

Making People Count



October 2022

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

Accessing Articles

The following abstracts are taken from a selection of recently published articles.

If the article is available electronically, then there will be a blue link in the abstract. [Press CTRL and click to open the link. You will need to be registered for NHS Athens (see below) to be able to access the full text.] If the full text is not available electronically, we may be able to obtain the document through our document supply services.

NHS Athens

Athens passwords allow you to download the full text of articles, where the Trust has a subscription. These are noted at the end of an abstract. To register for a free NHS Athens account please log on to:

<https://openathens.nice.org.uk/>

If you would like help in registering and using NHS Athens accounts, please contact the Library & Knowledge Service.

If you would like to order a copy of the full paper

If we don't have full text access, please contact the Library & Knowledge Service, details below. There is sometimes a small charge for using the document supply services, depending on where we can source items from.

Library & Knowledge Service

We are located on 2nd floor, New Alderley House and are staffed from 9.00am to 4.30pm Monday to Friday. 24-hour access is available, just swipe in with your Trust ID badge. You can issue and return books using the self-service kiosk, access the PCs and study facilities.

Contact us

General library enquiries: telephone - 01625 66 1362 or email - ecn-tr.StaffLibrary@nhs.net

Holly Cook, Clinical Outreach Librarian: telephone – 01625 66 3398 or email - holly.cook3@nhs.net

Further information on library services and contacts: www.eastcheshirenhslibrary.net

Feedback and requests for additional evidence searches

We welcome your feedback on this bulletin: <https://forms.gle/fUcDvQnA2d48wrWs8>. This is completely anonymous and will only take a couple of minutes.

Other services to help you keep up-to-date are available: www.eastcheshirenhslibrary.net/keep-up-to-date.html.

We can undertake further evidence searches on your behalf if you would like additional information on any of the topics in the bulletin. Please contact holly.cook3@nhs.net for more details.

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

Contents

People Management	3
How adversity quotient can keep you going	3
The joys of ethical leadership	3
Motivating hybrid workers	4
Job-crafting. Frank Spencer or Grand Designs?	4
When the reply is more important than the question	4
Stepping in to stop the bullies – or not	5
You can't mean me, surely?	5
Work 4.0 and the generation game	6
Quiet quitters and quiet firers. Who's quickest on the draw?	6
Ignore cleaners at your peril.....	7
Happiness is a round peg in a round hole	7
Mindful organizing.	7
Leadership competencies.	8
Source: Personnel Today	8
Recruitment	8
Nine top tips for successful recruitment	8
Focusing on your future work self	9
When the military move on	10
When part-time is full-time and full-time is the recipe for a breakdown	11
What helps new nurses stay the course?	11
What makes it easy for workplace innovators?.....	11
Coaching, gratitude, and knowledge-sharing	12
Wellbeing	12
Coping with the cost of living	12
Employers give staff wages boost	12
Wages up – but not by enough	13
Andy's Man Club.....	13
Are you sitting safely?.....	14
When BP stands for Blooming Progesterone	14
The top six worries for employees	14

Commitment, resilience and the Pandemic	15
What makes a good leader in the Pandemic?	15
The burnout fire that won't go out	16
South Cambridgeshire moves to a four-day week.....	16
Tackling the Sunday Scaries	16
The four Rs. Coming to a wellbeing Powerpoint near you	17
The four-day week?.....	18
Are employers still getting parental-leave wrong?.....	18
Measuring the toll of workplace violence.....	18
Employers struggle to provide support	19

People Management

How adversity quotient can keep you going

Source: Journal of Nursing Management

In a nutshell: In this study Hao Li, from Henan Provincial People's Hospital in China, led a team of researchers investigating the links between adversity quotient, self-efficacy, organizational climate and work engagement in a sample of 323 intensive-care nurses. The researchers found that a good organizational climate led to more work engagement and a higher adversity quotient.

Organizational climate improved people's adversity quotient, which, in turn, led to more work engagement. "Furthermore, self-efficacy moderated the relationship between the two factors."

You can read the abstract of this article at

<https://doi.org/10.1111/jonm.13773>

The joys of ethical leadership

Source: Sustainability

In a nutshell: In this study Maria Khan, from the University of Engineering and Technology in Lahore, led a team of researchers studying 609 upper- and middle-level employees in China and Pakistan. They found that ethical leadership, workplace environment, quality of life, and ICT skills were all linked, positively, to job satisfaction, organizational commitment, and team spirit. Ethical leadership was also found to enhance relationships, personal growth, and system maintenance and change.

