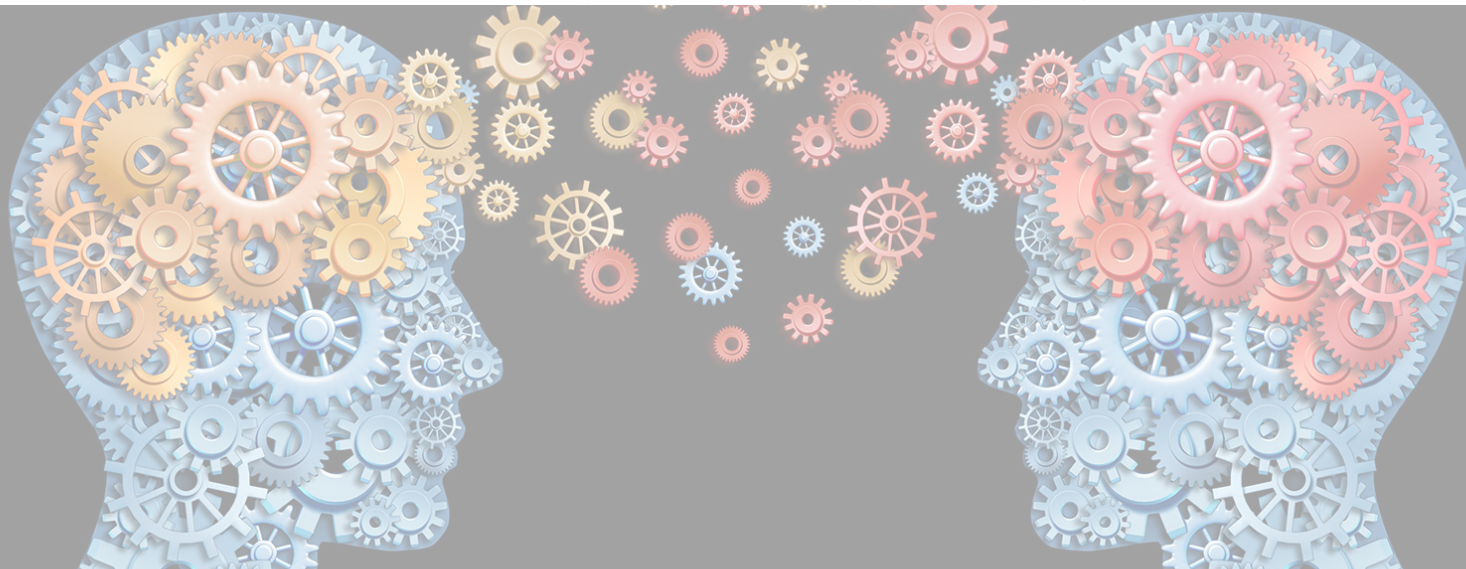


QUARTERLY MANAGEMENT E-BULLETIN

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.

Recruitment and Retention

THERE'S NO GOING BACK: HOW AI IS TRANSFORMING RECRUITMENT

Advances in AI that were expected to take years have been accomplished in just a few months, which makes it important for HR professionals to ensure they stay ahead of the curve.

AVOID 'LOW COST, HIGH SPEED' HIRING, RECRUITMENT BODY WARNS

Employers need to drop 'wasteful' hiring practices and treat recruitment as critical for business success.

WHY IT'S TIME TO RESET CANDIDATE EXPECTATIONS

To avoid damaging skills gaps and to make use of the talent that's still out there, businesses need to rethink their recruitment strategies as the Covid crisis recedes.

SENIOR ROLES BEING ADVERTISED WITH 'MASCULINE' LANGUAGE

Research finds senior executive positions are being advertised using less inclusive language than junior roles, which could deter women from applying.

REDUCING ACCENT BIAS BEGINS AT THE RECRUITMENT STAGE

There is little doubt that employees should bring their whole selves to work, but it would be naïve to think that candidates with strong regional accents are not conscious of the potential biases surrounding the way they speak.

MINORITY ETHNIC CANDIDATE CHANCES OF RECRUITMENT IN NHS FALL BACK, FINDS NHSE

The likelihood of minority ethnic candidates being appointed from NHS shortlists compared to white applicants is at its lowest rate so far recorded.

HOW CAN WE ENSURE POST LOCKDOWN RECRUITMENT IS INCLUSIVE?

As hiring confidence builds, how can employers ensure that any reasonable adjustments they make for candidates will match the working conditions and environment as restrictions ease and more people head back into the office?

Quality, Improvement and Innovation

HOW TO KEEP YOUR COMPANY CULTURE IN A CONTACT-FREE WORLD

Organisational culture is under threat in this strange new, contact-free world. How do you preserve your special workplace?

IR35: WHAT DOES PUBLIC-SECTOR HR NEED TO KNOW ABOUT THE APRIL 2021 CHANGES?

Public sector HR may think that IR35 reforms only apply to private sector.

