

Making People Count



December 2021

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Learning and Development

What makes people tuck into bite-sized courses?

Source: British Journal of Educational Technology

In a nutshell: The decomposed theory of planned behaviour might sound like a serial killer mulling over whether to bury their latest victim under a sycamore or oak tree but is actually a further particularization of the theory of planned behaviour which argues that our intentions are a mixture of attitudes, subjective norms, and perceive behavioural control. In this study a team of researchers, led by Shermain Puah, from Nanyang Technological University in Singapore, used this theory to understand the motivations of people tackling (or not) bite-sized, online courses. They found that positive attitudes towards microlearning, stronger beliefs in others' opinions about using microlearning and stronger perceptions about one's own ability to get to grips with microlearning were all associated with a stronger inclination to engage in it. People said that their superiors' had no significant influence on their use of microlearning but that the opinions of their peers and colleagues did.

You can read the abstract of this article at

<https://doi.org/10.1111/bjet.13170>

People Management

It's hard to be humble when you're as great as I am

Source: Journal of Business Ethics

In a nutshell: Now Donald Trump is safely out of office it's easy to chortle over his claim "nobody is more humble than I am." As if leadership wasn't hard enough already – just ask Boris and Keir Starmer – leaders are now expected to be humble, as well as knowing how to solve everyone's problems for them. In this study Arménio Rego, from the Universidade Católica Portuguesa in Porto, led a team of researchers investigating the links between leaders' humility and their teams' psychological safety. 354 team members took part in the study which found that whether leaders were consistently humble affected how much effect their humility had on their teams' psychological safety. For leaders who were inconsistently humble the effect of their occasional displays of humility on psychological safety was weakened, whereas for leaders who were consistently humble the relationship between their humility and their teams' psychological safety was strengthened. The consistency of a leaders' humility was linked to how much they themselves, and their team, agreed on their humility. Which all sounds terribly complicated; far better surely to accept one's inadequacies and keep a low profile in the ranks.

You can read the abstract of this article at

<http://dx.doi.org/10.1007/s10551-020-04622-1>

What makes for success in succession planning?

Source: Advances in Health Care Management

In a nutshell: Many organisations attempt to groom successors to the top brass from within their own ranks. In the jargon this is known as "operational succession planning," (OSP) and in this study Jennifer L. Hefner, from Ohio State University, led a team of researchers investigating its effect on employee retention in 66 medical practices. The



researchers found that there was “statistically-significant evidence to support the relationship between OSP and employee turnover with OSP being associated with lower levels of itchy feet among workers.

You can read the abstract of this article at

<http://dx.doi.org/10.1108/S1474-823120210000020003>

Coping with leadership blind spots

Source: Personnel Today

In a nutshell: It usually only takes one close shave for motorists to realise the importance of checking their blind spot. In this article Elva Ainsworth, the author of *Reboot your reputation: 11 ways to change their minds* examines managers’ blind spots, when it comes to examining their own performance, and makes a few suggestions as to how these can be overcome. Blind spots which come with leadership and seniority include:

Causing fear and anxiety. Others may be more afraid of you than you realise. You may consider yourself warm and approachable but your title, or seniority, may deter some people from speaking their mind. Go out of your way to invite people to speak to you by sharing yourself and reassuring you of their commitment to them.

Failing to listen. Most of us fail to fully hear what others are saying to us a lot of the time. You might need to question people more carefully, pay more attention to what people say, notice nuances and emotions and comment with interest and curiosity on these observations.

Unresolved conflicts: There may be unresolved issues, disappointments, and grievances. The first step in resolving issues is to bring consciousness of the conflict to the relevant parties and to openly explore the impact of the conflict on you, others, and the business.

Disrespecting others. It’s easy to ignore people you don’t fully respect. This is likely to show up in your listening and interaction. Remind yourself what you respect and value in others and look for opportunities to demonstrate this value and appreciation.

You can read the whole of this article at

<https://www.personneltoday.com/hr/how-to-manage-your-leadership-blind-spots/>

Can you teach people to be good?