You can read the whole of this article at

<https://www.mdpi.com/2071-1050/14/17/11055>

Motivating hybrid workers

Source: shrm.org

In a nutshell: But how can employers motivate hybrid workers? Recent research by [Gartner](#) suggests there are three key ways of doing this:

1. Empathy-based leadership. Empathy is both a skill and a mindset that begins with a willingness to listen to employees to understand what they want and need in order to be successful. Managing with empathy requires a shift away from “performance by input,” to “performance by outcomes.” When companies invest in the growth of their employees, it sends a message that they care about them, which reconnects them to the organization and creates a sense of shared purpose.
2. Intentional collaboration. Employers should ask *why* they want their workers to get together rather than just relying on serendipity or spontaneity. The office has to provide something that people can’t get remotely. The primary purpose of the office is for culture and connection
3. Employee-driven flexibility. A recent survey found that 70% of people were “willing to walk,” if they didn’t get the flexibility they wanted and needed at work. Create team-level agreements that outline operating norms, core collaboration hours, and other rules and expectations while maintain behavioural guidelines at the enterprise level

You can read the whole of this article, by Arlene Hirsch, at

<https://www.shrm.org/resourcesandtools/hr-topics/employee-relations/pages/how-to-boost-employee-performance-in-a-hybrid-work-environment.aspx>

Job-crafting. Frank Spencer or Grand Designs?

Source: Journal of Vocational Behaviour

In a nutshell: Job-crafting occurs when people are able to shape their work to make the most of their talents and enthusiasms. In this study Christine Yin Man Fong, from Tilburg University in the Netherlands, led a team of researchers investigating co-workers’ responses to job-crafting in a series of hypothetical scenarios. They found that when job-crafting was used to avoid doing things it led to a decreased willingness to cooperate with the job crafter and an increase in “expected relationship conflict,” whereas when job-crafting was used to get involved with extra things people were more willing to cooperate and anticipated less conflict.

You can read the abstract of this article at

<https://doi.org/10.1016/j.jvb.2022.103781>

When the reply is more important than the question

Source: The International Journal of Human Resource Management

In a nutshell: In this study Chunling Zhu, from Renmin University of China, led a team of researchers studying how supervisors’ feedback influenced “employee voice.” The researchers studied 671 employees and their 218 line managers. They found that favourable supervisor feedback

increased employees' relational energy, which, in turn, promoted employee voice. Conversely unfavourable feedback decreased employees' relational energy and reduced employee voice. "Furthermore, we found that leader-member exchange quality is an important boundary condition for the relationship between supervisor favourable feedback and voice, via relational energy."

You can read the abstract of this article at

<https://doi.org/10.1080/09585192.2022.2119093>

Stepping in to stop the bullies – or not

Source: The International Journal of Human Resource Management

In a nutshell: In this article Janet A. Boekhorst, from the University of Waterloo, and Shayna Frawley from Bishop's University (both in Canada) considered what bystanders might make of bullying. They concluded that a number of factors might come into play including: justice reputation; social status; relationship with the target; power; number of observers; and mistreatment intensity. People's responses are likely to be strengthened under conditions of ethical leadership, ethical climate, and ethical HR practices. Third parties might also be influenced by their calculations as to how probable it might be that their intervention would make things better; how risky they think an intervention might be for them; and how vulnerable they themselves feel.

You can read the abstract of this article at

<https://doi.org/10.1080/09585192.2022.2113820>

You can't mean me, surely?

Source: shrm.org

In a nutshell: In this article Sharlyn Lauby, the president of ITM Group, gives a few tips on "how to respond when an employee rejects their performance review." Ideally, managers should provide feedback to employees throughout the year so the review shouldn't come as too much of a surprise. Managers should be provided with training on how to deliver constructive criticism and on how to have "difficult," conversations with their staff. "Encourage managers who suspect an employee isn't going to like their performance review to talk with HR before having the meeting to receive guidance on the best way to deliver the review." Managers should also avoid rushing to judgement and focus on what can be done to support the employee who is struggling. "Ask employees to think about what support they need from management to accomplish their goals, which helps turn the performance conversation into a two-way discussion." If an employee believes their performance review is unfair, the manager should try to understand why. "Ask the employee for specific examples ... [and] discuss any coaching conversations that happened throughout the year."

You can read the whole of this article at

<https://www.shrm.org/resourcesandtools/hr-topics/employee-relations/pages/how-to-respond-when-an-employee-rejects-their-performance-review.aspx>

Work 4.0 and the generation game

Source: Sustainability

In a nutshell: Unlikely as it may seem if you haven't brushed your teeth by mid-day, have to shoo your children out of the home office, and get interrupted by delivery drivers at periodic intervals you're part of Work 4.0 – the brave new world of digitalization, flexibility and globalization. In this study Lung-Hsin Lin and Kung-Jeng Wang from National Taiwan University of Science and Technology studied different generations' reactions to Work 4.0. They found that Work 4.0 had a higher effect on talent-retention for Generation Y, than for Generation X and the Baby Boomers. Generation Y seemed to pay more attention to autonomy and digitalization at work (e.g. flexible-work arrangements and knowledge-management through digitalization) but were tired of bureaucracy.

