**Making People Count: a workforce bulletin**

**May 2024**

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# People Management

## Quiet life, or 24-hour party people?

**Source:** Journal of Organizational Behaviour

**In a nutshell:** What happens when a manager is extrovert and the team is introvert, or *vice versa*? In this study, a team of researchers, led by Brian W. McCormick, from Northern Illinois University, attempted to find out. They studied teams in the nuclear-power industry – “ooh, never mind those silly old cooling rods, you’ll never guess what I saw on the way in this morning,” etc – and found that a mismatch between the two personality types often led to either a leader using “pressure influence tactics,” or teams engaging in “deviance directed at the organization.”

You can read the abstract of this article at

<https://doi.org/10.1002/job.2785>

## Don’t go – we’ll promote you!

**Source:** Human Resource Management Journal

**In a nutshell:** In a desperate attempt to retain employees, employers often promote them, but does it really encourage them to stay? That was something Stephanie Funk, from the University of Augsburg in Germany, investigated in this study. She found that promoting employees to supervisory roles reduced turnover in the short term, but increased it in the long term as employees were offered “internal advancement opportunities.” Stephanie Funk also found that “for long-term supervisors appraisal interviews and development plans …. counteract the effect by reducing and employee’s intention to quite.”

You can read the abstract of this article at

<https://doi.org/10.1111/1748-8583.12550>

## Don’t work from home – we won’t promote you!

**Source:** Personnel Today

**In a nutshell:** I have a reasonably eclectic range of topics I’m happy to have a conversation about: children, holidays, history, football, books, and travel among them. Sadly work isn’t one of them (even when I’m there, to be honest) so I’m not too bothered at missing out on the chance for networking should I work from home again. Others are though, and a new study, by researchers from the University of Warsaw, found that those working from home could be missing out on more than networking opportunities. The researchers surveyed 937 managers in the UK and found that they were 11% less likely to promote staff who worked entirely from home than those who were office-based. Hybrid workers were, on average, 7% less likely to be promoted. Managers were also 9% less likely to give a pay rise to staff working entirely from home and 7% less likely to give one to hybrid workers. Men were more likely to suffer than women. In organizations with very demanding work cultures home and hybrid workers were much less likely to get pay rises and promotions than in organizations with a more supportive work culture.

You can read the whole of this article at

<https://www.personneltoday.com/hr/promotion-pay-gender-research-men-women-working-from-home-hybrid-working-wfh/>

## Big Brother and the greasy pole

**Source:** Journal of Organizational Behaviour

**In a nutshell:** As children develop, they go from playing on their own but in parallel with other children, to cooperating with them and, eventually, competing, with varying degrees of good grace and sportsmanship. Workplaces tend to be organised on similar bases, and it was the latter scenario that Ruo Mo, from Montpelier Business School in France, and Meena Andiappan, from McMaster University in Canada, investigated in this article. They found that “exposure to rivalry,” led to a heightened perception of peer monitoring, which, in turn was associated with less “cheating behaviour.” The effect of rivalry on the perception of peer monitoring was stronger when a supervisor’s relationship with their team was weaker and weaker when it was stronger.

You can read the abstract of this article at

<https://doi.org/10.1002/job.2789>

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## Are women more sustainable?

**Source:** Sustainability

**In a nutshell:** Chez Gale it’s Mrs G. who tends to take the lead when it comes to buying ec0-friendly washing-up liquid and toilet paper, and expunging the last stubborn pieces of peanut-butter from the jar before consigning it to the recycling bin. Somewhere, perhaps, between the yurt and compostable toilet favoured by one half of the household and the Cormac McCarthy’s [*The Road*](https://en.wikipedia.org/wiki/The_Road)scenario consequent upon the actions of the other there is a happy medium. In this study Terri Trireksani, from Murdoch University in Perth, led a team of researchers investigating the effect of female directors and organization’s sustainability performance. The researchers studied 5,087 firms from 50 countries and found that having women on the board enhanced organizations’ sustainability performance. This relationship was more pronounced in countries whose society placed a higher emphasis on individualism, avoiding uncertainty, indulgence, and femininity. Countries with a higher level of financial development, stronger civil-law and legal systems *and/or* those with weaker economic conditions also saw a stronger effect from having women on boards.