PERCEPTION OF THE VALUE OF HR IMPROVED DURING THE PANDEMIC

Almost three-quarters of HR professionals say the pandemic has increased their value in the eyes of the business.

SHOULD HR PREPARE FOR FUTURE PANDEMICS?

Uncertainties surround the Covid-19 vaccine, from vague distribution plans to complex legalities. With the World Health Organisation suggesting that Covid-19 is “not necessarily the big one”, CIPHR’s people and services director Claire Williams believes HR should consider the bigger picture and prepare for potential future pandemics.

STAFF ENCOURAGED TO SPEND AN HOUR PER WEEK LEARNING

Major employers and L&D providers including Cisco, Lloyds Bank, LinkedIn Learning and The Open University have backed a campaign that encourages individuals to dedicate an hour per week to online learning.

Management and Leadership

LESSONS IN KINDNESS FROM A TOP-50 KIND LEADER

Tamara Box CMgr CCMI is one of the UK's 50 Kindness & Leadership Leading Lights. She explains why kindness is so valuable.

LEADING IN THE EYE OF THE STORM

Frontline health services have borne the brunt of the pandemic, so how have leaders been keeping staff safe?

WORLD-CLASS PERFORMANCE IN YOUR TEAM. WHY NOT?

The mindset that underpins workplace culture is often overlooked - yet it determines the quality of work in your team.

DON'T STOP MOANING, BILL MICHAEL

The boss of KPMG quit after telling his people to 'stop moaning'. But isn't allowing your people to moan beneficial?

WHY IT IS MORE COMPLEX THAN 'IRRESPONSIBLE' EMPLOYERS FORCING WORKERS INTO WORK

Accusations have been flying about that 'irresponsible' employers are putting employees under pressure to come into potentially unsafe workplaces when they could be working from home and so helping to spread the more transmissible variants of Covid-19. Nic Paton tries to make sense of what appears to be a more complex picture.

KEY BEHAVIOURS FOR MANAGERS AND LEADERS IN 2021

It may not have been written into their job description, but managers have a vital role to play in the pandemic.

THREE MANAGEMENT AND LEADERSHIP TRENDS FOR THE NEW NORMAL

How to capture the best new working practices - and avoid snapping back into old in-office norms.

FIVE PROVEN METHODS TO ACHIEVE TRUE SELF-AWARENESS

Great leaders understand their strengths and weaknesses. But achieving genuine self-awareness is not always easy.

LEADERS WILL SHOW THEIR SOFTER SIDE POST-COVID, RESEARCH CLAIMS

A softer, more humane approach to leadership will offer greater value in a post-Covid world.

PERFORMANCE: WHY 'RANK AND YANK' FELL OUT OF FAVOUR

KPMG has been using a 'set distribution' or ranking approach to assessing employees' performance. Like annual appraisals, this strategy has fallen out of favour in recent years, but why?

Remote Working

EMPLOYEES FEAR CORONAVIRUS RESTRICTIONS ARE CREATING 'CAREER LOCKDOWN', POLL FINDS

Experts say younger staff in particular need access to training and mentorship as remote working increases concerns about progression.

HOME WORKING LINKED TO RISE IN MUSCULOSKELETAL DISORDERS

More than a third (37.7%) of musculoskeletal disorder (MSD) cases were connected to work in 2020, compared with just 1.4% in 2019.

'BUSINESSES NEED AWARENESS OF REMOTE WORKING DANGERS'

Several groups of employees may see their career prospects damaged by remote working. Gartner's Brian Kropp urges businesses to increase their awareness.

EXPERTS CALL FOR FEWER VIDEO MEETINGS AS RESEARCH IDENTIFIES CAUSES OF 'ZOOM FATIGUE'

Virtual calls are more tiring than in-person gatherings, academics argue, as commentators urge employers to give workers more control over their schedules.

FLEXIBLE WORKING: CAN WE GO BACK ON ARRANGEMENTS IN FUTURE?

The unprecedented shift towards home and flexible working brought about by Covid-19 has led many employers to announce permanent new arrangements. But what are the legal implications of doing this?

Wellbeing and Satisfaction

EMPLOYEE RESILIENCE: AN EVIDENCE REVIEW

Our research explores the meaning of employee resilience and the key factors that protect or reinforce resilience.

AN HR SHIFT FOR 2021: IMPROVING EMPLOYEE LIFE EXPERIENCE

Businesses are having to play a deeper role in the personal lives of staff – and they are having a positive impact.

'DEFEAT THAT GREMLIN': HOW TO OVERCOME SELF-DOUBT

It can be called self-doubt, imposter syndrome, even self-sabotage. We've all felt it some time but we can beat it.

WHY BUILDING RESILIENCE SHOULD BE A PRIORITY IN 2021

Facing a landscape of coronavirus restrictions until spring at the earliest means building resilience among employees should be top of the agenda for business leaders.

