

# 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

### **RESKILLING COULD SAVE FIRMS £50K COMPARED TO HIRING NEW TALENT**

Training existing workers can benefit businesses, experts say, but caution it needs to be done with employees in mind.

### **DEGREE APPRENTICESHIPS: THE KEY TO SKILLS AND SOCIAL MOBILITY?**

Degree apprenticeships offer students the chance to earn while they learn without the debt of university, but is take-up where it should be?

### **EMPLOYERS TWICE AS LIKELY AS STAFF TO HAVE POSITIVE VIEW OF L&D PROGRAMMES, REPORT FINDS**

Providing development opportunities is key to staff retention, experts warn, as half of firms report project delays because of talent shortage.

### **WANT TO RETAIN YOUR BEST TALENT? GIVE THEM LEARNING DAYS**

Continuous professional development is top of employees' wishlists. Here's how the most innovative employers are competing in the war for talent.

## **MENTORING UNSUCCESSFUL WHEN EMPLOYEES LACK EMPATHY**

Employees' ability to see things from another perspective should be considered before they are selected for a mentoring scheme.

## **HOW TO IMPROVE UPTAKE OF APPRENTICESHIP SCHEMES**

Apprenticeships can improve diversity of thought within an organisation and set up employees in early careers with the skills needed to excel, yet apprenticeship starts are declining.

## **EMPLOYERS MUST ACT URGENTLY ON FUTURE SKILLS NEEDS**

Employers need to take "urgent action" to ensure workers have skills such as problem-solving and critical thinking in the future.

# **Management and Leadership**

## **EMPLOYEES UNCOMFORTABLE DISCUSSING PERSONAL ISSUES WITH LINE MANAGERS**

Only a minority of workers would be happy discussing mental health, financial worries or grief at work, leading to calls for better manager training.

## **HOW AN UNDERSTANDING OF MENTAL WORKLOAD CAN BOOST PERFORMANCE**

Andrew Mawson discusses what employers can learn from research into how the brain manages its resources to conduct tasks, and the factors that affect its performance.

## **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. People are more invested in their employer when they feel appreciated, valued and properly compensated for their work.

## **HR MUST HELP EMPLOYERS ADOPT 'READY FOR CHANGE' MENTALITY**

Organisations need to shift from 'managing' change to becoming 'always ready' for change, a report claims.

## **LEVELLING UP - MIND THE PRODUCTIVITY GAP**

Investing in management and leadership will be critical to the UK's economic recovery.

## HOW TO USE HUMOUR AS A MANAGER

Every manager needs humour in their toolbox. From team bonding to defusing failure, this is how to bring out your funny side.

## THE IMPORTANCE OF BEING AN ETHICAL LEADER AND HOW TO BECOME ONE.

What is ethical leadership?

## WHAT WILL BE KEEPING THE C-SUITE AWAKE AT NIGHT IN 2022?

The top ten issues on every leader's mind this year – and how to combat them.

## HOW TO ENSURE THAT 'BAD DAYS' DON'T HAPPEN TOO OFTEN

Organisations will often blame bad decisions on an employee having a 'bad day'. But it is possible to anticipate employees' bad-day triggers and turn them into something positive.

# Recruitment and Retention

## ENTRY-LEVEL APPRENTICESHIP STARTS DOWN BY THREE-QUARTERS IN EIGHT YEARS

Experts call for system to be 'rebalanced' to give young people a greater share of opportunities.

## BROADENING SKILLSETS BEST WAY TO TACKLE LABOUR SHORTAGE

An increasing number of UK employers believe that building a multi-skilled workforce is the best way to address ongoing labour market challenges.

## HOW TO MAKE THE BEST OF TECH TO TACKLE TURNOVER

How can organisations keep on top of potential 'flight risks' and manage the costs of having to re-recruit and retrain?

## HOW HYBRID WORKING BOOSTS RECRUITMENT BUT NOT RETENTION

Remote and home-working may help many employers to recruit staff, but it seems to have less of an impact on retaining staff.

## THREE WAYS STORYTELLING CAN AID RETENTION

Employees like to feel like they are part of something bigger than themselves. Alison Esse outlines why 'storytelling' can help achieve this

## STAFF SHORTAGES UNDERMINE NHS BACKLOG PLANS

Urgent national action is still needed to tackle workforce shortages and the unsustainable pressures on health workers if efforts to reduce the elective care backlog in the NHS are to be successful, organisations representing NHS employers have suggested.

## 5 THINGS EVERY RECRUITER NEEDS TO BE SUCCESSFUL

The recruiter's job is one of the most important and challenging. Tasked with getting the best talent through your company's door, you're up against an ongoing labour shortage and a tech skills gap. It's never been more difficult to fill key roles.

