Making People Count

November 2023

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Contents

Learning and Development

If you liked school, you'll love work

Source: Personnel Today

In a nutshell: The 2023 Global State of Upskilling and Reskilling Report by 360Learning [sic] has found that more than a third of companies (38%) across the UK, France, Germany, and the US said that losing the knowledge of the older generation when they retired was "highly problematic," with 48% in the UK saying this. These problems are exacerbated by companies finding it hard to upskill and reskill their workers fast enough when both young and old people leave. When asked how effective their organization had been in upskilling them, almost two-thirds described it as "inadequate." More than half (58%) said that the sharing of knowledge between more experienced colleagues when they moved internally was "well-meaning – but full of gaps."

You can read the whole of this article at

https://www.personneltoday.com/hr/skills-crisis-continuous-learning-survey/

People Management

Captain of games, solid-framed

Source: Sustainability

In a nutshell: In this study Isabel Mercader-Rubio, from the University of Almería in Spain, led a team of researchers examining the links between "informal sports leadership," and emotional intelligence. The researchers found that there was a statistically-significant relationship between clarity and emotional regulation with empathy; decision-making; social-support; and sports values. The researchers concluded that the definition of a leader is a person who is aware of their own emotions and those of their group; who fosters positive, communicative, supportive inter-relationships based on sporting values, through the exercise of a positive influence on the other members of the group. The researchers added " in conclusion, this research demonstrates the existence of a significant connection between the components of emotional intelligence (attention, clarity and regulation) and sports leadership (social support, empathy, sports values, decision making and task orientation)."

You can read the whole of this article at

https://www.mdpi.com/2071-1050/15/19/14571

Corporate Social Responsibility – a worker's view

Source: Journal of Management Studies

In a nutshell: In this study Kenneth De Roeck, from the University of Côte d'Azur in France, led a team of researchers studying whether perceptions of corporate social responsibility could affect workers' views when an employer broke its psychological contract with its workforce. They found that higher levels of corporate-social-responsibility based moral-capital (the perception by employees that their organization was a force for good in the world) reduced the ill-effects when an organization broke its social contract, and mitigated a decline in people speaking well of the organization and wanting to stay there when the organization treated people worse than expected.

You can read the abstract of this article at

https://doi.org/10.1111/joms.13006

Dos and don'ts for digital onboarding

Source: shrm.org

In a nutshell: Bruce Horovitz who here outlines 12 rules for virtual onboarding.

1. **Choose in-person first**. Even if an employee will be working remotely, if a company has a physical location, try to onboard them in person
2. **Reach out.** To help new employees feel welcome in a company with a remote workforce, give them a non-virtual welcome. A few days before their manager should email them a welcome kit including a hand-written note
3. **Make introductions.** On an employee's first day their manager should send out a welcome email to their department setting out why this person will be an asset to their team. Detail their specific skills and experience that the team can tap into
4. **Have a buddy system.** Pair new employees with more experienced team members who they can turn to for friendly advice. Get the more-experienced person to have regular virtual check-ins with the new member of staff to make sure they are settling in
5. **Involve the team.** You can use virtual bulletin boards for employees to give one another a flavour of what they are like as people
6. **Keep the first day short.** Don't have new workers spending the whole day in a never-ending virtual onboarding session
7. **Teach culture first.**
8. **Don't overload.**
9. **Allow employees to pace themselves.** Give new workers access to digital learning-management software they can access within an adequate given time frame
10. **Be tech-ready.**
11. **Don't onboard and disappear.** Incorporate virtual touch points for the first six months
12. **Ask for feedback.** Roughly six months after an onboarding ask employees what worked, and what didn't

You can read the whole of this article at

https://www.shrm.org/resourcesandtools/hr-topics/people-managers/pages/12-rules-for-virtual-onboarding.aspx

Labour relations – thunderstorms, scattered showers, or sunny outlook?

Source: Sustainability

In a nutshell: In this study Lu Wu, from Southwest University in China, led a team of researchers investigating some of the factors affecting "labour-climate perception." 284 people took part in the study which found that breaches in the psychological contract between employers and workers reduced workers' perceptions of a harmonious labour-

relations climate. And a worsening labour-relations climate led to worse task performance, less identification with the organization, and more people with itchy feet wanting to get out. However, the relationship between psychological-contract breach and these unfortunate outcomes was moderated by benevolent leadership.

