AI AT WORK

Employers are at risk of facing tough employment claims if they fail to retain the human element when they use AI.

Remote Working

FLEXIBLE WORKING COULD HELP 1.3 MILLION MORE PEOPLE INTO WORK, ANALYSIS SUGGESTS

Closing the 'inclusion gap' faced by disabled people, carers and those who live rurally could also add £40bn to the economy.

HALF OF EMPLOYEES PUSHING TO WORK FROM HOME TO SAVE ON FUEL COSTS

Just a quarter say increase in prices will not affect their working arrangements as experts warn fuel duty cut has failed to keep costs down.

MORE HYBRID EMPLOYERS REPORT INCREASED PRODUCTIVITY

But experts urge businesses to consult with staff on future preferences to prevent mass resignations or drops in engagement.

HARNESSING SUCCESSFUL EMPLOYEE RELATIONS IN THE HYBRID ERA

In a remote working environment, the processes for dealing with grievances operate differently, and HR needs to be aware of the extra challenges.

SEVEN WAYS LEADERS CAN DEVELOP THEIR HYBRID SKILLS

Hybrid working might be here to stay for many organisations, say Karlien Vanderheyden and Katleen De Stobbeleir, but making it successful requires extra development for managers.

HYBRID WORKING: HOW DID WE GET TO WHERE WE ARE?

Although we often describe the shift to remote working in March 2020 as an overnight phenomenon.

HYBRID WORKING WILL 'NEVER BE PERFECT'

A Leeds University Business School report offers some tips for developing hybrid working policies and highlights the trade-offs.

Wellbeing and Satisfaction

MORE THAN 600 EMPLOYERS PLEDGE TO BETTER SUPPORT MENOPAUSAL STAFF

But experts warn firms must ensure a culture where open conversations are actively encouraged and not simply write another policy.

HOW WORKPLACE CULTURE SHOULD SUPPORT EMPLOYEES' WELLBEING

What should employers consider when implementing initiatives to support and enhance the wellbeing of their employees?

ONE IN 10 WOMEN HAVE QUIT THEIR JOB BECAUSE OF MENOPAUSE SYMPTOMS

Women are experiencing 'unnecessary misery', experts say, calling on employers to make workplace adjustments and normalise conversations around menopause.

GOVERNMENT PUSH FOR SHORTER WORK WEEK NEEDED

A national push for a shorter work week would help reduce inequality and improve worker wellbeing, productivity and social cohesion, according to an academic study.

BRAIN FOG: THE MENOPAUSE SYMPTOM IMPACTING WOMEN AT WORK

Brain fog is associated with declining hormone levels during menopause. It can have a disruptive and distressing impact for employees.

HOW EMPLOYERS CAN SUPPORT WOMEN DURING THE HRT SHORTAGE

Clare Marsland outlines how employers can support women during the HRT shortage and suggests some reasonable adjustments.

HALF OF EMPLOYEES FEEL PRESSURED TO RESPOND TO WORK OUT OF HOURS

Experts say businesses need to urgently address the 'always on' culture and set boundaries to ensure a healthy work-life balance.

NURSES LEAVING DUE TO PRESSURE AND WORKPLACE CULTURE

The number of nurses and midwives leaving the NMC register has increased substantially, citing poor workplace cultures and too much pressure.

EMPLOYERS MUST HELP EMPLOYEES 'FLOURISH' POST-PANDEMIC

A conference has heard that organisations must stop simply reacting to mental health concerns, and instead help employees flourish at work.

HOW MUSIC CAN HELP TO EASE ANXIETY AT WORK

A lot has happened since March 2020, hasn't it?

Equality, Diversity and Inclusion

ETHNIC MINORITY WORKERS MORE LIKELY TO QUIT OVER FLEXIBILITY THAN WHITE COUNTERPARTS

Experts say firms need to constantly review and update internal policies to have a 'truly inclusive' workforce.

ECONOMIC INACTIVITY AMONG MEN AGED BETWEEN 50-64 HIGHEST ON RECORD

But despite 'mass exodus' of older workers, one in five who left the labour market during the pandemic would consider returning.

HIDDEN DISABILITIES: COULD APPRENTICESHIPS OPEN UP ACCESS?

While organisations have made great strides in terms of diversity and inclusion, opening up apprenticeships to applicants with hidden disabilities.

FIVE STEPS TO FORMING SUCCESSFUL EDI COMMITTEES

Without a clear purpose, goals or buy-in, committees that aim to improve diversity, equality and inclusion can lose enthusiasm and effectiveness.

AUTHENTICITY AT WORK: IS IT REALLY 'ALL ABOUT ME?'

Experts are constantly telling us that inclusion and belonging come from authenticity. But what does this actually mean?

HOW OLDER WORKERS CAN HELP BEAT SKILLS SHORTAGES

Changing demographics mean people may want or need to work for longer.

MALE MANAGERS BLOCKING GENDER EQUALITY EFFORTS

Experts say progress on gender balance is too slow and findings might even indicate regression.

EHRC SINGLE-SEX SPACES GUIDANCE 'COULD LEAD EMPLOYERS INTO UNLAWFULNESS'

An employment barrister suggests that employers that follow the EHRC's single-sex spaces guidance could end up discriminating against transgender people.

RECORD ETHNIC DIVERSITY IN NHS, BUT BARRIERS TO RACE EQUALITY REMAIN

Ethnic diversity in top NHS jobs is at its highest than any point in history, but staff from diverse backgrounds continue to be underrepresented on the across all levels.

DISABILITY PAY GAP WIDER THAN IN 2014

Slight widening of gap since 2014, as the ONS reveals that the disability pay gap has consistently been wider for disabled men than for disabled women.

DIVERSITY VERSUS INCLUSION: WHY THE DIFFERENCE MATTERS

The terms "diversity and inclusion" are so often used together that it's easy to think that they mean the same thing. However, diversity and inclusion are distinct concepts.

Sustainability

HYBRID WORKING MAY NOT BE BENEFICIAL FOR THE ENVIRONMENT

Research shows remote workers travel a greater distance per week than office workers and are more likely to take a greater number of non-work trips.

GREEN ENERGY JOBS GIVEN LIFT BY NEW DELIVERY GROUP

The Green Jobs Delivery Group, with business, industry, union and academia involvement, has been tasked with supporting the delivery of up to 480,000 skilled green jobs by 2030.

EMPLOYEES DRIVE ESG GOALS FOR HR

Employees are the key to unlocking organisations' ESG goals, according to research from consulting firm Mercer.

NEW JOB WEBSITE AIMS TO BOOST EMPLOYMENT AT SUSTAINABLE FIRMS

A new jobs website has promised to provide only ethical work and aims to get more people employed by sustainable industries.

DEVELOPING SUSTAINABLE EDUCATION TO MITIGATE SKILLS SHORTAGES

In light of several sectors struggling to recruit, Alice Barnard explains how these issues can be solved through upskilling and training.

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