# Making People Count: a workforce bulletin

## January 2022

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# Learning and Development

## When canapés are better than all-you-can-eat

**Source:** Personnel Today

**In a nutshell:** Bite-sized seems to be flavour of the month as far as learning and development is concerned with a report from diversity-and-inclusion consultant Brook Graham arguing that 60% of knowledge is lost within an hour of learning. The report claims that the average employee only has 24 minutes a week to dedicate to formal learning and that learning in bursts of three to seven minutes matches working memory and average attention span. By using “spaced repetition,” learners can recall 80% of what was learnt after 60 days. Bite-sized training material can be delivered through quizzes, interactive films, and games.

You can read the whole of this article at

<https://www.personneltoday.com/hr/microlearning-will-help-embed-di-training-report-claims/>

# People Management

## Pumped up public servants in the Punjab

**Source:** PLoS One

**In a nutshell:** In this study Syed Sohaib Zubair, from the University of the Punjab, in Pakistan, led a team of researchers investigating the links between public-service motivation, altruism, perceived social impact, political support and organizational performance. 405 public officials took part in the study which found that public-service motivation, political support and altruism all had a positive relationship with organizational performance. However, the researchers could find no link between public-service motivation and political support.

You can read the whole of this article at

<http://dx.doi.org/10.1371/journal.pone.0260559>

## Fending off The Great Resignation

**Source:** Personnel Today

**In a nutshell:** The Great Resignation; when people who have had a spell working from home to think about their priorities realize the job market is stacked in their favour and disappear off to start a butterfly farm in Rotherham. In this article Ashleigh Webber gives some advice on how organisations can prevent this happening. Firms should start thinking about how they can retain people from their very first day, not just when they hand in their notice. Staff engagement and retention should be a top priority for organizations and HR should develop tailored strategies, if not for individual employees, then at least for departments. A retention strategy should contain elements that will appeal to a wide and varied group of employees, but HR and managers should be open to having conversations about individual needs if they want to convince somebody to stay. A good retention strategy should consider career progression; culture; remuneration and benefits; and good-quality diverse work opportunities. Managers often shy away from asking their staff what they want or need either on a professional or personal level in case they cannot deliver it so organizations should ensure they have the tools and information they need to help their teams thrive. “Ultimately firms need to ensure their managers have the qualities and behaviours needed to motivate and engage talented individuals.”

You can read the whole of this article at

<https://www.personneltoday.com/hr/the-great-resignation-why-hr-and-managers-must-work-together-on-retention/>

## Creativity amid the chaos

**Source:** Education Research International

**In a nutshell:** In this study Sayed Sami Muzafary, from Kabul University, led a team of researchers investigating creativity in a study of employee and their supervisors in four universities in Afghanistan. The study found that “knowledge sharing and intrinsic motivation mediated the linkage between intrinsic rewards for creativity and employee creativity.” The relationship between intrinsic rewards for creativity and knowledge sharing was mediated by intrinsic task motivation.

You can read the abstract of this article at
<http://dx.doi.org/10.1155/2021/6464124>

## Going beyond the boundary

**Source:** International Journal of Contemporary Hospital Management

**In a nutshell:** Boundary spanning is “the activity by which individuals within organizations bridge external needs and provide information for internal users.” In this study Jiaxin (Sylvia) Wang, from Tianjin Normal University in China, led a team of researchers investigating boundary spanning in a study of “frontline employees in the hospitality industry in the USA.” The researchers found that “despite hindrance stressors’ negative direct impact on frontline employees’ boundary-spanning behaviours, intrinsic motivation worked effectively to reduce hindrance stress and influence subsequent emotions leading to boundary-spanning behaviours.”

You can read the abstract of this article at
<http://dx.doi.org/10.1108/IJCHM-06-2020-0519>

## Attention Deficit Disorder – people can do it when they’re interested

**Source:** Journal of Attention Disorders

**In a nutshell:** In this study Nathalie Boot, from the University of Amsterdam, led a team of researchers studying adults with ADHD. They found that, compared to a control group, those with ADHD reported more real-world creative achievements. In a task the two groups showed the same level of intrinsic motivation but those with ADHD generated more original ideas when they were competing for a bonus. And adults with ADHD rated themselves as more creative in specific creative domains. The researchers concluded “our finding suggest that goal-directed motivation may drive the enhanced real-world creative achievements of people with ADHD. Moreover, people with ADHD may selectively engage and excel in creative domains that fit their skills and preferences.”

You can read the abstract of this article at
<http://dx.doi.org/10.1177/1087054717727352>

## Leadership style and motivation

**Source:** Propositos y Representaciones

**In a nutshell:** In this study Saad Al Altheeb, from Prince Sattam Bin Adbulaziz University in Saudia Arabia studied the effects of different leadership styles on 130 employees’ motivation. He found that leadership styles accounted for two-thirds of people’s motivation. Paternalistic, transformational, and laissez-faire leadership all had positive and significant effects on motivation whereas the relationship between authoritarian leadership and motivation was insignificant.