Source: Frontiers in Psychology

In a nutshell: Depending on one’s point of view and one’s view of those doing it teaching moral fibre to people can either be a useful exercise in personal improvement or a rather sinister attempt at mind-control. In this study Hong-Chin Hsiao, from I-Shou University in Taiwan, examined the effectiveness of a 20-week, four-hours-a-week course for “teaching people desirable core values and moral thinking to cultivate pleasant character”* 226 employees of defence suppliers for the Taiwanese Ministry of National Defence took part in the study which found that the “online character education,” affected learning motivation and the “perception of integrity.” Learning motivation, in turn, also affected the perception of integrity. Hong-Chin Hsiao concluded that “online character education and discussion is expected to help defence suppliers cultivate good social-interaction skills and character to build harmonious interpersonal relationships.”



You can read the abstract of this article at
<http://dx.doi.org/10.3389/fpsyg.2021.771124>

*This probably sounds less sinister in its original language

When the not-so-fat controller comes up trumps

Source: Personnel Today

In a nutshell: In the Thomas the Tank Engine books the Fat Controller supervises various steam engines as they provide railway services on the island of Sodor. Running the railways in the real world, and anything but fat, is Ruth Busby, HR Director of GWR railways who has just won the Personnel Today award for HR Director of the Year. When Covid struck GWR lost 95% of its customer base and trains and stations emptied overnight. GWR's workers were naturally worried about the future of their jobs so the HR department sprang into action. This included:

- Increased communications and senior-leader visibility
- Guidance for managers engaging with trade unions on safety measures and ways of working
- Increased reporting and insights
- Strong leadership
- Making sure staff felt engaged with, and listened to
- Giving managers twice-weekly updates to pass on to their teams
- Directors sharing updates every four weeks and answering questions

A comprehensive Covid-testing regime was put in place and the company's inductions and training was moved online. No staff were furloughed during the pandemic, and employees could access YourSpace, a platform for knowledge and personal development. Over the year engagement went up from 83% to 87%; empowerment from 62% to 66%* and the feeling that senior leaders could explain the reasons behind important decisions grew from 11% to 59%.

You can read this article – and find out about the runners up for this prize – at

<https://www.personneltoday.com/hr/personnel-today-awards-2021-hr-director-of-the-year/>

*If you don't feel empowered driving an express train at 125mph when do you?

Why are we so unproductive and what can we do about it?

Source: Personnel Today

In a nutshell: For years politicians dreamt of full unemployment. It's more or less become a reality now but our productivity has suffered in relation to our European neighbours who – rightly or wrongly – exclude complete duffers* from the labour market and aren't shy of replacing people with machinery. The Resolution Foundation has been working with the Centre for Economic Performance to produce a report – [Business Time](#) – on this issue and has concluded that the UK needs to invest in its economy, promote better leadership, and improve learning to tackle its productivity problem. A worker in the top 10% of companies is 16 times more productive than one in the least-productive tenth and total investment in the UK economy rose by only 1% in the past five years, compared to 16% in



France, Germany, and the U.S. Just 11% of UK companies are as well managed as the best 25% in the U.S. and levels of literacy and numeracy among young people in the UK have not improved as much as among young people in France, Germany, and the US.

You can read the whole of this article at

<https://www.personneltoday.com/hr/invest-in-leadership-and-learning-to-tackle-productivity-puzzle/>

*Personally I'm rather relieved this isn't the case in the UK

[When you want to do X and have to do Y](#)

Source: The Journal of Psychology

In a nutshell: Even when we restrict ourselves wholly to the field of work some patches (writing this bulletin) are made up of lush grass, whereas others (mandatory information-governance training) are rife with thistles and nettles. Incongruent motivation occurs when our intrinsic motivation motivates us to do the former whilst our extrinsic motivation (threatening emails from our boss) pushes us in the direction of the latter. In this study Cafer Bakaç, from the Technical University of Munich, led a team of researchers investigating the effects of incongruent motivation. It was found to have an indirect effect on job burnout and job satisfaction by affecting intrinsic motivation. These indirect effects were mitigated by the high levels of will power needed to comply with extrinsic motivation and override intrinsic motivation.