You can read the whole of this article

<https://www.mdpi.com/2071-1050/14/18/11535/htm>

Quiet quitters and quiet firers. Who's quickest on the draw?

Source: shrm.org

In a nutshell: Keen watchers of the HR scene might be familiar with the term “quiet quitting,” – employees who choose not to go above and beyond at work. As Newton observed “for every action ... there is an equal and opposite reaction,” and in this article Katie Navarra considers the phenomenon of “quiet firing.” Quiet firing can include:

- Passing over an employee for promotion or pay rises despite high productivity and a strong work ethic, without providing feedback as to why
- Withholding feedback from workers (constructive or otherwise) on submitted projects
- Assigning project that are consistently beneath an employee's skill set or job description whilst colleagues have opportunities to grow and learn
- Regularly cancelling one-on-one and progress meetings

Katie Navarra outlines five strategies to avoid quiet firing

1. Get comfortable being uncomfortable. Train managers on how to have difficult conversations and how to give constructive feedback
2. Get to know your staff. By creating a real connection with the people you manage, you become partners instead of adversaries when challenges at work come up
3. Conduct informal check-ins. Stay interviews are critical to engaging employees and avoiding quiet-firing practices
4. Practise. Rehearse what you want to say and how to say it in advance of a challenging discussion
5. Increase communication. By creating an environment conducive to open and transparent dialogue, employees will feel comfortable reaching out to their superiors for questions

You can read the whole of this article at

<https://www.shrm.org/resourcesandtools/hr-topics/employee-relations/pages/quiet-firing-is-not-the-antidote-to-quiet-quitting.aspx>

Ignore cleaners at your peril

Source: Journal of Health Organization and Management

In a nutshell: In this study Charles E. Hacker, from the University of Technology Sydney, led a team of researchers reviewing the literature about cleaners and quality and safety in healthcare. They found that cleaners were generally perceived in the literature as performing repetitive – albeit important – tasks in isolation from patients. They were not considered to be part of the “healthcare team,” and were excluded from decision making and interprofessional communication. “Yet,” the researchers argued “cleaners can contribute to patient care; [and the] ubiquity and proximity of cleaners to patients offer[s] insights and untapped potential for involvement in hospital safety.”

You can read the abstract of this article at

<https://doi.org/10.1108/JHOM-02-2022-0035>

Happiness is a round peg in a round hole

Source: Sustainability

In a nutshell: Not everyone is ideally suited to the role they are in, and a large part of a managers’ role must consist of either (if the employee is lucky) adjusting the hole to fit the person or, more brutally, bashing the person over the head until they fit the hole. In this study Natthaya Wongsuwan from Ramkhamhaeng University in Bangkok and Khahan Na-Nan, from Rajamangala University of Technology in Thailand studied how person-organization fit effected self-efficacy, resilience, and job-satisfaction in a sample of 317 new graduates. The researchers found that person-organization fit had a direct effect on employee work adjustment and an indirect effect by increasing employees’ self-efficacy, resilience, and job satisfaction.

You can read the whole of this article at

<https://www.mdpi.com/2071-1050/14/18/11787>

Mindful organizing.

Source: Personnel Review

In a nutshell: Mindful organizing has been described as the collective capacity for detecting and correcting errors and unexpected events. In this study Daniel Gajda and Przemysław Zbierowski, from the University of Economics in Katowice studied the effect of mindful organizing on 307 employees in a variety of different industries. The authors found that mindful organizing was positively related to employees’ affective and normative commitment to an organization, and that affective commitment was, in turn, positively related to motivation to work and organizational citizenship behaviour.

You can read the abstract of this article at

<https://doi.org/10.1108/PR-05-2020-0385>

Leadership competencies.

Source: Personnel Today

In a nutshell: In this article Agata Nowakowska discusses how organizations can build great leadership competencies. Seven attributes a leader should have are:

- Being self-aware. Successful leaders understand that their words, actions, and behaviours affect other people. They seek feedback and reflect on their strengths and weaknesses, understanding that perception is part of reality.
- Being collaborative. Collaborative leaders place the teams' needs and priorities above their own, actively fostering synergy within and across teams.
- Being visionary. Successful leaders craft a transformative vision and share it with a sense of passion, helping teams understand what they do, and why it matters.
- Being decisive. Great leaders must be able to sense when they have enough input to make a good business decision.
- Being flexible. Great leaders must demonstrate the ability to be flexible, agile, and able to respond effectively to changing work environments.
- Being motivating. Effective leaders can look at everyone they lead and work out the best way of developing, coaching, and motivating them to achieve the best outcomes.
- Being innovative. Great leaders encourage the application of original and creative thinking to existing and emerging business models, processes, and products.