EMPLOYERS OVERESTIMATING EFFECTIVENESS OF THEIR HEALTH BENEFITS, POLL FINDS

Three in five (63%) business leaders think employers have more responsibility for their workforce's mental and physical health outside of the workplace than a year ago, but there is a significant gap in how employers and staff view the effectiveness of the support on offer, according to research.

MAJORITY OF UK EMPLOYEES FEEL UNSAFE IN THEIR WORKPLACE, STUDY SUGGESTS

Experts warn of 'crucial' need for firms to prioritise flexibility and building safety for those unable to work remotely.

INTROVERTS AND YOUNG WORKERS NEED MORE TAILORED APPROACH TO WELLBEING, SURVEY SUGGESTS

Report reveals character and age affect mindset at work, as experts advise employers to segment staff by personality type as well as demographics.

Equality, Diversity and Inclusion

DIFFERENTIAL ATTAINMENT IN CAREER PROGRESSION OF DOCTORS IN THE UK

This review highlights that there is scarcely any published data, monitoring career progression or responsibility for the plight of thousands of doctors who are in the under-represented minority at government or regulatory level.

HOW TO ACHIEVE RACIAL JUSTICE IN THE WORKPLACE: RECONNECTING WITH 4 BASIC RIGHTS

How do we begin to liberate our workspaces, where Black people were held in bondage for centuries? It will take sustained, structural transformation. But we can start by asking the question: What do Black people want from their workplace leaders right now?

DOES YOUR DEFINITION OF LEADERSHIP EXCLUDE WOMEN OF COLOUR?

Many organizations have committed to diversifying their leadership and promoting more women of colour to senior positions. But, to do that, they may find that their leadership criteria need an update.

RESEARCH: MEN GET MORE ACTIONABLE FEEDBACK THAN WOMEN

Developmental feedback for female employees tends to focus on delivery rather than vision, coping with politics rather than leveraging politics, and collaboration rather than assertiveness.

HEALTH INEQUALITIES DASHBOARD: MARCH 2021 DATA UPDATE

The gap in life expectancy between the most and least deprived areas of England has significantly widened in recent years for both sexes.

"IT'S HARD TO BE WHAT YOU CAN'T SEE": MAKING FEMALE LEADERS MORE VISIBLE

Women leaders are hungry for inspiration and want to learn how to navigate the uneven professional playing field.

EMPLOYERS URGED TO BETTER SUPPORT FEMALE STAFF OR RISK 'SETTING THE CLOCK BACK' ON EQUALITY

Experts say women are more likely to work in sectors hit hardest by Covid restrictions and need equal access to upskilling and retraining opportunities.

HOW TO CREATE AN AMBITIOUS PERSONAL DEVELOPMENT PLAN

A personal development plan can be useful for anyone pursuing leadership and management roles.

LGBT INCLUSIVITY: POST- PANDEMIC STEPS FOR HR

Amazon's Gareth Johnson outlines some next steps on LGBT inclusivity as employers consider a return to the office.

GENDER PAY GAP SIGNIFICANTLY WIDER AMONG OLDER WORKERS, ANALYSIS FINDS

Report claims women over 50 earn £8,000 less than their male counterparts, and face 'double discrimination' of age and larger wage disparities.

NO-ONE CAN ESCAPE GENDER BIAS

Leaders might feel as though they're making progress on gender equality. But there are still innate biases and social dynamics.

ARE YOUR DIVERSITY EFFORTS OTHERING UNDERREPRESENTED GROUPS?

The term "diverse" erases individuals' racial, gender, and disability characteristics, and it can result in "othering" the very people you want to include.

LGBT+ WORKERS EXPERIENCE HIGHER LEVELS OF CONFLICT AT WORK

More than four in 10 LGB+ workers have experienced a work-based conflict in the last year, rising to 55% for trans workers.

CPD: TRANSITION PERIOD - SUPPORTING EMPLOYEES THROUGH GENDER TRANSITIONING

The process of gender transitioning is complex and not undertaken lightly. As Dawn Wyvern explains in the first of a two-part series, occupational health professionals therefore can play an important role in supporting employees who choose to transition, as well as helping employers understand what it will mean in terms of time away from, and returning to, work.

LINE MANAGER TRAINING 'CENTRAL' TO CLOSING DISABILITY EMPLOYMENT GAP, MPS HEAR

Professor Dame Carol Black highlights need for 'high-quality leadership' in first DWP evidence session.

HOW TO BE MORE INCLUSIVE OF STAFF WITH ADHD

People with ADHD often report having difficulty prioritising work tasks or remaining focused when reading or writing. Katherine Kindersley explains how organisations should support them.

DON'T MASK YOUR MEANING DURING COVID-19

What with social distancing and face masks, many people with hearing loss have found communicating during the pandemic to be a real challenge. Two guides have been launched to provide best practice communication tips and advice in this context, whether within a workplace or healthcare setting.

THOUSANDS OF OLDER PEOPLE 'SHUT OUT OF THE WORKPLACE' BECAUSE OF ILL-HEALTH, ANALYSIS FINDS

Government urged to act as illness and disability force one in eight to stop working before state pension age.

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