You can read the abstract of this article at

<http://dx.doi.org/10.1080/00223980.2021.1980758>

[Why more women make organizations more ambidextrous](#)

Source: Academy of Management Journal

In a nutshell: In his pomp snooker player Ronnie O'Sullivan used to wind his opponents up by playing – and beating – them with his “wrong,” hand. Such people are known as ambidextrous. Ambidextrous strategic orientation – coming to a T-shirt near you – occurs when organizations strike a balance between exploring new possibilities (serving sushi in the canteen) and exploiting old ones (doing two-for-one on onion bhajis). In this study Shi Tang, from the City University of Hong Kong, led a team of researchers investigating how the sex balance of top-management teams affected how ambidextrous their organisation was. They found that a better balance between men and women in top-management teams improved psychological safety and lead to organizations becoming more ambidextrous.

You can read the abstract of this article at

<http://dx.doi.org/10.5465/amj.2019.0378>

[Inclusive leadership in the pandemic](#)

Source: International Journal of Nursing Studies

In a nutshell: Rather like “genders,” – for which the propensity to launch new flavours makes Ben and Jerry's seem like reactionary stick-in-the-muds – there seems to be almost as many different types of leadership as there are leaders. Inclusive leadership is, by all accounts, one of the better ones though and in this study Fuqiang Zhao, from



Wuhan University of Technology, led a team of researchers investigating its effect on nurses' stress levels during the Covid pandemic. The researchers found that inclusive leadership reduced psychological distress, partly by creating a climate of greater psychological safety in which people could speak about their feelings honestly.

You can read the abstract of this article at

<http://dx.doi.org/10.1016/j.ijnurstu.2020.103725>

[Are managers managing?](#)

Source: Personnel Today

In a nutshell: Theresa May – remember her? – used to talk about people who were “just about managing.” She meant those struggling to cope in financial terms but many a new manager, plucked from a job they knew well and were good at to wrestle with performance appraisals, plans on a page, and corporate strategies must identify with the concept. Learning-management-system company Digits asked 1,031 UK employees at small, medium and large organizations what they made of it all. They found that 38% of managers who had received no training were planning to change jobs in the next year, compared to only 28% of those who received regular management training. One in four managers said they had never received any management training, 39% only received it when they first became a manager, and 35% said they received regular training. 77% of managers who received regular training said they liked or loved their current job, compared to only 54% of those who had not received regular training.

You can read the whole of this article at

<https://www.personneltoday.com/hr/managers-likely-to-change-jobs-if-they-havent-had-training/>

[Why some people go back, and others go under](#)

Source: Journal of Occupational Health

In a nutshell: Whether, when, and why people come back to work after being on long-term sick leave is still something of a moot point. In this study Charlotte Vanovenberghe, from the Department of Public Health and Primary Care in Leuven, led a team of researchers studying 349 people with a work disability. Controlled (i.e. from outside oneself) motivation was related to a shorter time until people returned to work, whereas autonomous (from within) and amotivation did not predict return to work. The researchers also found that “the frustration of basic needs was related to a longer work disability.”

You can read the abstract of this article at

<https://www.proquest.com/docview/2601488454?accountid=48232>

Recruitment

[The Great Resignation. Last one out turn off the lights?](#)

Source: Personnel Today

In a nutshell: Norman Tebbit's dad famously got on his bike to look for work, although the roads were probably a lot quieter then; it's hard to imagine setting off down the hard shoulder of the M6 would result in a happy outcome for



even the most-dedicated of job-seekers. More people are thinking of changing job after the pandemic though and recruitment firm Randstad have been asking people what they think about it. They found that almost seven in 10 workers would be willing to change jobs in the next few months. Workers in construction, technology and logistics were most-confident about their ability to get a new job, whilst in manufacturing 74% said they would be happy to move. Call-centre workers were the least-likely to be contemplating a change with 23% worried about trying to find another job. However, while construction workers were keen to change jobs 86% of them said they had no plans to leave the industry as a whole. Randstad's Chief Executive recommended that employers:

- Foster a sense of belonging
- Feel valued by their manager
- Ensure people have a sense of advancement within the organization
- Listen to requests about working from home
- Adopt a flexible attitude about “in-office,” working

You can read the whole of this article at

<https://www.personneltoday.com/hr/great-resignation-seven-in-10-keen-to-move-roles/>

Disability pay gap narrows

Source: Personnel Today

In a nutshell: Every four years composers of tear-jerking music dust down their keyboards and get ready to celebrate – quite rightly, of course – the achievements of the nation's Paralympians. But how do disabled people not gifted with athletic prowess get on? The TUC have been analysing statistics from the country's Labour Force Survey and found that disabled workers earn 16.5% less per hour than able-bodied ones. This is down from 20% last year, although clearly more work needs to be done. The median hourly pay for a disabled worker was £11.55, compared to £13.45 an hour for able-bodied people. Disabled women did worse with median pay of £11.10 an hour, compared to £14.60 for able-bodied men. Disabled workers were twice as likely to say they were worried about losing their job as able-bodied workers (22% vs 11%). A separate survey by Leonard Cheshire has found that one in five managers said they would be less likely to employ a disabled person and that nine in 10 disabled people between 18 and 24 said that their work had been affected by the pandemic.

You can read the whole of this article at

<https://www.personneltoday.com/hr/disability-pay-gap-narrows-to-16-5/>

Preparing autistic students for the world of work

Source: Frontiers in Psychology

In a nutshell: Despite many of them being bright, original, and focused many autistic people struggle with the world of work. In this study Chinnu Cheriyan, from the City University of New York, led a team of researchers comparing autistic and neurotypical students' views on their dream job and what they thought would help them to – or hinder them from – getting it. The autistic students' main goal in going to college was to strengthen their career prospects but relatively few of them said they had learned career-specific skills at university. Autistic students were more likely to seek an academic job, and less likely to seek a career in healthcare, than non-autistic students. Autistic students



highlighted writing skills, and attention to detail as strengths more than neurotypical students. However, the autistic students also expected discrimination, social, and psychological difficulties to stand in the way of their dream jobs.

You can read the abstract of this article at

<http://dx.doi.org/10.3389/fpsyg.2021.719827>

[NHS geniuses plan massive staff cuts](#)

Source: Personnel Today

In a nutshell: High-ups in the NHS often complain about staff shortages. It won't be long before you have to keep an eye out in the pub in case you're drinks get spiked and you end up being press-ganged as a hospital porter. Naturally the latest wheeze from the geniuses behind this state of affairs is to get rid of an estimated 73,000 staff overnight by making coronavirus vaccines compulsory for NHS staff. That's according to the Government's own impact statement, a document which also concludes that the requirement for care workers to be double-jabbed could lead to the loss of 38,000 workers. The Government – who recently promised £162.5m to the social-care sector to support recruitment and retention – estimates that around 126,000 people in the NHS, private healthcare, and social care are unvaccinated but that 54,000 will decide to get their jobs when they become compulsory.

You can read the whole of this article at

<https://www.personneltoday.com/hr/nhs-vaccine-mandate-could-cost-73000-staff/>

[“Living,” wage and minimum wage both on the up](#)

Source: Personnel Today

In a nutshell: Setting the minimum wage is a delicate balancing act between ensuring people can keep body and soul together with the fruits of their labour and the knock-on effects on the cost of public services and inflation. The Chancellor of the Exchequer recently announced an increase in the minimum wage from £8.91 an hour to (from April 2022) £9.50. However the Living Wage Foundation also calculates what it calls the “real,” living wage – the minimum it thinks people need to live on – and they recently raised their estimate to £9.90 an hour for the UK as a whole, and £11.05 an hour in London. Staff working for accredited Living Wage employers in London will see their hourly pay increase by 20p, and those across the rest of the UK will get 40p an hour more. More than 300,000 workers are covered by the increase with accredited employers including Taylor Wimpey, Persimmon Homes, Fujitsu, Getir and Capita. The Living Wage Foundation estimates that 17.1% of jobs still pay less than the real living wage.

