Quarterly Management Bulletin

Workforce Recruitment and Retention

NHS Employers: improving staff retention — a guide for employers
This guide draws on the learning and experience from providers and is aimed at individuals who are leading or working closely on retention issues. See link

Recruiting, developing and retaining staff
These examples show some of the ways in which organisations are making the NHS the best place to work, for both current staff and future talent.

Recruiting more staff 'is not enough', says NHS workforce plan
New healthcare people strategy highlights importance of better culture and retention, but experts warn managers need to 'start with their own behaviour' to enact change.

NHS plans global recruitment drive for thousands of nurses
Leaked people plan also calls for professional register and 'values test' for senior leaders to end 'revolving door' management culture.

What's the secret to attracting gold-dust candidates?
Tech sector employers are often fiercely competitive over candidates, so what can we learn from EKM, a small web company in Lancashire that claims it's more difficult to get into than Oxford and does not publicise roles?

Policing and nursing retention rates outstrip private sector
But experts say figures mask issues of 'overworked' staff and lack of confidence in managers.

Most young people would now consider an apprenticeship, survey finds
However, more needs to be done to promote opportunities to young adults entering the job market, as government unveils Institutes of Technology.

Brexit uncertainty forces businesses to turn to agency workers
Dramatic increase in hiring intentions for temporary staff, while employers' skills worries continue.

Quality and Improvement

NHS reveals new workforce plan to become 'agile, inclusive and modern'
The NHS in England has today published its interim People Plan, which sets out proposals for the future.

What challenges will HR face in the next 10 years?
Making predictions for the workplace is fraught with risk but Emma Shipp and Lynne Adams take a punt on technological change, new legislation, societal trends and, yes, Brexit, to lay out the likely challenges.

One in three say their employer won't consider culture improvements
A third of staff think their employer is "stuck in its ways" and won't consider how to improve its culture.

Workplace learning opportunities go to those who benefit from them least, finds survey
Higher-skilled staff more likely to be trained, says ONS, but just 26 per cent took part in learning in last three months.

Management and Leadership

Culture and leadership
A collection of good practice from organisations committed to fostering a positive, inclusive, person-centred leadership culture.

Why 'talent' is no longer a useful term for business
As the requirements for future leaders change, is it time to do away with the concept of focusing only on a select few?

How To Manage With Emotional Intelligence
Emotional intelligence is an essential trait for effective managers. But like any skill, it can be developed.

Can A Manager Be Too Transparent About Change?
Communicating effectively is a core part of the change management process.

How to Give Your Team the Right Amount of Autonomy
Be clear about which decisions you need to be involved in.

When to Stop Deliberating and Just Make a Decision
Waiting too long only sets everyone back.

Aggressive Leaders Are More Likely to Be Punished for Their Mistakes
We don't want to give them the benefit of the doubt.

How To Manage When You Have 'Too Much Work'
Your guide to tackling a high workload by managing yourself, considering meaning and purpose and communicating with others.

One in three workers 'afraid to raise issues with their manager', survey reveals
TUC calls for urgent investment in line management training as research suggests bosses are often bad for morale.

Finance

Recruitment fraud now costs businesses £23 billion annually
Warning issued over 'serious problem' of false qualifications and references Danny Mitchell.

Talk to the money: Why finance and HR must collaborate more
This HR-finance partnership is hugely valuable to organisations if they can get it right. But new research has revealed collaboration is proving difficult to instigate.

Businesses turning to four-day working week could save billions, says research
Henley Business School suggests 2 per cent of total turnover can be recouped by switching to flexible working patterns.

NHS faces staffing 'meltdown' if pensions row is not solved, trusts warn
High-earning consultants 'voting with their feet' by declining shifts or retiring early.

Wellbeing and Employee Satisfaction

Management style increasingly blamed for stress-related absence, finds CIPD poll
Experts call for more investment in line managers, with few trained to spot and support mental health issues.

NHS to be banned from using NDAs to gag whistleblowers
Health secretary pledges end to use of gagging orders, to encourage staff to speak up.

Making Sure Your Stress Isn't Contagious
First, identify what's stressing you out.

ECJ: Employers must ensure staff are not overworking
The European Court of Justice has ruled that employers must take steps to make sure their staff are not exceeding the 48-hour maximum working week and are taking adequate rest breaks.

Hot-desking is actively harming workplace productivity, say employees
Issues around design and noise levels also cited in research, with concern over effects of open plan offices.

Equality and Diversity

The Five Business Benefits Of A Diverse Team
Diversity is good for business – as these five trends show.

The learning disability improvement standards for NHS trusts
We have developed new standards to help NHS trusts measure the quality of care they provide to people with learning disabilities, autism or both See link

Are Politically Diverse Teams More Effective?
A study looked at who edits Wikipedia articles and what their political views are.

Diversity on the wane among NHS leaders
There are claims that the NHS is in reverse on inclusion after new figures show a marked decline in diversity among its leadership teams.

Employers should work harder to engage LGBT+ allies, say experts
Stonewall conference urges better communication, with 35 per cent of LGBT staff having hidden their sexuality at work.

One third of businesses failing to support neurodiverse workers, report suggests
Experts highlight importance of embracing 'perspectives and value' offered by employees with conditions such as dyslexia and autism.

Will Automation Improve Work for Women — or Make It Worse?
The burden of job displacement will not be shared equally.

Organisations failing to support working fathers' flexibility needs
Research finds almost half of dads experience 'tension' from their employer when trying to balance work and family life.

NHS
West Hertfordshire
Hospitals
NHS Trust

Employers 'must do more to end obesity discrimination in the workplace'
Overweight workers overlooked for promotion and stereotyped as 'lazy' or 'lacking control'.

Half of vegans feel discriminated against by their employer
Survey reveals 'endemic' prejudice, with many bosses claiming vegans follow fashion rather than a genuine belief. Employers need to work much harder to consider the needs of vegan employees and treat them with respect, or risk running into legal difficulties, an employment law firm has warned.

Over-45s feel discriminated against at work, finds survey
Employers risk 'huge waste' of talent if they fail to tackle age-related bias, with most over-60s not ready to retire yet.

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