You can read the whole of this article at

https://www.mdpi.com/2071-1050/15/20/14665

LMX and employee performance

Source: Sustainability

In a nutshell: In this study a team of researchers, led by Neslihan Latifoglu, from Gebze Technical University in Turkey, studied leader0member exchange (LMX) in a sample of 266 people. They found that leader-member exchange was positively related to employee performance, a relationship that was mediated by proactive employee behaviour. The researchers also found that "an innovative climate regulates the positive relationship between leader-member exchange and proactive employee behaviour."

You can read the abstract of this article at

https://www.mdpi.com/2071-1050/15/20/14670

Does first mean worst?

Source: Employee Relations

In a nutshell: In this article Kathy Gurchiek outlines some of the issues facing new first-time managers. A 2023 survey by Harris Research and Oji of 2,066 workers found that, for workers toiling under an inexperienced new manager:

- 41% said they were stressed or anxious about turning up for work
- 34% said they wanted to leave the organization
- 31% said they wanted to change managers within the company
- 31% lost confidence in their organization

New managers can have had little training in decision-making, running a meeting, or knowing how to defuse conflicts. So organizations which promote from within owe their new managers the training and support they require to succeed. "Aligning rookie managers with experienced coaches and mentors can create a safe space for them to talk about where they feel they need improvement," and "group coaching sessions of 10 to 15 new managers, led by a third party, can offer a safe place to ask questions and learn from one another on a specified topic."

You can read the whole of this article at

https://www.shrm.org/resourcesandtools/hr-topics/people-managers/pages/first-time-managers-often-ill-prepared-for-new-role.aspx

Does knowledge make a difference?
Source: Sustainability

In a nutshell: In this study Amna Manzoor, from Beijing University of Chemical Technology, led a team of researchers investigating the links between knowledge-oriented leadership and team performance. 64 team leaders, and 303 team members, from universities in Pakistan took part in the study which found that knowledge-oriented leadership significantly enhanced team performance "with this association partially mediated by the speed of innovation."

You can read the whole of this article at

https://www.mdpi.com/2071-1050/15/20/14715

Will the fox have the last laugh over the hedgehog?
Source: Personnel Today

In a nutshell: In this article Sarah Gilchriest, the Chief People Officer at Workforce Learning argues that the age of the generalist is at hand. She argues that AI will become increasingly sophisticated and commonplace, and will come with a need for workers to have a range of skills to allow them to maximize it's potential. Generalists can bring a holistic perspective and adaptability and can quickly learn and adopt new technologies, bridging gaps between different areas of expertise and "facilitating transitions when a company decides to pivot to a new approach." Generalists have good problem-solving skills and can think critically and approach problems from various angles and "their breadth of skills allows them to connect to ideas and concepts that specialists from isolated fields might overlook.

You can read the whole of this article at

https://www.personneltoday.com/hr/skills-are-we-in-the-era-of-the-generalist/

Opening a black box for healthcare staff
Source: Personnel Today

In a nutshell: Anyone who has read the excellent *Black Box Thinking* by Matthew Syed, will realise that the healthcare sector is a long way behind the airline industry when it comes to having an open, accountable culture where mistakes can be freely admitted without blame being apportioned. The NHS has just (re)launched its equivalent of a black box – the Health Services Safety Investigations Body (HSSIB)– where clinicians (and members of the public) can air concerns. The aim is to help staff feel comfortable about speaking honestly about their own, or others' mistakes, so Trusts can understand more about failures in patient care, and learn how to prevent them. The HSSIB will have a dedicated team of around 40 people with expertise in the NHS, safety investigations, and HR issues but will "not seek to apportion blame or hold individuals to account." It will operate fully independently and be answerable to the Secretary of State for Health. It will be chaired by Dr Ted Baker and its interim CEO will be Dr Rosie Benneyworth.

You can read this article at

https://www.personneltoday.com/hr/nhs-safe-space/

Is "where do you see yourself in five years' time?" actually a good interview question?

Source: Sustainability

In a nutshell: In this study Chen-Lu Yang, from Renmin University of China, led a team of researchers investigating the effects of future-work salience. 191 Chinese workers took part in the study which found that future work salience was positively linked to pro-organizational, pro-social, and proactive behaviour; a relationship that was mediated by career planning.

You can read the whole of this article at

https://www.mdpi.com/2071-1050/15/20/14912

Who cares if it's fair shares?

