

Making People Count

Bulletin October 2020



A monthly update delivered to you by East Cheshire NHS Trust Library & Knowledge Service

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Compiled by John Gale, JET Library (Mid-Cheshire NHS Foundation Trust). Commissioned by Health Education England.

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Learning and development

Going from a sheep dip to a pool party

Source: Personnel Today

In a nutshell: The traditional approach to learning has been likened to a sheep dip. People are taken out of their normal place of work, dunked in some training for a set period and then released back into their natural environment, retaining information for about the same length of time that sheep remember express trains can't run off the rails and chase them. L&D people have long longed for training to become more like a pool party with people sharing knowledge (but not STIs), exchanging tips (but not joints) and forming relationships (but only working ones). In this article Lars Hyland, chief learning officer at [Totara](#) argues that a well-designed learning experience should include the opportunity to share and gain knowledge from colleagues, even when they are geographically dispersed. Hyland goes on to say that many employees are motivated by the opportunity to build their skills and experience; recognising that an organisation's values mirror their own; and the opportunity to carry out their role and develop their skills autonomously.

You can read the whole of this article at

<https://www.personneltoday.com/hr/knowledge-sharing-vital-component-of-a-well-designed-learning-experience/>

How lack of face-to-face time could damage young people's careers

Source: Personnel Today

In a nutshell: CEMS is "a global alliance of business schools and their corporate partners," and they have been asking young professionals about how they see their careers going during – and beyond – the coronavirus outbreak. Almost three-quarters said that not being able to physically network with their colleagues in the office could affect their long-term progress and just over two-thirds said that they thought the lack of opportunity for face-to-face training would have an adverse effect. Two-thirds were worried about training budgets being cut and half were worried about the shrinking jobs market.

You can read the whole of this article at

<https://www.personneltoday.com/hr/lack-of-face-to-face-learning-and-networking-could-damage-careers/>

People management

Forgiveness and psychological safety

Source: Iranian Journal of Nursing Midwifery Research

In a nutshell: Forgiving oneself is – unless you're a war criminal or serial killer – a useful thing to be able to do, and some of us have had more practice than others. In this study Abbas Rahmati and Maryam Poormirzaei, from Shahid Bahonar University in Iran, looked at the links between forgiveness (of oneself and others) and psychological safety in 170 nurses. They found that psychological safety had a significant relationship with forgiveness of both oneself and others.

You can read the abstract of this article at

http://dx.doi.org/10.4103/ijnmr.IJNMR_240_16



Herzberg + Generation Y = Bad news in New Zealand

Source: Nursing Open

In a nutshell: Readers of a particular kind of self-help book will be familiar with the concept of a happiness jar in which chocolate, alcohol and Peter Kay add to the contents and lack of sleep, hunger and Piers Morgan take away from them. One jar wasn't good enough for Fredrick Herzberg though who came up with two, at least in the context of work. Things that top up one's satisfaction jar are: achievement, recognition, the work itself, responsibility, advancement, and growth whilst things that top up one's dissatisfaction jar are: company policies, supervision, relationships with supervisors and peers, work conditions, salary, status and security. The two jars are hermetically-sealed, so to speak, so you can add – or take away – as much from each one as you like without affecting the other. So, workers whose dissatisfactions are addressed will still not find their jobs satisfying unless more is added to the satisfaction jar and, conversely, workers who find their jobs satisfying won't find them unsatisfying even if the dissatisfaction jar is full to the brim. In this study a team of researchers, led by Isabel Jamieson, from Christchurch Polytechnic Institution of Technology in New Zealand, measured the state of the two jars in a study of 358 Generation Y nurses. They found that although the nurses' satisfaction jars were fine their dissatisfaction ones were perilously close to the top, leading the researchers to worry that this particular group of nurses might leave healthcare.

You can read the whole of this article at

<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5047315/>

Psychological safety and transformational learning

Source: Journal of Workplace Learning

In a nutshell: Transformational learning involves changes in people's understanding of themselves, a revision of belief systems and changes in lifestyle. Whether it's up to an employer to engender these changes is a moot point; some might say it's tantamount to brainwashing and learning to love Big Brother, but that is, perhaps, a debate for another occasion. In this study Chang-kyu Kwon, from Oakland University in Michigan, led a team of researchers investigating how psychological safety affected "transformative learning in the workplace." They found that psychological safety increased social support, improved attitudes to uncertainty and made people more likely to criticise each other constructively which, in turn, increased transformative learning.