You can read the whole of this article at

<https://www.personneltoday.com/hr/leadership-competencies/>

Recruitment

Nine top tips for successful recruitment

Source: sodexoengage.com

In a nutshell: In this article the good people at Sodexo Engage, offer nine top tips to boost recruitment.

1. Write simple, and human, job descriptions. Far too many job descriptions make the post concerned look boring, overly-complicated, and completely unappealing. They're dry, use unnecessarily complex vocabulary and do nothing to positively communicate an organization's values or culture. Effective job descriptions are clear about what the job will involve and what you're looking for but also sell the organization
2. Encourage employee referrals

3. Reconsider past candidates. Not all previously unsuccessful candidates were duds. They might've been the second-best for a specific job, or simply a wrong fit for that role but still have plenty to offer. Keep the CVs of failed candidates on file – apart from the real horrors – and revisit them when new roles become available
4. Don't rush. Take your time and do it well; a strong onboarding process improves retention by 82%
5. Build your brand's image and employee-value proposition. The job applicant isn't just a candidate for your job opening; your organization is a candidate for their employer
6. Involve senior managers in the process. A diverse group of interviewers will be more effective at identifying potential blind spots in the candidate's experience or cultural fit, but it also introduces the candidate to a wider group of people
7. Ask current employees what they thought of the hiring process. Survey current employees, anonymously if necessary, and ask them what they thought was good, and bad, about their recruitment experience
8. Use digital platforms
9. Compare your benefits and wellness programmes to competitors'

You can read the whole of this article at

<https://www.sodexoengage.com/blog/9-recruitment-tips-for-finding-top-talent>

Focusing on your future work self

Source: Journal of Vocational Behavior

In a nutshell: In this study Ray T. Fang from Boise State University in Indiana, and Alan M. Saks, from the University of Toronto Scarborough investigated how the way in which 539 undergraduate business-school job-seekers saw their “future work selves,” influenced their job-hunting behaviour, and success. The researchers found that as the students exercised higher levels of motivation control, their future work selves came into sharper focus. As their future work selves became more salient their search for work became more intense and they used more focused and proactive strategies to find a job. This, in turn, led to them getting more interviews and a more-focused strategy led to them getting more job offers.

You can read the abstract of this article at

<https://doi.org/10.1016/j.jvb.2022.103783>

When the Germans go looking for doctors

Source: Journal of Health Organization and Management

In a nutshell: In this study Helge Schnack, from Carl von Ossietzky University in Germany, led a team of researchers who interviewed 20 hospital HR bosses about how they were coping with shortages of doctors. The researchers found that HR departments were expanding their recruiting activities and “no longer relied on one single recruiting instrument.” They were adopting a broad range of employment benefits to increase their attractiveness to potential employees. Hospitals

which were small and/or rural had more trouble attracting new staff and therefore focused on recruiting doctors from abroad.

You can read the abstract of this article at
<https://doi.org/10.1108/JHOM-05-2021-0203>

[Eye of the storm or storm in a teacup?](#)

Source: Personnel Today

In a nutshell: XpertHR have been surveying the jobs market and found that two-thirds of organizations plan to increase their permanent employees in 2022. Roles left vacant by previous incumbents account for 55% of advertised positions, with newly-created roles making up 35%. Only 10% of organizations plan to reduce the size of their workforce in 2022 with smaller organizations more likely to shed jobs than larger ones. Nearly two-thirds of organizations had taken extra measures to retain staff over the last year, with a further 17% expected to do more in 2023. The most-effective method of retaining staff was found to be increasing workers' salaries, with the second-most-effective method being allowing hybrid working.

You can read the whole of this article at
<https://www.personneltoday.com/hr/businesses-looking-to-employ-more-people-xperthr/>

[Are companies soft-peddalling childcare?](#)

Source: Personnel Today

In a nutshell: ECC have found that the number of companies actively marketing their family-friendly credentials has fallen by 19% this year, with two-thirds not publishing basic details of parental pay and leave. The pool of talented women shrunk during the Pandemic as parents juggled their home-schooling and childcare and the cost-of-living crisis had led to a lack of affordable childcare, leading many women to conclude that they are better off not working. Since the Pandemic 13% of women between 25 and 35 have left the workforce to look after their children – the biggest rise in 30 years.