You can read the whole of this article at

<https://www.mdpi.com/2071-1050/16/7/3057>

## From CPO to CEO

**Source:** Personnel Today

**In a nutshell:** The nearest I get to being asked to be on the board is when my seven-year-old daughter is canvassing for people to play Ludo with her. Others are more capable, energetic, and determined though and in this article Graeme Paxton – the founder and CEO of talent-acquisition advisory firm Caraffi – looks at the reasons why Chief People Officers (CPOs) rarely become Chief Executive Officers (CEOs). CPOs – argues Mr Paxton – “rarely get the same breadth of business experience as other managers.” They tend to stick in HR and don’t get a range of experience in other departments so Paxton recommends that “CPOs must find ways to bridge their leadership skills gap, whether it be through working in other departments as they climb the ladder or taking on responsibilities for more traditional commercial activities.” Too many board members place key CPO skills, such as communicating, connecting, and networking under the “patronisingly vague,” banner of “soft skills,” so “a CPO need to be good at articulating the role their responsibilities play in commercial growth.” Paxton argues that to make the jump to CEO CPOs need to “round out their skills … [and] show they can be strategic about the whole business… [and] must be prepared to showcase the connection between what they do and growth in wider business functions.”

You can read the whole of this article at

<https://www.personneltoday.com/hr/why-cpos-struggle-to-become-ceo/>

## Can citizens of nowhere get success anywhere?

**Source:** Sustainability

**In a nutshell:** “Work from anywhere,” is certainly a thing; more so, of course, since the Pandemic. But how much damage does it do to your career? In this study George Kwame Agbanyo and Mei Shi, from Honghe University in China, attempted to find out. They studied 402 workers, and found that working from anywhere considerably undermined teamwork, accountability, and supervision and promoted individualism and isolation among workers. However [management polychronicity](https://psychology.fandom.com/wiki/Polychronicity) reduced the effect of working from anywhere on career sustainability, an effect that was strengthened when there was a high degree of knowledge sharing.

You can read this article at

<https://www.mdpi.com/2071-1050/16/8/3302>

## When ostracism stopped being such a good idea

**Source:** Journal of Business Ethics

**In a nutshell:** Ostracism, at least as practised by the Ancient Greeks, seems rather a good idea. Every year they were asked if they wanted to ostracize someone. They could write people’s names down on shards of pottery – ostraka, hence the word – and if more than 6,000 people voted the person with the most votes was exiled for 10 years on pain of death; although they did keep their property for when they were allowed back. It would certainly increase turnout at the next General Election if this option was added to the ballot paper next time round. Like lots of other things, ostracism has gone downhill over the years though and now more usually refers to the petty and unpleasant business of sending people to Coventry. In this study Wenyuan Huang, from Guangxi University and Chuqin Yuan from Guangdong University, studied the effects of ostracism on 382 workers and 43 team leaders from four businesses in China. They found that ostracism by supervisors led to ostracism by co-workers, which, in turn, led to a decline in helping behaviour, an effect which was stronger for men than it was for women.

You can read the abstract of this article at

<https://doi.org/10.1007/s10551-023-05430-z>

## When abuse is lose lose

**Source:** Current Psychology

**In a nutshell:** In this study Ali Nawaz Khan, from Hubei Engineering University in China, led a team of researchers investigating abusive supervision in the Chinese service sector. The researchers found that abusive supervision predicted employees’ job strain and frustration both directly, and indirectly via work overload and time pressure.

You can read the abstract of this article at

<https://doi.org/10.1007/s12144-023-05265-x>

## When abuse is lose lose II

**Source:** Corporate Communications

**In a nutshell:** Also studying the negative effects of being a mean boss were a team of researchers, led by April Yue Cen, from the University of Connecticut who studied 392 full-time workers in the US. They found that supervisors’ verbal aggressiveness had a significant positive association with negative emotional culture and counter=productive work behaviour but no direct effect on employee-organization relationships. “The effect of supervisor verbal aggressiveness on employee counter=productive work behaviour was found to be mediated by a negative team-level emotional culture.”

You can read the abstract of this article at

<https://doi.org/10.1108/CCIJ-04-2023-0050>

## Ironing out tech troubles in the home office

**Source:** Corporate Communications

**In a nutshell:** Under the airer, over the ironing board, and a quick sprint past the (toy) soldiers; finding a socket to plug in your laptop in time for your Teams meeting can feel like a cross between [Theseus and the Minotaur](https://www.liverpoolmuseums.org.uk/world-museum/greek-myths-and-legends/theseus-and-minotaur) and *The Great Escape*. In this study Ingrid Wahl, from the University of Vienna, led a team of researchers studying “teleworkers’ perceived technological complexity and work strains.” 400 teleworkers took part in the study which found that “aspects of informational and emotional communication contribute to perceived social support from team members,” with emotional communication being more important. Stress from technological complexity was “mitigated by both supportive team communication and the extent of telework. Perceived stress from technological complexity, however, still increases work and occupational strains.”