You can read the abstract of this article at

<http://dx.doi.org/10.1108/JWL-04-2020-0057>

What keeps doctors going, day after day

Source: International Journal of Medical Education

In a nutshell: Without some form of motivation – even if it's just to get your boss of your back and pay off your mortgage – nothing can be accomplished. In this study Stephanie M.E. van der Burgt, from Vrije Universiteit Amsterdam, led a team of researchers investigating what motivated 22 doctors from three medical centres in the Netherlands. The doctors were followed as they went about their business for a total of 254 hours, across two days,



and at the end of the second day they were interviewed. Tasks and organisational processes they felt distracted from patient care reduced their motivation. Filling in for each other through “feelings of relatedness,” was motivating although working with others could also reduce motivation. Being in control of one’s own planning and feeling autonomous was motivating as was patient care, especially when this was combined with teaching.

You can read the abstract of this article at

<http://dx.doi.org/10.5116/ijme.5e88.b9ff>

Recruitment

“Head of Remote,” a job title coming to a place (not so) near to you

Source: Personnel Today

In a nutshell: There’s nothing people in HR like more than a snazzy job title. A Head of Retail Snacking Solutions (Operational) might spend their time filling up vending machines while a Personal Sanitation Supervisor can spend half their day with a pair of Marigolds on trying to dislodge a turd from a U-bend. The coronavirus outbreak has presented plenty of opportunities for this kind of thing. “Head of Remote,” and “Director of Home Working,” are among job titles cropping up ever more frequently while the number of remote jobs being advertised has risen by 147%. Out of the 590,400 jobs on offer on the web site Adzuna, 47,300 specify they are for a remote role. Facebook recently hired a “remote work, director,” and Software company GitLab has a longstanding “head of remote.” Healthcare and nursing have 3,400 remote roles advertised, driven by telephone consultations and remote health assessments.

You can read the whole of this article at

<https://www.personneltoday.com/hr/head-of-remote-set-to-be-trending-job-title-in-coming-months/>

The automation game

Source: Personnel Today

In a nutshell: From railways putting stagecoach drivers out of work, to PCs making secretaries redundant technology has always posed a threat to certain jobs while, at the same time, creating others. The World Economic Forum (WEF) have been gazing into their crystal balls (not a trade likely to be automated in the near future) and have predicted that half of all work tasks will be handled by machine by 2025, with inequality becoming more pronounced as a result. The WEF claims that the “robot revolution,” will create 97 million jobs worldwide, but destroy almost as many. The jobs most at threat from automation are those in administration and data processing but there will be a need for new jobs in care, big data, and the green economy. The WEF surveyed 300 of the world’s biggest companies, with more than 8 million employees globally. More than half said they expected to speed up automation for some roles, while 43% thought they would be likely to cut jobs due to technology.

You can read the whole of this article at

<https://www.personneltoday.com/hr/wef-half-of-all-work-tasks-to-be-automated/>

And read the WEF’s Future of Jobs Report 2020 at



Wellbeing

How to help people with mental illness – treat them as individuals

Source: Personnel Today

In a nutshell: Tackling mental health in the workplace is a bit like bailing out Lake Windermere with teaspoons. The more the merrier but it's still quite a big undertaking. The Institution of Occupational Safety and Health (IOSH) commissioned a study from researchers from Tilburg University in the Netherlands to look into this issue. Their study found that "by paying attention to an individual's situation and conditions, organisations can help prevent mental-health problems from becoming more severe and can achieve a more sustainable return to the workplace." The researchers also found that "giving employees a sense of hope while they are off work because of mental ill health may also be beneficial, along with more frequent communication with their employer and colleagues." The study also found that employees with stress complaints and adjustment disorders were more likely to return to the workplace sooner while workers with burnout came back to work more slowly.