You can read the whole of this article at
<https://www.personneltoday.com/hr/fewer-employers-publish-parental-leave/>

[When the military move on](#)

Source: Journal of Vocational Behavior

In a nutshell: In this study Karan Sonpar, from University College Dublin, led a team of researchers who interviewed 41 former military officers about their “future career enactment.” The researchers identified three career pathways taken by the officers: *settlers*, *explorers*, and *shapers*. The researchers concluded that “individuals may not jettison identities informed by such roles on making a career transition ... prior career role identities ... continue to inflect ongoing cognition and behaviour through a process of imprinting.”

You can read the abstract of this article at

<https://doi.org/10.1016/j.jvb.2022.103788>

When part-time is full-time and full-time is the recipe for a breakdown

Source: The Guardian

In a nutshell: A new study by the King’s Fund has found that almost two-thirds of trainee GPs plan to work part-time just a year after they qualify because being a family doctor is so stressful. The King’s Fund found that 63% of trainee GPs in England plan to work no more than six four-hour “sessions,” a week a year after qualifying. They say that the extra work generated by face-to-face appointments mean that the four-hour patient-facing sessions generate six or seven hours’ worth of actual work. Only 31% of the trainees said that they planned to do seven or eight “sessions,” traditionally seen as being equivalent to being a “full-time,” GP. When asked why they planned to work “part time,” – i.e. a normal working week for most people – 78% cited the intensity of the working day. The three next-most-common explanations were volume of administrative work (67%); work-related stress (63%); and long working hours (61%). Many of the trainees said they planned to do work in other areas of medical practice such as sexual health, urgent care, end-of-life care, or medical education alongside their “reduced,” hours as a GP.

You can read the whole of this article at

<https://www.theguardian.com/society/2022/sep/18/two-thirds-of-trainee-gps-in-england-plan-to-work-part-time-study-finds>

What helps new nurses stay the course?

Source: Journal of Nursing Management

In a nutshell: In this study Amanda Cottle-Quinn, from the University of Queensland, led a team of researchers studying 583 graduate nurses from two universities. The researchers found that the professional turnover rate was 6.7%. Higher scores for work environment, support, and encouragement, and stress in one’s personal life were all predictors of intending to remain in the profession although “statistical modelling could not predict intention to remain in current position.”

You can read the abstract of this article at

<https://doi.org/10.1111/jonm.13803>

What makes it easy for workplace innovators?

Source: Journal of Nursing Management

In a nutshell: In this study Dexiu Yan, from Shanghai Jiao Tong University School of Nursing, led a team of researchers investigating the facilitators and barriers to nurses’ innovation at work. The researchers interviewed 14 nurses with “innovation experiences,” finding that “position characteristics,”; the ability to resolve obstacles in clinical work; peer motivation; and pressure all helped nurses to have innovative ideas. “Self-support and external support helped nurses overcome

difficulties in the process of innovation,” and “technical translation,” and seeking professional assistance helped to realize innovative ideas. Busy clinical work and limited resources, on the other hand, were important barriers to nurse innovation.

You can read the abstract of this article at

<https://doi.org/10.1111/jonm.13811>

Coaching, gratitude, and knowledge-sharing

Source: Journal of Occupational and Organizational Psychology

In a nutshell: In this study Quan Li, from Nankai University in China, led a team of researchers studying the links between managers’ coaching and employees’ knowledge-sharing. They found that daily coaching by managers created an increase in employees’ gratitude which, in turn, led to more knowledge sharing. This relationship was particularly strong for employees who were less overqualified for their work.

You can read the abstract of this article at

<https://doi.org/10.1111/joop.12402>

Wellbeing

Coping with the cost of living

Source: Employment Benefits

In a nutshell: Opinion have been surveying 2,000 people the effect of the cost of living. 80% said that their employers should help with the rising costs of living. Salary increases (54%), help with bills (23%) and travel allowances (23%) were some of the most-favoured methods of doing so. 27% said that their employer had promised to help with increasing living costs but had failed to deliver and 48% said that the cost-of-living crisis had affected their mental health. Staff also wanted help through a reduction in mandatory office days (18%), and one-off support payments (14%).