You can read the whole of this article at

<https://www.personneltoday.com/hr/real-living-wage-increases-to-9-90-an-hour/>

[Employers still struggling to find staff](#)

Source: Personnel Today

In a nutshell: Reading the autobiographies of famous people one is often struck by how often they were able to walk out of one job and into another. After living through the early 1980s and graduating during the early 1990s recession it's hard to believe those days might return but the labour market is still a pretty good one for workers and



correspondingly tough for employers. The Chartered Institute of Personnel and Development (CIPD)'s latest Labour Market Outlook finds that one in four employers will experience recruitment difficulties in the next six months. 27% of organizations expect "hard-to-fill," vacancies to increase, while almost half report already having vacancies they're struggling to fill. 47% said they would increase pay in an attempt to attract recruits. The sectors experiencing the toughest recruitment challenges are construction, healthcare, public administration, and defence. Three-quarters of employers planned to recruit in the last quarter of 2021, with only one in 10 saying they planned to make staff redundant.

You can read the whole of this article at

<https://www.personneltoday.com/hr/cipd-one-in-four-expect-hiring-difficulties-to-increase/>

Jabs and jobs – more ads ask for vaccinations

Source: Personnel Today

In a nutshell: Job adverts for even the most straightforward post now sound as though they're looking for a combination of Nelson Mandela, Bill Gates, and Elon Musk. Sometimes one feels positively exhausted just reading them. A small, but increasing, minority are now also asking for proof of a Covid jab too. Job site [Adzuna](#) have been investigating this issue and found 2,324 postings in October 2021 which asked for people to have had their coronavirus vaccinations. However, this still only translates to 0.19% of all job ads, slightly fewer than one in 500. This is up from 0.07% in July. Front-line health workers will all be expected to be vaccinated by April 2022.

You can read the whole of this article at

<https://www.personneltoday.com/hr/boom-in-employers-stating-vaccine-requirements-in-job-ads/>

Signing off but not signing on?

Source: Personnel Today

In a nutshell: Whatever the other consequences of Brexit and the pandemic it appears that – for the moment at least – mass unemployment is not one of them. The Resolution Foundation have been looking into this issue and found that whilst there has been an increase in employment among young women older workers and many men have been pushed out of the labour market altogether, being recorded as "economically inactive," rather than unemployed. The Resolution Foundation's [Begin Again](#) report, written in conjunction with the Centre for Economic Performance at the London School of Economics, points out that unemployment is only 0.3% higher than it was at the start of the pandemic. However, the number of people deemed economically inactive – neither working nor looking for work – rose by 586,000 since the start of the pandemic. Among workers between 55 and 64 workforce participation fell by 1.2% since mid-2019, a sharper drop than in any other recession in the past 40 years and for men aged 25-34 participation fell by 1.6%. However, women's participation in the labour force increased by 0.4% in the same period and women now make up 48% of the workforce, compared to 44% in 1992. Participation of women with young children increased by 5.4% due to second earners working more to make up for primary breadwinners' furlough and the increasing availability of working from home.

You can read the whole of this article at

<https://www.personneltoday.com/hr/pandemic-drove-changes-in-shape-of-workforce-not-unemployment/>



Wellbeing

Shame, spreadsheets and sandwiches

Source: Personnel Today

In a nutshell: Juggling lots of different responsibilities and keeping lots of plates spinning at once is often lauded in our society but just as often results in broken eggs and smashed crockery. In this study researchers from Durham University Business School studied 200 working parents, investigating their productivity levels, emotional stability, and the amount of shame they felt about their family responsibilities while home working. The researchers found that those who felt the most shame about looking after their children during work time, and those who had a lower level of emotional stability, were more likely to be less productive in their work than those who did not feel ashamed about their family commitments. The researchers argued that the decrease in productivity could be due to the fact that parents viewed work and childcare as being in competition with each other, meaning they put less effort into one in order to facilitate the other. They concluded that “employers should be doing more to help parents balance their work and home lives, especially as the line between each is becoming blurred while many are working remotely or in a hybrid arrangement.”

