



## Quarterly Management Bulletin

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### Workforce Recruitment and Retention

#### **Jargon puts off half of graduate jobseekers**

Half of UK workers are put off applying for a role because of jargon in a job description, according to research by graduate job site Milkround.

#### **Acute nurse shortages revealed amid growing blame culture**

Staff shortages have led to the rise of a blame culture among nurses most of whom feel unable to provide the level of care they want to patients.

#### **'Grow your own' — a proactive approach to retaining nursing staff**

This case study shows how Cumbria, Northumberland, Tyne and Wear NHS Foundation Trust developed an approach to 'grow its own' nursing workforce, rather than rely exclusively on recruitment of existing nurses.

#### **Listening and responding to staff — a paediatric ward's retention journey**

This case study is about how Frimley Health NHS Foundation Trust have been able to reduce vacancy rates and improve retention by actively listening and responding to staff.

#### **Retaining your clinical staff: a practical improvement resource**

This revamped retention improvement resource outlines key steps to improving retention of clinical staff. We have distilled advice from interviews with trust HR directors, directors of nursing and medical directors.

## Quality and Improvement

### **NHS to accelerate roll-out of artificial intelligence**

The NHS in England will create a national artificial intelligence laboratory to improve care and free up the time of medics so they can spend more time with patients.

### **HR most likely to be reaping automation benefits**

HR professionals are more likely to be experiencing the benefits of automation in their roles than any other professional in their roles than any other professional in the UK, but more than a third think the pace of technological change in their organisation is slow.

### **Learnability: Is LQ the new IQ?**

The concepts of IQ and EQ (emotional quotient) are well known by HR leaders, but should they be focusing their attention on LQ, or learnability quotient? Chris Gray explains its importance.

### **Making the NHS the best place to work — engagement**

This resource provides extra support and examples of good practice to those organisations seeking further help with staff engagement — it was developed in partnership with NHS Employers.

### **Six steps to workforce planning e-learning programme now live**

HEE e-LfH has developed a new e-learning programme to support workforce planning for health and care colleagues. The programme is made up of six steps and is aimed at anyone who engages in service redesign, restructures and reorganisations but can be appropriately scaled to suite the users' need depending on the size of the change.

### **The 15 Dimensions of Corporate Culture**

Can you measure an organisation's culture? Should you even try? If culture is so important, why wouldn't we want to quantify it? Just some of the profound questions spinning around the latest CMI Companions roundtable.

## Management and Leadership

### **Third of managers do not follow up meeting action points**

A third of managers could be “devaluing” the regular one-to-one check-ins they have with their staff by not following up on the action points raised in previous meetings.

### **Half of UK workers quit due to bad management**

Almost half of UK workers have quit a job due to a poor relationship with their manager, according to Totaljobs.

### **Organisations need more ‘connector’ managers to succeed**

Almost half (45%) of managers lack the confidence to help employees acquire the skills they need, according to analyst firm Gartner.

### **Should smartphones be banned in the workplace?**

Allowing smartphones at work can affect productivity, but is a ban the answer?

### **Poor management biggest factor in engagement**

The ‘quality’ of a manager is the most important factor in employee job satisfaction, a joint business school research project has shown.

## Finance

### **Holiday pay for ‘term-time’ workers should not be pro-rated**

Holiday pay for permanent staff who only work part of the year – such as term-time workers – should be calculated using their average earnings over a 12-week period and not pro-rated, the Court of Appeal has ruled.

### **Why check-ins are key to creating a healthy culture**

From employee engagement to workplace wellbeing, regular check-ins have a wealth of benefits for both employees and line managers, as Roly Walter explains.

### **Pensions: NHS doctors to set accrual level to tackle tax crisis**

Senior doctors and surgeons will be able to set the level of pension accrual each year to allow them to work extra shifts without losing out financially, but NHS doctors’ representatives argue that further reform is needed.

### **Missing out on training means low-skilled workers lose out on thousands**

Employees that can’t access training get trapped under a ‘skills ceiling’ that means they lose out on almost £12,000 a year in earnings, according to the Association of Accounting Technicians.