You can read the whole of this article at

<https://www.employeebenefits.co.uk/four-fifths-think-employers-should-help-with-rising-living-costs/>

Employers give staff wages boost

Source: Employee Benefits

In a nutshell: A survey, by *Employee Benefits* found that a third of employers had implemented pay rises for their workers in order to support them through the cost-of-living crisis. One in 10 said they had given their staff a one-off payment, with 30% considering either a pay rise or a one-off lump sum. Only 4% said they had thought about it then decided not to, whilst 23% admitted that they weren’t considering giving staff any more money. West Bromwich Building Society awarded 430 of its workers a one-off £1,200 support payment. This was targeted at those earning £35,000 or less a

year, with 70% of the companies' workforce benefiting. Yorkshire Building Society also offered most of its employees a £1,200 lump sum. A separate survey – by PricewaterhouseCoopers – found that more than 80% of large UK organizations were taking action to help staff during the cost-of-living crisis. 53% had offered financial support through pay increases, 51% had conducted additional pay reviews, and 40% had given out one-off bonuses.

You can read the whole of this article at

<https://www.employeebenefits.co.uk/32-of-employers-have-given-their-staff-a-pay-rise/>

Wages up – but not by enough

Source: Employee Benefits

In a nutshell: As inflation rises money becomes worth less and things cost more. The Office for National Statistics monitors wage rises. They found that median monthly pay for August 2022 rose by 6.5% compared to the same time last year. From May to July 2022 growth in average total pay, including bonuses, was 5.5%, whilst growth in regular pay, *excluding* bonuses was 5.2%. “Adjusted for inflation, both total and regular pay growth fell in real terms ... dropping 2.6% and 2.8% respectively ... one of the largest falls in growth since records began in 2001.” The highest employment rate estimate in the UK was in the East of England (78.6%), and the lowest was in Northern Ireland (69.6%) for the three months ending July 2022. The largest increase compared with the same period last year was in Scotland and the West Midlands, both up by 1.1 percentage points, while the largest decrease was in Wales, by 2.4 percentage points.

You can read the whole of this article at

<https://www.employeebenefits.co.uk/median-monthly-pay-up-6-5-in-august-2022/>

Andy's Man Club

Source: Employee Benefits

In a nutshell: Vocational-rehabilitation specialist Form Health has seen a 37% increase in referrals for men with mental-health episodes over the last 18 months. The latest data from the Health and Safety Executive shows that levels of work-related stress, anxiety, and depression increased in 2020/2021, compared to before the Pandemic. The rate of self-reported incidence is higher among women than men, but this could be because men are more reluctant to ask for help. Men are much less likely to visit a GP than women so serious issues can go unaddressed for longer. Form Health have linked up with [Andy's Man Club](#), a nationwide charity founded by Luke Ambler after his brother-in-law committed suicide. Andy's Man Club now runs 103 Monday-night support groups across the UK, as well as online groups, and supports about 1,800 men a week. Men can often feel that asking for support is embarrassing, a sign of weakness, and a burden to other people. Andy's Man Club has the advantage of not being linked to work which means men aren't worried about their problems getting back to their colleagues and managers.

Are you sitting safely?

Source: Personnel Today

In a nutshell: People on the frontline of public services – nurses, doctors, teachers, police officers et cetera – can often feel vulnerable to being attacked by members of the public. [Peoplesafe](#) have been researching what people think about personal safety at work and they found that 6.8 million workers worry about their safety each week, with 57% of employers continuing to underestimate people’s levels of concern. Two-thirds of the people surveyed said they would take up a “personal-safety solution,” if they were offered one and 50% of workers said they would think about a frontline role if they were equipped with safety technology “suggesting that the pool of candidates for a role could measurably increase with personal-safety technology built into a job offer or role.” 29% said they would not consider a public-facing role because of personal-safety concerns. The most-effective solution are personal safety alarms which are “now the price of a cup of coffee and offer instant access to an emergency response.”

You can read the whole of this article at

<https://www.personneltoday.com/hr/personal-safety-is-not-just-for-lone-workers/>

When BP stands for Blooming Progesterone

Source: Employee Benefits

In a nutshell: BP are the latest organization to sign up to the UK Menopause Workplace Pledge. The company employs around 14,500 people in the UK and hopes that signing the pledge will help the business talk openly, positively, and respectfully about the menopause, and actively support and inform affected employees. Since signing the pledge the organization has launched a new menopause product, provided by Bupa, so that its UK-based workers can get timely access to personalized and clinical support. This includes a free menopause-support line where employees going through the menopause can call a nurse in confidence for personalized clinical advice on managing symptoms and “moving forward.” Employees are also able to make an appointment with a GP who specializes in the menopause. BP also created a guide in support of International Women’s Day which includes information about the effect that lowered levels of oestrogen can have on people’s minds and bodies. The company also created a short video of employees openly sharing their menopause stories to encourage others to feel supported and reach out for help and has a Yammer group with 252 members dedicated to open and supportive conversations in the workplace.