You can read the whole of this article at

<https://www.personneltoday.com/hr/focus-on-individual-needs-for-post-mental-ill-health-return-to-work/>

Employers urged to boost mental-health support

Source: Personnel Today

In a nutshell: With winter – and another lockdown – both approaching at a rate of knots it's not surprising that many people see the "light at the end of the tunnel," as an oncoming train. Business in the Community and Bupa UK asked YouGov to poll people about this. 3,600 people took part and four in 10 said that they had experienced poor mental health related to work in the last year. Pressure was the most-common worry, cited by 51% of people, followed by work load, long hours and not taking enough leave. Only 37% of staff said CEOs and boards were considerate of their mental well-being. Colleagues and line managers were seen as more considerate, viewed as such by 76% and 69% of those asked, respectively.

You can read the whole of this article at

<https://www.personneltoday.com/hr/firms-must-step-up-mental-health-support-amid-pandemic-concerns/>

Who are the best family-friendly employers?

Source: Personnel Today

In a nutshell: Families and work can interact in any number of ways. Children gate crash Zoom calls, sit on Daddy's lap while he's home working or demand a go at typing their own names on a Word document. Similarly people call over lunch time, emails get sent while parents are reading good-night stories and sports days are missed for the 34th "vital," update meeting on the refresh of the departmental strategy. Some organisations are better at handling it than others though and in this article Personnel Today profiles three of them in the running for their Family-Friendly Employer of the Year category.



Civil Service HR. Following a disappointing staff survey the Civil Service developed a new carers' dashboard to support people with caring responsibilities. A Carers Charter sets out the department's overall commitment to supporting carers and links managers to relevant HR policies and support tools and all main departments have adopted the [Carer's Passport](#). This means carers and managers can agree to flexible arrangements to enable them to combine caring responsibilities with work, and that these arrangements can be taken from post to post across the Civil Service. The Civil Service Carers' Network was formed in 2018 and works with Civil Service HR to develop central initiatives whilst each department is encouraged to have a Carers' Champion. More than half of carers now say they intend to stay with the Civil Service for the next three years, up from 44% before the improvements.

Simplify ER. The employment-law consultancy allows its workers the flexibility to work around their childcare responsibilities at times that suit them, rather than in a rigid nine-to-five. Systems are cloud-based and teams use virtual meetings and WhatsApp to keep communication going.

West Midlands Police has adoption, maternity, parental, and shared parental-leave policies in place for both staff and officers, with a generous maternity-leave offer of up to 15 months. Paid, reduced hours are available for pregnant women or those looking at IVF, while parental leave of up to four weeks is on offer if an employee needs to care for a dependent. Anyone who has lost a child after 28 weeks can access paid maternity or paternity leave. During Covid-19 the chief constable launched a colouring competition for employees' children and during Ramadan the force supports fasting colleagues to ensure they have time with their families.

You can read the whole of this article at

<https://www.personneltoday.com/hr/personnel-today-awards-2020-family-friendly-employer-of-the-year/>

Home-working looks here to stay

Source: Personnel Today

In a nutshell: For some people home working means peace and quiet to crack on and seeing more of their loved ones whilst for others it means constant interruptions from children, social isolation and trying to squeeze a PC and printer in between the ironing board and the Hoover in the cupboard under the stairs. The British Council for Offices have been asking people about it and found that 62% of senior executives, and 58% of entry-level workers would like to divide their time between their homes and workplaces. Just under half (46%) said that a hybrid way of working would be likely for the next six months. Only 30% said they were considering returning to the office five days a week, whilst 15% said they would prefer to work exclusively at home. However, 70% said that the office was important for learning and development and two-thirds said that their career had been helped by relationships made in the office. Meanwhile the Institute of Directors found that three-quarters of people anticipated doing more home-working after the pandemic and more than half of organisations planned to reduce how they use physical office space in the future.