### **Disabled staff work the ‘next two months for free’**

The size of the disability pay gap means the average disabled employee effectively works for free for the last two months of the year and earns around £3,000 less annually than their non-disabled peers.

## Wellbeing and Employee Satisfaction

### **Home truths – making working from home work**

Homeworking is often thought as an easy solution to workplace stress, long hours and exhausting commutes. In fact, apart from the commute, the opposite can be the case if you don't manage carefully how, where and when homeworkers are working, as Graham Bird explains.

### **Petition calls for pet bereavement leave**

A woman who claims she lost her job on the same day her dog died is calling for the right to bereavement leave following the death of a pet.

### **Third of staff under 'extreme' pressure while colleagues are on holiday**

More than a third (34%) of staff claim they feel under "extreme" pressure or have panic attacks because of the amount of work they must take on while their colleagues are on holiday, with many working longer hours to complete their tasks.

### **Progress on mental health 'core standards' lagging behind**

Only a fifth of employers have met the first of the "core standards" recommended by a government-commissioned report into improving the mental health of employees, it has been suggested.

### **Organisation-wide interventions needed to tackle 'endemic' NHS burnout**

Only organisation-wide interventions will help protect the wellbeing of doctors and avoid "endemic" burnout" within the NHS, according to a report.

### **Seasonal affective disorder: How to support staff through the winter**

Seasonal affective disorder is more common than any other mental health issue during the winter months and can significantly affect employees' day-to-day activities. As we approach the shortest day of the year, Simon Blake explains how occupational health practitioners can support staff experiencing the condition.

### **Helping men to open up about mental health**

Mental ill health can of course affect anyone, irrespective of age, gender or status. But men, especially those working in a 'macho' or competitive environments, can often struggle to open up, to say they need help and support. But, in conjunction with occupational health, there is much employers can do to make a difference, argues Phil Austin.

### **Mid-life support — insights for employers**

These resources are designed to empower employers to support staff in their 40s and 50s.

## Equality and Diversity

### **Flexible working: a step to creating more inclusive workplaces**

This National Inclusion Week, the CIPD is calling on the people profession to respond to the Government's open consultation on family-friendly working practices.

### **The CIPD launch policy manifesto for menopause at work**

At an event at the Houses of Parliament, the CIPD launched its three policy calls for building menopause-friendly workplaces.

### **What works in diversity: turning evidence into practice**

The CIPD and Westminster Business School launch latest research on diversity and inclusion practices.

### **Age bias risks creation of a 'forgotten generation'**

Despite more older people having to work for longer, age discrimination is still very much a factor in UK employment, risking the creation of a "forgotten generation who can't find work".

### **How to avoid risk when providing employer references**

Giving departing employees a reference should be a risk-free procedure. But there are potentially damaging pitfalls to avoid.

### **Political beliefs in the workplace: what does the law say?**

As the debate over Brexit reaches a crescendo and leavers and remainers disagree on what should happen next, Richard Fox examines the extent to which employers can allow political debate in the workplace.

### **Mentoring key to building diverse leadership**

Businesses where women occupy more than 30% senior leadership roles are more likely to nurture ambition, with a quarter (27%) of senior leaders actively mentoring others and 17% looking to "sponsor" more junior employees, according to research.

### **Lloyd's of London issues trans and non-binary inclusion guide**

Lloyd's of London has issued guidance to insurance firms and their employees on the inclusion of transgender and non-binary employees.

### **How to tackle imposter syndrome and 'modern racism'**

It's not unusual for black people and those from ethnic minority backgrounds to feel they don't belong in certain workplaces. Binna Kandola suggests ways of minimising imposter syndrome.

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## Library and Evidence Services

### **Watford General Hospital**

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Willow House

Watford General Hospital

Vicarage Road

Watford

WD18 0HB

**Email: [wherts-tr.librarywat@nhs.net](mailto:wherts-tr.librarywat@nhs.net)**

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**Ext. 7437**

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St Albans City Hospital

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St Albans

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