You can read the abstract of this article at

<https://doi.org/10.1108/CCIJ-05-2023-0061>

# Recruitment

## Lack of child-care still keeping people out of work

**Source:** Personnel Today

**In a nutshell:** Faced with constant demands for attention, tantrums, tidying up after youngsters, and pacifying squabbles it’s a wonder anyone leaves their delightful children to go and work in an office. Some choose to though, either for financial or vocational reasons, but for many it’s not a choice they can make at all. “Long-term savings business,” Phoenix Group have been asking people all about it and found that 71% of working parents said they would increase their hours “if they could access free childcare support, and 64% of those currently out of work said they hoped to return to employment. The Government expanded the number of free childcare places (theoretically) available in April, one in six adults with a child under five said “they found it difficult to access formal childcare.” Parents of two-year-olds are now able to claim 15 hours of free childcare, and from September nine-month-old children will be included in the entitlement. By September 2025 the Government hopes to offer 30 hours of free childcare for children nine months and older. However, only one in three councils say that they have enough childcare places to go round. Phoenix Group’s survey also found that a quarter of adults with a child under five had reduced their working hours due to childcare costs, with 4% leaving work entirely.

You can read the whole of this article at

<https://www.personneltoday.com/hr/working-parents-childcare-access-phoenix-group/>

## What do new graduates think about remote working?

**Source:** Personnel Today

**In a nutshell:** When I was coming up for graduation back in the Bronze Age we used to get a magazine called *Prospect* dealing with potential careers. That prospect, in my case at least, being closer to a landfill in Doncaster than the swimming pool of a villa in Tuscany. *Prospect* is still going strong, and they’ve been asking new graduates what they make of remote, hybrid, and office working. Six in 10 said they would prefer hybrid working with the rest being split evenly between working wholly remotely or wholly in the office. Seven in 10 said that hybrid working would help them with their productivity, whilst 80% said it was good for their “overall wellbeing.” However, 62% of graduates though that their employer would prefer them on site all the time. And whilst entry-level workers expected to get support when they were in the office, managers were far less likely than them to be there. 58% of graduates in entry-level roles worked in person, with 35% doing hybrid work, and 7% working remotely. By contrast only 35% of managers were in the office the whole time, with 47% hybrid working and 18% working fully remotely.

You can read the whole of this article at

<https://www.personneltoday.com/hr/graudates-office-attendance/>

# Wellbeing

## Don’t leave the yoga class until you’ve filled out your feedback form

**Source:** Employee Benefits

**In a nutshell:** People take different approaches to feedback forms. Having droned on to junior doctors – boring myself, let alone them, into something approaching a coma – for a few hours I tend not to draw their attention to the feedback forms at the back of the room, whereas others (blessed with either more confidence, or a more enthralling topic to expiate on) more-or-less hold people hostage, refusing to let anyone out until they’ve completed them. Those providing wellbeing activities to their staff are not exempt from this process and Group Risk Development have been asking 500 “HR decision-makers,” all about it. They found that 76% of them measured the effect of health-and-wellbeing initiatives on their staff – up from 51% in 2023. 99% of those doing the measuring felt that health-and-wellbeing programmes had a positive effect on their business. 43% said there had been a positive return-on-investment and that they had increased productivity, and 42% believed the programmes increased loyalty and engagement on the part of their employees. 41% said they helped them to stand out for their competitors, and 39% said that they helped to “manage absence.” However 38% said they struggled to get the money to provide benefits, and 31% said they struggled to get buy-in from the business.

You can read the whole of this article at

<https://employeebenefits.co.uk/exclusive-76-of-uk-employers-measure-impact-of-supporting-staff-health/>

## Psychological safety – an idea whose time has come?

**Source:** Personnel Today

**In a nutshell:** Whatever the theoretical benefits of Trussonomics it was – like parsnip trifle, or liver meringue – an idea whose time had not yet come. Psychological safety – on the other hand – is very much flavour of the month, and in this article, Arran Heal, managing director of “mediation and conflict-management consultancy,” CMP discusses the ins and outs of it. Arran Heal argues that “employers have preferred to avoid dealing with issues around what might be unreasonable job stresses, poor management and inappropriate behaviours,” instead concentrating on “eye-catching perks.” Instead organizations should concentrate on delivering psychological safety – “a shared belief held by members of a team that the team is safe for interpersonal risk-taking,” with “a team climate characterized by interpersonal trust and mutual respect, in which people are comfortable being themselves.” Arran Heal outlines five ingredients of psychological safety:

1. Having a clear vision and strong mission to uphold values and behavioural standards
2. Creating a “safe,” environment. Emphasize the importance of showing empathy, allowing for diverse perspectives, welcoming all ideas equally, and never placing blame or judgement
3. Developing curiosity and an open mindset.
4. Leading by example e.g. by asking for upward feedback, acknowledging mistakes and being open to alternative opinions
5. Encourage the use of reflective listening

You can read the whole of this article at

<https://www.personneltoday.com/hr/employee-wellbeing-focus-on-psychological-safety/>

## Menopausal, neurodivergent? Kein problem!

**Source:** Personnel Today

**In a nutshell:** One of the few bright spots on the horizon lately has been the increasing recognition of, and consideration given to, neurodivergent people and those going through the menopause. Deutsche Bank are the latest organization to get involved with these issues and are planning to add a “wellness suite,” into its new London office to support neurodivergent and menopausal workers. The suite will include a “rest-and-recovery,” pod, providing a quiet space for neurodivergent people and those going through the menopause, as well as “multi-functional rooms,” with temperature and lighting controls. Deutsche Bank has shown strong public support for neurodivergent workers, and recently hosted an event outlining the findings of the [Buckland Review](https://www.gov.uk/government/publications/the-buckland-review-of-autism-employment-report-and-recommendations/the-buckland-review-of-autism-employment-report-and-recommendations). Its neurodiversity employee network runs lunchtime clubs and publishes resources to aid colleagues’ understanding of autism and ADHD. It has also helped to make the company’s training programme more inclusive for neurodivergent people.

You can read the whole of this article at

<https://www.personneltoday.com/hr/deutsche-bank-wellness-suite-london-office-neurodiversity-menopause/>

## The workers just one block away from financial collapse

**Source:** Employee Benefits

**In a nutshell:** Whether drunk or sober most people will have played Jenga at one time or another. A pile of teetering wooden blocks is erected, then players take one block out at a time, with the loser being the one who makes it collapse. Many workers’ finances are similarly precarious and a new survey of 4,000 workers by insurers LV= had found that almost a third of parents of young children do not feel at all confident in their ability to cope financially if they were to be diagnosed with a “critical illness.” LV=’s [*Reaching Resilience*](https://www.lvadviser.com/knowledge-centre/reaching-resilience#:~:text=Reaching%20Resilience%20is%20our%20protection,23%20November%20%E2%80%93%203%20December%202023.)report also found that the average working adult supports three people with their income – including themselves – with 10% supporting five or more dependents. A third said that their family’s financial security would be largely affected if they were injured or experienced a major health problem. A fifth said they couldn’t manage a month without their income, and 15% would be forced to rely on loans or credit cards. 5% of parents of young children had had an injury that led to two months or more off work in the last three years, and 7% had had to take unpaid leave to look after a poorly child.

You can read the whole of this article at

<https://employeebenefits.co.uk/29-would-not-cope-financially-if-diagnosed-with-a-critical-illness/>

## Why the NHS needs #metoo

**Source:** BBC

**In a nutshell:** A new study published by Unison found that “NHS staff including ambulance workers, porters, nurses and cleaners have been shown pornographic images, offered money for sex, and assaulted at work.” The study surveyed 12,200 health workers, and found that one in 10 reported unwanted incidents including being touched or kissed, demands for sex in return for favours, and derogatory comments. “Sexual assault was reported by 29% of respondents who had experienced harassment, while half said they had been leered at or been the target of suggestive gestures. One in four who had been harassed said they have suffered unwelcome sexual advances, propositions, or demands for sexual favours.” However, half had not reported sexual harassment to their employers, because they were worried about being seen as “over-sensitive,” or felt that their complaints would not be acted on.

You can read the whole of this article at

<https://www.bbc.co.uk/news/articles/c2jxjepm00zo>

## Bring your daughter with the pharmacy order

**Source:** Personnel Today

**In a nutshell:** The Government’s new Carer’s Leave Act came into force last month, entitling workers to one week’s unpaid leave to look after a dependant. It’s estimated that as many as 5.7 million people carry out unpaid care work and new research by TakingCare [sic] found that “one in three women would consider giving up work to care for an older person in their lives.” TakeCare also found that one in two people say they have “no choice,” but to care for their elderly parents when they become too frail to do so themselves. The Carer’s Leave Act offers employees entitlement to unpaid leave to give, or arrange, care for a dependant (who does not have to be a family member) who has:

* A physical or mental illness, or injury meaning they need care for more than three months
* A disability as defined in the Equality Act 2010
* Care needs because of their old age

You can read the whole of this article at

<https://www.personneltoday.com/hr/carers-leave-women-face-daughterhood-penalty/>

## Nurses still restive over pay

**Source:** Personnel Today

**In a nutshell:** The Royal College of Nursing (RCN) claim that “nurses continually feel undervalued, with many unable to progress up the current pay spine despite gaining knowledge, experience and skills in their roles.” According to the RCN three-quarters of all registered nurses in the NHS are on bands five or six – the lowest pay bands under the current Agenda for Change structure – and many leave the profession without progressing into another pay band. A recent survey by the RCN found that “feeling undervalued,” was the most common reason why NHS nurses wanted to leave their jobs, something cited by 70% of respondents. Two-thirds said their current pay band was “inappropriate,” or “very inappropriate,” and 87% said that their pay band did not recognise their knowledge, skills, education, and level of responsibility.

You can read the whole of this article at

<https://www.personneltoday.com/hr/overhaul-nurses-pay-stucture-rcn-consultation-response/>

## National Deaf Society ramps up cancer support

**Source:** Employee Benefits

**In a nutshell:** There is a wide range of ways in which employers can treat their workers. Tending towards the benevolent end is the National Deaf Society which has just launched a support package for its 270 workers aimed at helping those suffering the ill effects of cancer. The charity has linked with another organization – Reframe Cancer – to offer a number of benefits including:

* Expert advice and emotional support through dedicated cancer-nurse specialists
* A wide range of online materials and other information about cancer
* A cancer-support manager to chase appointments, help with transport to them, and give help returning to work

You can read the whole of this article at

<https://employeebenefits.co.uk/exclusive-national-deaf-childrens-society-introduces-cancer-support-for-staff/>

## Which is better, hybrid or from home?

**Source:** International Journal of Conflict Management

**In a nutshell:** When it comes to the recipe for happiness work and home can often mix together rather more like liver and lychee than lemon and linguine. In this study Tavleen Kaur, from Woxsen School of Business in Hyderabad and Santanu Mandal, from Amrita School of Business in India compared 356 hybrid workers with 398 people working wholly from home. They found that employees experienced less work-to-home and home-to-work conflicts when they were hybrid working than when they were working wholly from home.

You can read the abstract of this article at

<https://doi.org/10.1108/IJCMA-03-2023-0046>

## Work ‘til you stop, or work ‘til you drop?

**Source:** Ageing and Society

**In a nutshell:** [Sibelius](https://www.bbc.co.uk/programmes/articles/4sdHCZfNZbBzLYpDfhm80GX/7-things-you-might-not-know-about-sibelius#:~:text=5%20Sibelius%20retired%20and%20didn,30%20years%20before%20his%20death.) spent 30 years retired after publishing his last major work whilst Shakespeare retired from writing at the age of 49 to look after his business interests and his family. George Best never kicked a ball in anger after 26 but it wouldn’t be surprising to find David Attenborough burbling on about worms from his wood-lined studio six feet under – although not for a while yet, I hope. In this study Tinh Doan, from Australian National University in Canberra, led a team of researchers investigating work in Australian workers between the ages of 50 and 70. They found that there were weekly thresholds of between 39 to 40 hours work a week, after which mental health and vitality declined. However for blue- and pink-collar jobs the threshold was about 7-9 hours lower and “even wider gaps are apparent for workers with poorer physical functioning.” The researchers concluded that health and the types of jobs people did were far more important than age *per se* in how successfully people aged out of the job market.

You can read the abstract of this article at

<https://doi.org/10.1017/S0144686X22000411>

## Women, woe, and work

**Source:** Employee Benefits

**In a nutshell:** Healthcare provider Benenden Health have been asking 5,000 women and 1,000 business owners women’s health and career. They found that 40% of women thought their professional career development had been negatively affected by a lack of support for women’s health in the workplace. They cited missing important meetings, experiencing negative comments about their work, and being overlooked for promotions and pay rises as some of the ways in which health challenges had affected their careers. Despite it only being offered by 12% of UK businesses 41% called for pregnancy-loss leave to be introduced. 31% said they wanted improved maternity and pregnancy-loss support policies that went beyond statutory leave. Meanwhile half of the business owners said that “women’s health issues make them harder to manage than male employees.”

You can read the whole of this article at

<https://employeebenefits.co.uk/40-of-women-say-lack-of-health-support-negatively-impacts-careers/>