You can read the whole of this article at

<https://www.personneltoday.com/hr/personnel-today-awards-2020-family-friendly-employer-of-the-year/>

[The loneliness of the socially-distanced worker](#)

Source: Personnel Today



In a nutshell: Whilst many of us – particularly, perhaps, those with children – would cheerfully give a kidney for an hour in Costa with a black coffee and a newspaper it’s easy for solitude to tip over into loneliness, particularly for those working all day in an empty home or even in a socially-distanced office. A study by researchers from the Boston University School of Public Health concluded that the psychological impact of physical distancing is similar to the effects of large disasters on human beings, with its trauma leading to depression, post-traumatic stress disorder, drug abuse and other mental and behavioural problems. Constant disruption, like one-way traffic routes around the workplace, queuing for the toilet, cleaning all the time and restrictions in the kitchen, are stressful for employees as people rely on a familiar structure to regulate their emotional wellbeing. However, the social interaction people get in the office can make us feel happy, improve attention and motivation, and plays in important role in our mental wellbeing. In this new environment its important employers use things like daily video chats and calls to reduce feelings of isolation. If office space allows, “consider holding a socially-distanced “huddle,” – an office floor chat for all employees, where you can catch up about work issues and have personal conversations.”

You can read the whole of this article at

<https://www.personneltoday.com/hr/coronavirus-managing-the-emotional-impact-of-long-term-physical-distancing-in-the-workplace/>

Supporting dyslexic employees

Source: Personnel Today

In a nutshell: Dyslexia can affect much more than reading and writing and in this article Katherine Kindersley gives a few tips for employers on how to support dyslexic workers. Most employees benefit from a structured working environment so it’s a good idea to:

- Used shared timetables, calendars, and lists as visual reminders
- Offer help on planning and prioritising workloads
- Break down large projects into small, manageable tasks with clear deadlines
- Offer guidance and support with new, or difficult tasks
- Try to limit approaching staff with surprising questions – try to email them in advance
- Give advance notice of tasks whenever possible, rather than setting sudden deadlines

When setting tasks managers should:

- Give full, clear instructions and take time to explain things properly
- Repeat things, if necessary, and check back understanding
- Give written, taped, or oral instructions, as necessary
- Avoid setting multiple tasks but if you do write down a clear order of priority
- Present written instructions in a clear format, or diagram
- Allow extra time for reading and writing tasks
- Provide speech-to-text software if needed
- Do not expect the employee to take notes, or receive dictation, at speed

You can read the whole of this article at

<https://www.personneltoday.com/hr/making-meaningful-change-for-dyslexic-employees/>



NHS boosts mental-health support for workers

Source: NHS England

In a nutshell: NHS England and NHS Improvement are spending an extra £15m to strengthen mental-health support for NHS workers. Staff can refer themselves – or be referred – and then get rapid assessment and treatment from local, expert mental-health specialists with those with the most-severe needs being sent on to specialist centres of excellence. The extra money will also pay for outreach work among those seen as most at risk, such as critical-care staff. The £15m will be spent on:

- Creating a national support service for critical-care staff
- Funding nationwide outreach and assessment services
- Developing wellbeing and psychological training, set to be rolled out this winter

Current support services available to NHS staff include:

- A dedicated health-and-care-staff support service, including confidential support via phone and text message
- A specialist bereavement support helpline
- A specialist app – Liberate – for BAME staff
- Online resources, guidance, and webinars including the [Headspace](#) app and [Silver Cloud](#)

Want to help working mothers? Focus on paternity

Source: Personnel Today

In a nutshell: In this article Nic Hammarling – Head of Diversity at Pearn Kandola – argues that the best way of helping working mothers is by giving their partners more paternity leave. This helps to break down the stereotype that men are meant to provide for their family and that women are more natural caregivers. This stereotype only reinforces the perception that women are in some way “riskier,” in the workplace. At the same time men often want to have a more active role in caring for their children but are intimidated by the thought of having to ask their employers for time off work to do so. In Sweden both parents have the right to an equal amount of paid parental leave but there is no option for either parent to exchange or reclaim that time in some other form; any that isn’t used is lost. Nic Hammarling concludes “until men are encouraged to take a more active role, alleviating the stereotype that childcare is a woman’s role, it’s unlikely that we’ll see any real, meaningful improvement for working mothers.”

You can read the whole of this article here

<https://www.personneltoday.com/hr/you-want-to-help-working-mothers-then-focus-on-paternity-policies/>