You can read the whole of this article at

<https://www.personneltoday.com/hr/shame-about-childcare-responsibilities-affects-productivity-study-finds/>

Hybrid working. Man’s best friend or vocational mongrel?

Source: Personnel Today

In a nutshell: Despite the premium attached to pedigree dogs many people argue that cross-breeds are healthier, more intelligent, and make better pets. But is the same true of hybrid working? Law firm Littler have been asking 530 employers across Europe. Only 28% of employees felt that the hybrid-work models offered by their organizations suited their preferences. 52% of employers were going ahead with return-to-office dates, but 36% had delayed due to a range of factors, including government guidance and vaccination levels. 57% of employers thought that offering some element of remote work would improve job satisfactions, while 54% said it would improve work-life balance. Most employers in France (65%) and Italy (62%) said they were preparing for staff to return to the office, whereas only 28% of employers in Germany were.

You can read the whole of this article at

<https://www.personneltoday.com/hr/workers-feel-hybrid-arrangements-dont-suit-their-preferences/>

Hello Mr Lion, I’ve been having trouble with my knees

Source: Personnel Today

In a nutshell: Despite reassuring noises and umpteen awareness campaigns many people still feel that telling your manager you’re struggling a bit is a little like a gazelle approaching a lion and asking for sympathy for their sore leg. Health-benefits provider Aetna International have been asking 3,520 workers in the UK, the US, the UAE, and Singapore about this issue. They found that 27% of them were worried about HR or managers finding out about the state of their mental health if they used corporate wellbeing services. 29% were worried about the potential impact on their career progression, and 20% were worried about how their colleagues would see them. Asked what might encourage them to use the wellbeing services their employer offered, 48% said they wanted to be properly introduced to them; 45% wanted training on how to access and use available support; and 35% felt they would use



them more if leaders communicated about them. Thirty-six per cent would feel more comfortable using support if they knew colleagues were using the services too and 31% said they needed reassurance that they would not be penalised.

You can read the whole of this article at

<https://www.personneltoday.com/hr/staff-fear-repercussions-if-they-access-wellbeing-support/>

Big Brother really might be watching you

Source: Personnel Today

In a nutshell: When they're not taking backhanders, having affairs with their staff and claiming expenses for chocolate fountains MPs on select committees do an awful lot of good work investigating this, that, and the other issue of the day. The All-Party Parliamentary Group on the Future of Work, chaired by David Davis have produced a report on artificial intelligence in the workplace [New Frontier, Artificial Intelligence at Work](#) which concluded that the use of artificial intelligence was behind "significant negative impacts on the conditions and quality of work across the country." The report says that "pervasive monitoring and target-setting technologies," are causing "negative impacts on mental and physical wellbeing as workers experience the extreme pressure of constant, real-time micro-management and automated assessment." It points out that there is also an absence of ways of challenging decisions based on AI and of seeking redress when it goes wrong. The group has called for an Accountability for Algorithms Act to establish a new corporate- and public-sector duty to undertake, disclose, and act on pre-emptive algorithmic impact assessments. This would mean, for example, that organizations would have to evaluate and publish the use of AI in performance-driven regimes, such as deliveries per hour rules for couriers and queue monitoring in supermarkets.

You can read the whole of this article at

<https://www.personneltoday.com/hr/algorithms-assault-workers-dignity-hear-mps-as-they-call-for-legislation/>

Homeworking and presenteeism

Source: Frontiers in Psychology

In a nutshell: Old-school adverts for Lemsip or Neurofen featuring our hero leaping from their sick bed to wow the regional sales conference with their graphs and mastery of PowerPoint seem rather old-hat now; most of these people would probably be regarded as disease vectors in 2021 and escorted out of the building by guards in hazmat suits. You can still pull off the same trick working from home though – and it might still be preferable to watching yet another YouTube video of Peppa Pig with the children. In this study Caroline Biron, from Université Laval in Quebec, led a team of researchers investigating the links between psychological demands, psychological safety climate (PSC) and presenteeism in 275 teleworkers. The researchers found that a better PSC at the start of the study led to lower psychological demands, which in turn led to reduced presenteeism. However higher psychological demands led to a decreased evaluation of PSC.