Source: Sustainability

In a nutshell: In this study Mohamed Fathy Agina, from Mid Ocean University in the United Arab Emirates, led a team of researchers investigating the links between distributive justice (the perception that people are getting their fair share for the job they do) and work disengagement. 656 people working in travel and hospitality took part in the study which found that there was a positive relationship between workers' perceptions of distributive injustice and work disengagement. There was also a positive relationship between perceptions of distributive injustice and "negative gossip and organizational cynicism," both of which, in turn, reduced work engagement.

You can read the whole of this article at

https://www.mdpi.com/2071-1050/15/20/15011

Called to serve, or close to collapse?

Source: Journal of Management Studies

In a nutshell: In this study, a team of researchers, led by Michael E. Clinton, from King's College London, interviewed 36 church ministers about the effects (good and bad) of having a calling. They found that "daily self-sacrifice behaviours," explained the good and bad effects of having a calling. They found that "people with intense callings use self-sacrifice to attain daily calling goals," but that this led to "daily emotional exhaustion." The intensity of the ministers' calling(s) led to more daily self-sacrifice which, positively led to the ministers' "daily calling goal attainment," but negatively led to emotional exhaustion. Lower self-esteem in the morning led to more self-sacrifice which in turn led to more goal attainment and emotional exhaustion but self-esteem itself was predicted by how much people had achieved their goals the day before, and how emotionally-exhausted they were.

You can read the whole of this article at

https://doi.org/10.1111/joms.13013

Recruitment

AI ≠ AOK for recruiters

Source: Personnel Today

In a nutshell: The Recruitment and Employment Confederation have been asking 167 senior HR professionals about their use of AI and found that most of them cleave to the latter point of view, with only 8% of them using it. Of the 92% who didn't make use of algorithmic idiocy, only 3% said they intended to use it in the next year. Of those who used AI 54% said they used it for help with finding candidates, drawing up job adverts or producing targeted advertising. 44% of AI users used it to help with interviews and selection; 29% for help with screening candidates, and 27% for onboarding new workers.

You can read the whole of this article at

https://www.personneltoday.com/hr/little-appetite-for-ai-recruitment-in-hr-survey-finds/

Are we moving from boa constrictors to blue whales?

Source: Personnel Today

In a nutshell: The latest figures from the Recruitment and Employment Confederation and KPMG has found that the total number of job vacancies in the UK fell for the first time since February 2021 in September. Employers are reluctant to commit to new permanent hires, due to ongoing economic uncertainty and efforts to control costs. Candidate availability improved again and whilst inflation continued to push up starting salaries the rate of growth in wages fell to a two-and-a-half year low. Demand for permanent staff fell in both the public and private sectors, but the drop was more marked in the public sector. The fall was driven by steep reductions in demand in the retail and construction sectors.

You can read the whole of this article at

https://www.personneltoday.com/hr/report-on-jobs-september-2023/

Real Living Wage on the up

Source: Personnel Today

In a nutshell: As the Chancellor announced an interest in the minimum wage the other day the Living Wage Foundation also announced an increase in the Real Living Wage which attempts to take into account inflation and calculate the hourly pay needed for people to have an acceptable standard of living. Almost half a million employees, working for 14,000 Real Living Wage employers (who are committed to paying the Real Living Wage) will benefit from the upgrade from £10.90 to £12.00 per hour outside London and from £11.95 to £13.15 an hour in the capital. In London the Real Living Wage is now 26.2% higher than the statutory minimum wage* whereas outside London it is 15.2% higher. Polling of people earning between the minimum wage and the Real Living Wage has shown that 60% of them have visited a food bank in the last year, and 39% have regularly skipped meals for financial reasons. Around one in eight people are paid less than the Real Living Wage – a figure the Living Wage Foundation estimates will increase to roughly one in six by 2023.

You can read the whole of this article at

https://www.personneltoday.com/hr/real-living-wage-rates-2023-2024/

*This was before the Chancellor's Autumn Statement

Does green servant leadership come up with the goods?

Source: Sustainability

In a nutshell: Green servant leadership "places a higher emphasis on environmental advantages, both for the leader personally and the organization, while simultaneously focusing on instilling pro-environmental values in key organizational stakeholders, such as employees and customers." In this study a team of researchers, led by Muhammad Akram, from Bahria University in Islamabad, studied the effect of green servant leadership. They found that it led to an increase in employees' pro-environmental behaviour, and that this relationship was mediated by environmental passion and "climate for green creativity."