# Quality, Improvement and Innovation

## HR AND TALENT ROLES AMONG FASTEST-GROWING IN UK, ANALYSIS FINDS

Many organisations are realising the profession's key role, say experts, noting that a seat on the board has 'never been more essential'.

## WHY ALGORITHMS AT WORK AREN'T ALL BAD

It's easy to see AI as the enemy, but it offers many ways to boost employee engagement and work-life balance.

## END GHOSTING IN RECRUITMENT: TECHNOLOGY MEANS THERE'S NO EXCUSE

Despite advances in software, many candidates are still ghosted by prospective employers. This must stop.

## HOW COACHING CAN MAKE RETIREMENT AN 'ENCORE' WORTH CELEBRATING

Graeme Menzies and Sarah Harrison outline why retirement or 'encore' coaching may enable a smooth transition.

## HOW HR CAN GET AHEAD OF AI REGULATION

A government report into the impact of AI on the workplace has recommended greater regulation. What are the risks of the use of AI in people processes?

## RISE OF INDIVIDUALISM WILL REDEFINE COMPANY CULTURE: ACCENTURE

The latest Fjord Trends report finds employees are re-assessing what they want and expect from a company culture and employee value proposition.

## PIVOTING AT PACE: THE SECRETS OF BUILDING PERSONAL AGILITY AT WORK

Now is a great time to become a bit more agile. Here's how to become someone who can remain in control while moving at pace.

# Remote Working

## HALF OF FIRMS WORRIED REMOTE WORKING HAS INCREASED CYBERSECURITY THREAT, POLL FINDS

Businesses urged to run regular security training as survey reveals one in 10 companies fell victim to a cyber attack last year.

## 'REMOTE' WORKERS? HOW DIVISIVE TERMINOLOGY THREATENS EMPLOYEE ENGAGEMENT

Darren Hepburn suggests caution around the language used and its detrimental effect on engaging staff.

## FLEXIBLE WORKING REQUESTS: WHAT IS AN EMPLOYER'S OBLIGATION?

It is imperative that employers understand how to handle flexible working requests and consider the risks associated with them.

## MAKE YOUR REMOTE APPRAISALS, ONBOARDING AND OFFBOARDING A SUCCESS

These are routine tasks usually done face to face, but they're much tougher virtually. Learn how to make them work remotely.

## TWO-THIRDS OF UK WORKERS FIND MAKING WORK FRIENDS REMOTELY CHALLENGING

Employers need to 'encourage social connection' to create a feeling of belonging.

## MICROLEARNING: HOW TO ENGAGE 'DIGITAL NATIVES' IN A HYBRID WORLD

How can organisations adapt their approach to online L&D to ensure it engages with employees when they already live highly digital lives?

## HOME WORKING HAS INCREASED FRAUD RISK, FINDS SURVEY

Nine in 10 organisations say the risk of fraud has increased as a direct result of home working. Business advisory firm BDO found that while a third of fraudulent activity.

## HYBRID WORKING: THE TAX IMPLICATIONS TO CONSIDER

Organisations adopting hybrid working arrangements on a permanent basis should bear in mind several important employment tax and benefits issues.

## NEW YEAR, NEW SKILLS

Managers need these three skills in 2022 to be ready for a new world of hybrid work, autonomy and accountability.

## FLEXIBLE WORKING SCENARIOS

The NHS Staff Council has developed a range of scenarios to help employers embed the new contractual flexible working provisions. <https://www.nhsemployers.org/articles/flexible-working-scenarios>

# Wellbeing and Satisfaction

## ONE MILLION WOMEN COULD QUIT DUE TO LACK OF MENOPAUSE SUPPORT, RESEARCH WARNS

Businesses urged to create a more open culture as poll finds three-quarters of menopausal women feel unable to discuss the issue with colleagues.

## AVOID THE EMPLOYEE WELLBEING TICK-BOX TRAP

Most organisations have ramped up their mental health and wellbeing support since the pandemic hit, but are their actions actually making a difference?

## MAJORITY OF BUSINESSES IMPLEMENTING FOUR-DAY WEEK, REPORT FINDS

Study reveals employers that implemented shorter week collectively saved more than £100bn through improved productivity and lower running costs.

## EMPLOYEES ARE TIRED, SO HOW CAN HR HELP?

Almost two years into the pandemic, the lines between work and home are increasingly blurred and this has taken its toll on employees' energy levels.

## SUPPORTING YOUNG WORKERS' WELLBEING IN A HYBRID WORKING WORLD

Supporting young workers' wellbeing has become challenging as remote and hybrid working becomes commonplace. Firms need to consider induction and other processes.