You can read the abstract of this article at

<http://dx.doi.org/10.3389/fpsyg.2021.734245>



ESG or CQC?

Source: Personnel Today

In a nutshell: Fund managers used to simply invest in the way which they thought would make their clients the most money. Nowadays they are coming under increasing pressure to make sure the companies they invest in have high environmental, social, and governance (ESG) standards; let us hope that the people urging them to do this aren't too disappointed when they find that making shirts from fair-trade nettles using looms powered by hydroelectricity from dams made by unionised beavers doesn't yield enough to pay for their deck chair hire in Skegness once they retire. In this article Stefan Bojanic, from health-and-safety software provider Emex, discusses how employers can comply with the social aspects of ESG. Social performance evaluates the relations a company has with its workers, customers, suppliers, and its local community. This covers social capital and human capital, with the most-important factors including human rights, diversity and inclusion, health and safety, and training and development. There is a Sustainability Accounting Standards Board [framework](#) for ESG (including social topics) and 28% of organizations surveyed had integrated this in 2020. Measures such as lost-time injuries and fatalities are essential metrics. Failing to address social impacts can decrease investor confidence, damage reputations, and bring legal and regulatory fines; Deliveroo, for example, saw a 26% drop in its share price when it floated in March 2021 after investors expressed concerns about the treatment of its workers. Conversely organizations that manage their social and human capital can help create long-term value for investors by highlighting dependencies and risks, improving decision-making, and promoting meaningful communication and engagement with a broader range of stakeholders.

You can read the whole of this article at

<https://www.personneltoday.com/hr/the-importance-of-prioritising-the-s-in-esg/>

[What makes a good workplace menopause policy?](#)

Source: Personnel Today

In a nutshell: The word menopause comes from the Greek “Men. Oh pause!” meaning members of the other sex should stop and think for a bit before attempting any kind of interaction with women of a certain age. At this year's Personnel Today Awards DIY shop Wickes was declared the overall winner for “radically shifting the gender balance,” thanks to a menopause and fertility app from Peppy. In the UK the average age for a woman to reach her menopause is 51, although symptoms can start as much as 10 years beforehand. There are more than 30 recognised symptoms including hot flushes, night sweats, anxiety, low mood and weight gain. The CBI estimates that there are 4.5 million between 50 and 64 in the workplace. A 2019 survey by BUPA and the CIPD found that the menopause negatively affected three in five women at work, and led to 900,000 of them leaving their jobs. A good menopause policy should include the following key features:

- Information about the menopause
- Encouragement to come forward and have open and honest conversations about menopause-related issues
- Flagging up support which may be available
- Health and safety considerations

You can read the whole of this article at

<https://www.personneltoday.com/hr/menopause-what-should-a-workplace-policy-cover/>



What employers can do for people with disabilities?

Source: Personnel Today

In a nutshell: Paralympic swimmer Ellie Simmonds recently took part in a webinar organised by global HR search-and-recruitment firm [Frazer Jones](#). Among other things she argued that employers and colleagues should not feel afraid to reach out to disabled individuals to determine which terms to use when talking about their condition, or find out which adjustments can be offered. She also said that employers must develop workplace cultures where staff with disabilities feel comfortable expressing what they need. One of the biggest challenges employees face, said Simmonds, was the fact that colleagues and managers sometimes make assumptions about their abilities. It's important, she added, for organizations to establish the correct terminology they should use when talking about a person's disability – the best way to do this is by asking the employee or job candidate themselves. ONS figures show the disability employment rate increased from 43.6% in 2013 to 52.7% in 2021, although the proportion of disabled people in work fell at the start of the pandemic.

You can read the whole of this article at

<https://www.personneltoday.com/hr/ellie-simmonds-be-intrigued-to-learn-how-to-support-disabled-employees/>