You can read the whole of this article at

https://www.mdpi.com/2071-1050/15/20/14747

Wellbeing

Are we doing enough to support parents?

Source: Employee Benefits

In a nutshell: New research from Working Families and Bright Horizons has found that 39% of parents would like mental-health support in the workplace. 89% said that they though access to flexible working arrangements would have a positive effect on their wellbeing, and 37% said that subsidized childcare or "back-up care," was important. Seven in 10 said a culture that encourages work-life balance was an important benefit and 89% said that they would feel more loyal to an employer who offered them flexible-working opportunities. 30% had thought about quitting their job because it was not sufficiently family-friendly or flexible.

You can read the whole of this article at

https://employeebenefits.co.uk/39-of-working-parents-want-workplace-mental-health-support/

How to support workers with dementia

Source: Employee Benefits

In a nutshell: Although dementia mainly affects older people it's not unknown for it to strike people of working age; some of whom will want to remain productive members of society and/or support their families and pay off their mortgages. In this article Zoe Wickens gives a number of tips as to how employers can support people with dementia. Reasonable adjustments might include: a change in work schedule; working from home; flexible hours; a reduction in workload or task complexity; a change in job duties; a quiet and private workspace with reduced noise levels; and clear signage and instructions. Employers should talk to workers with dementia to find out what they

need, rather than offering a one-size-fits-all approach. If an organization openly talks about dementia employees will feel more able to disclose diagnoses and symptoms without fear of repercussions and affected individuals should receive specialist support to advise, guide, signpost, inform, and reassure them. Memory aids can help employees and small voice recorders can help them cope with admin, whilst assigning a dementia lead as a port of call to discuss any worries is an easy way to offer support "outside of external service providers."

You can read the whole of this article at

https://employeebenefits.co.uk/how-can-employers-support-employees-with-dementia/

Are people speaking up on sexual harassment?
Source: Personnel Today

In a nutshell: A new survey by The Barrister Group found that whilst almost a third of people have experienced sexually inappropriate behaviour at work, only half have felt confident enough to report it. 29% of workers had experienced sexually-inappropriate behaviour, split between 31% of women, and 26% of men. This included groping, stroking, inappropriate comments and even threats that their career might suffer if they did not return sexual advances. More than 69% said that the offending behaviour came from someone more senior. However, almost half (48%) did not report the matter and of those who did many said they felt awkward and isolated, were accused of over-reacting, and 12% were even forced to find another job. 34% felt that their employer was complicit and "happy to look the other way," whilst just under a quarter (23%) said their workplace was misogynistic. "Those who did not report an incident said they felt they wouldn't be believed or taken seriously, while some thought they would be blamed."

You can read the whole of this article at

https://www.personneltoday.com/hr/sexual-harassment-reporting-barrister-group-2023/

Employees and mental health. Is it a case of "all fur coat, and no knickers?"
Source: Personnel Today

In a nutshell: HR and payroll consultancy MHR have been asking workers all about it and found that 79% of them do not believe their employers when they promote mental-health initiatives. 65% said that their mental health had affected their financial situation and 46% said that they had missed bill payments because of "payroll inaccuracies," by their employer which had affected their mental health and wellbeing.

You can read the whole of this article at

https://www.personneltoday.com/hr/world-mental-health-day-employees-simply-dont-believe-employers/

Why TSB has a "flee fund."
Source: Employee Benefits

In a nutshell: TSB have set up a Flee Fund to offer help to those escaping domestic violence. The Flee Fund was developed in partnership with Hestia and Surviving Economic Abuse and was initially introduced to customers in December 2022. It has now been extended to staff and provides urgent financial support of up to £500 to help domestic-abuse survivors to escape an abusive situation. It can be used to cover the costs of accommodation, travel, clothing, and toiletries among other things. To access the fund employees can speak in confidence to their manager or the bank's human-resources team, who have received specialist training to spot signs of domestic abuse.

You can read the whole of this article at

https://employeebenefits.co.uk/tsb-rolls-out-domestic-abuse-support-to-staff/

Are chaperones ready to make a comeback?
Source: Personnel Today

In a nutshell: Employers are now being placed under a duty to take "reasonable steps," to prevent sexual harassment against their workers. The Worker Protection Bill also makes requires employers to take "reasonable steps," to prevent harassment by customers or suppliers too.

You can read the whole of this article at

https://www.personneltoday.com/hr/worker-protection-bill-passes/