You can read the whole of this article at

<https://www.employeebenefits.co.uk/bp-wide-range-menopause-support/>

The top six worries for employees

Source: Personnel Today

In a nutshell: The top-six countdown of employee worries, brought to you this week by Christine Husbands from RedArc, “a service that provides personal nurse advisers for people experiencing illness, disability, trauma, or bereavement.”

1. The availability of NHS appointments and in-person care
2. A lack of certainty with planned appointments, treatment, and surgery falling victim to pressures, resulting in cancellations or changes at short notice
3. A lack of medical equipment. Employees not having medical equipment because they haven't been offered it, or are unaware of what is available
4. End-of-life care. Many employees are coping with loved ones who are nearing the end of their lives; either elderly parents, or those with a terminal illness. Palliative care and hospice beds are in short supply, as is the availability of professional care in the home
5. Covid-19 safety. As the requirement for testing has fallen away and lateral-flow test kits are no longer free, many employees continue to feel anxious about social events and busy workplace environments
6. The rising cost of living and "political factors." The less said about this the better

You can read the whole of this article at

<https://www.personneltoday.com/hr/top-employee-wellbeing-concerns-2022/>

Commitment, resilience and the Pandemic

Source: Journal of Nursing Management

In a nutshell: In this study Jo Ann Kleier, from Nova Southeastern University in Florida, led a team of researchers who interviewed 189 "registered nurses who were providing direct patient care in adult inpatient units with a high likelihood of admitting patients diagnosed with Covid-19." They found that most of them (73.5%) planned to stay in nursing and felt highly resilient. "Only affective commitment demonstrated a significant relationship to the intention to leave the nursing profession."

You can read the abstract of this article at

<https://doi.org/10.1111/jonm.13788>

What makes a good leader in the Pandemic?

Source: Journal of Nursing Management

In a nutshell: Also studying nurses during the pandemic were a team of researchers led by Caroline A.W. Dickson, from Queen Margaret University in Scotland. They reviewed the evidence on "healthful leadership practices in nursing and midwifery evident within the Covid-19 pandemic in the UK." They found six aspects of healthful leadership emerging from within the literature:

- Being visible and present
- Being open and engaging
- Caring for self and others
- Embodying values
- Being prepared and preparing others
- Using available information and support

The researchers concluded that “leaders who embody values of compassion, empathy, courage, and authenticity create conditions for positive and healthful relations between leaders and others.”

You can read the abstract of this article at

<https://doi.org/10.1111/jonm.13790>

The burnout fire that won't go out

Source: The Guardian

In a nutshell: A new study of burnout in doctors published in the *British Medical Journal* has found that doctors suffering from burnout are far more likely to be involved in incidents where patients' safety is compromised. Burned-out doctors are also much more likely to think about quitting, regret choosing medicine as their career, be dissatisfied with their job and receive low satisfaction ratings from patients. In the study a joint team of British and Greek researchers analysed 170 studies on the links between burnout in doctors, their career engagement, and the quality of patient care. Altogether the studies analysed by the researchers covered 239,246 doctors. Doctors aged between 20 and 30, and those working in A&E or intensive-care were most likely to be suffering from burnout.

You can read the whole of this article at

<https://www.theguardian.com/society/2022/sep/14/burnout-in-doctors-doubles-chances-of-patient-safety-problems-study-finds>

South Cambridgeshire moves to a four-day week

Source: Employee Benefits

In a nutshell:

South Cambridgeshire District Council are trialling a four-day week for its 470 office staff from January next year. The Council will be monitoring service levels throughout the three-month trial and use surveys to check on employees' health and wellbeing.

You can read the whole of this article at

<https://www.employeebenefits.co.uk/south-cambridgeshire-district-council-to-trial-four-day-week/>

Tackling the Sunday Scaries

Source: shrm.org

In a nutshell: There have been recent press reports about “Sunday Scaries,” – nervous tension at the prospect of going into work on Monday. Lots of people do get anxious about work though and in this article Paul Bergeron, discusses what employers can do about it. A survey by [isolved](#) found that continuous listening by employers, consistent learning opportunities, and frequent check-ins with supervisors are even more important than some organizations realize, particularly for employees plagued with anxiety and self-doubt. The survey – of 1,000 workers in the US – found that 50% felt nervous before going back to work on Mondays and 40% struggled with imposter syndrome,

internalized, persistent fear developed from doubting their skills, talents, or accomplishment. 52% said the best way their employer could help was for supervisors to hold regular meetings with their direct reports, whereas 38% said employers could help by providing resources to minimize burnout.