## KELLY METCALF: TOP FIVE PREDICTIONS FOR DIVERSITY, INCLUSION AND WELLBEING IN 2022

Fujitsu's Kelly Metcalf provides her top five predictions for 2022 around diversity, inclusion and wellbeing.

## THIRD OF WOMEN HAVE MISSED WORK BECAUSE OF MENOPAUSE SYMPTOMS, PARLIAMENTARY COMMITTEE FINDS

MPs call on businesses to better support those experiencing symptoms, as just one in 10 have asked for adjustments such as flexible working or temperature control.

## EMPLOYERS TO BE GIVEN DUTY TO PREVENT WORKPLACE HARASSMENT UNDER NEW TREATY

International convention set to come into effect next year will send 'clear signal' that businesses need to do more.

## NHS STAFF SURVEY: MORALE, PAY SATISFACTION AND WELLBEING DECLINING

Staff morale in NHS England is declining and almost a third often think about leaving the organisation, the 2021 NHS staff survey has revealed.

## HALF OF EMPLOYERS HAVE STAFF WITH LONG COVID, CIPD RESEARCH FINDS

Experts urge firms to better train line managers to recognise illness, with significant proportion of employees experiencing symptoms during the last year.

# Equality, Diversity and Inclusion

## SENIOR WOMEN FEEL LESS SUPPORTED IN DEVELOPING LEADERSHIP SKILLS

Experts say female workers still get more 'vague' feedback not tied to business outcomes than their male counterparts.

## HOW CAN WE STOP 'DIVERSITY FATIGUE'?

Faced with a raft of initiatives and discouragingly slow progress, it's easy to become sceptical about diversity and inclusion activities.

## ETHNIC MINORITY NHS WORKERS SUFFER 'SHOCKING' RACISM AND UNFAIR TREATMENT

A damning report has highlighted the extent of inequality and discrimination faced by ethnic minority staff in the NHS, who are less likely to be shortlisted for jobs or promotions and more likely than their white counterparts to suffer abuse and harassment.

## WOMEN HOLD LESS THAN TWO IN FIVE SENIOR MANAGEMENT POSITIONS, RESEARCH FINDS

Experts urge HR teams to look at their employee lifecycle to understand why fewer female workers are making it to the top.

## RACISM IN THE NHS: HEARTFELT PLEA BY VETERAN NURSE

Comments by retired nurse Zeba Arif, who ran cultural awareness courses, come as nursing and health organisations endorse 'manifesto for change'.

## YOUNG PEOPLE RETURNING TO INSECURE JOBS POST COVID

Experts say firms need to focus on 'good work' for all and ensure younger workers are given opportunities to progress.

## WEIGHT BIAS: HOW EMPLOYERS CAN ADDRESS NEGATIVE ATTITUDES

Negative attitudes surrounding weight can have a significant effect on employee engagement and inclusion and may even result in a discrimination claim.

## WHY CLASS STILL MATTERS - AND HOW TO COUNTER THIS

Learn how managers can engage and recruit more people from all socio-economic backgrounds - and what the Olympics did right.

## SINGLE PARENTS TWICE AS LIKELY TO BE UNEMPLOYED THAN COUPLED PARENTS, RESEARCH FINDS

Experts say offering 'greater control and flexibility' could help more people participate in work.

## DESIGNING AN INCLUSIVE WORKPLACE FOR NEURODIVERSE EMPLOYEES

It's possible to design spaces that support the needs of neurodiverse employees and make the working day more welcoming for everyone.

## **MENOPAUSE SHOULD BE A PROTECTED CHARACTERISTIC**

Businesses currently face 'lack of clarity' over their obligations to those going through the menopause.

## **NURSE DISCIPLINED FOR WEARING CROSS NECKLACE TO WORK WAS CONSTRUCTIVELY UNFAIRLY DISMISSED, TRIBUNAL RULES**

Judge finds NHS trust's uniform policy was rarely enforced and that permitted forms of jewellery posed a greater health and safety risk.

# **Sustainability**

## **PLANETARY HEALTH CARE**

Planetary health care: a framework for sustainable health systems.

## **E- BOOKS**

27 e-books on sustainability have been purchased from Kortext by Library Knowledge Services, and available to browse.

## **THE NHS NET-ZERO CHECKLIST**

Good Governance Institute Before/after intervention study to determine impact on life-cycle carbon footprint of converting from single-use to reusable sharps containers in 40 UK NHS trusts.

## **GREENER NHS**

It provides a detailed account of the NHS' modelling and analytics underpinning the latest NHS carbon footprint, trajectories to net zero and the interventions.



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