You can read the whole of this article at

<https://www.shrm.org/resourcesandtools/hr-topics/employee-relations/pages/check-ins-continual-listening-can-calm-employee-anxiety.aspx>

The four Rs. Coming to a wellbeing Powerpoint near you

Source: Sustainability

In a nutshell: Negative feelings at work can be triggered by external events. Psychologists call reactions to events emotions and one's general temperamental background mood. In this article Christopher J. Beedie, from Oxford University, led a team of researchers putting forward a model to help people cope with both negative emotions, and moods, at work. Their model is called the four Rs.

- Recognise a mood as distinct from an emotions – or *vice versa* – and respond in one of three ways
- Restore -rest, eat, sleep or exercise to improve your mood
- Resolve
 - Challenge people who have upset you
 - Compensate – ask people to apologise or apologise yourself
 - Reframe – think “I would probably have done the same thing”
 - Feedback – tell people how their behaviour affected you
 - Avoid/withdraw – excuse yourself from the situation
 - Take control – reset career goals, re-establish relationships, talk about your feelings, get help if you need it
- Regulate
 - Distraction
 - Stimulation
 - Eating
 - Drinking
 - Catharsis
 - Relaxation
- Purposeful immersion
- Purposeful altruism

The researchers argue that restore (for a bad mood) and resolve (for emotional upset) are better than regulation but that regulation (in moderation) is still better than the fifth R, resentment.

You can read the whole of this article at

https://mdpi-res.com/sustainability/sustainability-14-11670/article_deploy/sustainability-14-11670-v3.pdf?version=1663817230

The four-day week?

Source: Personnel Today

In a nutshell: 73 organizations – ranging from a fish-and-chip shop to large IT and retail companies – in the UK have been taking part in a trial of the four-day week. 88% thought it had gone well and 86% said they were likely to adopt the policy after the trial had ended. 78% said the change had gone smoothly. 46% of organizations said that productivity had been maintained, 34% said there had been a slight improvement and 15% had seen a significant boost. The trial finishes in December and is being monitored by academics from Oxford and Cambridge Universities, Boston College, and the think-tank Autonomy.

You can read the whole of this article at

<https://www.personneltoday.com/hr/four-day-week-trial-participants-survey/>

Are employers still getting parental-leave wrong?

Source: Employee Benefits

In a nutshell: In this article, Zoe Wickens discusses how employers can support new fathers. An August survey by Instantprint found that 40% of UK workers thought that Government policies for new parents were less than adequate with 47% saying that the current statutory paternity-leave offering was not good enough. The Government *has* backed legislation providing additional paid leave to parents whose babies require neonatal care and employees also have the right to request flexible-working arrangements, such as working from home or flexible hours. Equal parental leave – where both parents are entitled to the same amount of leave and a set number of weeks at full pay – is not currently required under UK law but some organizations do offer it. Insurance-giant Aviva offers a year of equal parental leave for both parents (of which half is at full basic pay) within the first year of a child's arrival. Staff have an equal amount of parental leave for birth, adoption, and surrogacy and this is available to full-time and part-time employees across all levels. Other ways of helping include encouraging new fathers to use relevant benefits such as employee-assistance programmes; a buddy scheme where parents can exchange tips and advice; workshops on postnatal depression; workplace parenting apps; and employee resource groups.

You can read the whole of this article at

<https://www.employeebenefits.co.uk/how-can-benefits-support-new-fathers-in-the-workplace/>

Measuring the toll of workplace violence

Source: Journal of Nursing Management

In a nutshell: In this study Jinfeng Wang, from Chengdu University of Traditional Chinese Medicine, led a team of researchers reviewing the evidence on the effects of workplace violence. The researchers analysed the data from 10 previous studies and found that nurse exposed to workplace violence had a 213% greater chance of reporting PTSD and a 225% greater chance of suffering from burnout.

You can read the abstract of this article at
<https://doi.org/10.1111/jonm.13809>

Employers struggle to provide support

Source: Employee Benefits

In a nutshell: A new survey by Towergate Health and Protection of 500 “HR decision-makers” found that 58% said that cost was the biggest barrier to providing health and wellbeing support for employees; within this 37% cited high costs overall, and 21% cited administration prices. 19% said that administration time had an impact, with 18% saying that they had too few employees to make the support worthwhile or cost-effective. 17% cited a lack of interest; 16% said they were unsure how to provide better support, and 16% said it would be difficult to make support equally accessible to all employees. 15% said it would be difficult to effectively communicate support to all their staff and 13% said that they had too many employees to provide everyone with better support. Flexibility (53%) and affordability (49%) were the most-important factors in choosing to implement an external health and wellbeing programme.

You can read the whole of this article at
<https://www.employeebenefits.co.uk/58-of-employers-say-cost-prevents-health-and-wellbeing-support/>