You can read the abstract of this article at

<http://dx.doi.org/10.20511/pyr2020.v8nSPE2.661>

## Leadership, motivation, and innovation

**Source:** Personnel Review

**In a nutshell:** Also examining leadership (see above) was Vishal Gupta, from the Indian Institute of Management who studied 493 scientists working in India’s largest civilian research and development organization. He found that there were positive relationships between leadership, “employee autonomous motivation (intrinsic and integrated extrinsic motivation),” and “employee-level innovation.” He concluded that “extrinsic motivation is positively related to innovation only when the value of rewards is integrated to one’s sense of self.”

You can read the abstract of this article at

<http://dx.doi.org/10.1108/PR-11-2019-0595>

## Motivation and energy. How do people keep their batteries topped up?

**Source:** Journal of Vocational Behavior

**In a nutshell:** Unlike laptops and mobile phones human beings don’t come with a battery indicator on their foreheads although many a parents’ life would be a lot easier if they did. In this study a team of researchers, led by Stacey L. Parker, from the University of Queensland in Brisbane, investigated the links between motivation and energy in a study of 391 workers. They found that amotivated employees had the lowest energy levels and autonomous employees the highest with more vigour, less exhaustion and less need for recovery. Autonomous and highly-motivated employees used more work-related energy-management strategies and less detachment compared to other workers. Employees who used less detachment experienced less favourable energy levels over time and, over time, autonomous employees detached more than highly-motivated ones.

You can read the abstract of this article at

<http://dx.doi.org/10.1016/j.jvb.2021.103659>

# Recruitment

## All hands to the pump in the pandemic

**Source:** British Medical Journal

**In a nutshell:** NHS England started up a Medical Support Worker (MSW) scheme in which over 400 doctors have already found work through. The programme allows doctors who don’t have GMC registration to work in the NHS under supervision. Tasks can include helping clinical staff to look after patients; carrying out clinical observations; performing diagnostic or therapeutic procedures; clinical auditing; and running quality-improvement projects. The scheme started in December 2020 and was supported by £15m of funding. The funding was made available to Trusts to cover the full salary of any MSW, 0.2 whole-time equivalent consultant time for educational supervision, and £250 per employee for training costs – funding is guaranteed until March 2022. In the Midlands 58 MSWs have so far been employed, across 13 local employers, including 16 refugees. Of the refugee doctors, three have already gained GMC registration and progressed to NHS training roles.

If you have access to the *British Medical Journal* you can read the whole of this article at

<https://doi.org/10.1136/bmj.n2993>

## Pay gap narrows but still plenty of work to do

**Source:** Personnel Today

**In a nutshell:** The Institute for Fiscal Studies (IFS) has been looking into the pay gap between men and women and found that most of its reduction in the last 25 years is due to more women getting more education, with women of working age now being 5% more likely to have a degree than men. There is still a 40% gap in earnings, although this is 25% lower than it was in the mid-1990s. However, women were still less likely to be in paid work than men (83.5% vs 93%) and work fewer hours a week (34 vs 42). Women in paid work earn £13.20 an hour, compared to men who earn £16.30.

You can read the full IFS report at

https://ifs.org.uk/uploads/IFS-Inequality-Review-women-and-men-at-work.pdf

and you can read the whole of this article at

<https://www.personneltoday.com/hr/womens-education-narrowing-gender-pay-gap-but-shift-in-childcare-needed/>

## Pay gap part II: the money of colour

**Source:** Personnel Today

**In a nutshell:** PwC have produced an Ethnicity Pay Gap Report analysing data from the Office for National Statistics which shows that while the overall pay gap between White and BAME people is closing this is nowhere near good, or fast, enough. White British people are, on a like-for-like basis, paid more on average than people from 11 of the 15 ethnic-minority groups. In London ethnic-minority groups earn on average £14.76 an hour, more than 20% less than their white counterparts who make £18.47 with mixed-race people earning 16% less. Six out of 10 people from ethnic-minority backgrounds believe that BAME people are treated differently, when applying for a job, to White people.

You can read the Ethnicity Pay Gap report at

<https://www.strategyand.pwc.com/uk/en/reports/ethnicity-pay-gap-report.pdf>

and you can read this article at

<https://www.personneltoday.com/hr/ethnicity-pay-gaps-persist-but-young-people-are-optimistic/>

## Sex and race gap narrows in FTSE100 companies

**Source:** Personnel Today

**In a nutshell:** Executive search firm Spencer Stuart have been asking the country’s largest companies how many women and BAME people are on their boards. The results show that companies are making steady progress with women now occupying more than a third of board roles and first-time ethnic-minority appointments rising to 25%. In the past year the proportion of first-time board directors from ethnic-minority backgrounds rose from 17% to 25%, and the proportion of women in board positions increased from 34% to 36%. However, men still make up 86% of all executive directors and men still hold all four senior board positions (chair, senior independent director, CEO and CFO) in 64 of the top 150 companies. Only 8% of CEOs are women – an increase of just 3% over the past decade.

You can read the 2021 UK Spencer Stuart Board Index at

<https://www.spencerstuart.com/research-and-insight/uk-board-index>

and you can read this article at

<https://www.personneltoday.com/hr/progress-made-on-ethnic-and-gender-balance-on-ftse-boards/>

## Government launches passport scheme to help students with disabilities

**Source:** Personnel Today

**In a nutshell:** The Department for Work and Pensions (DWP) has just launched a pilot scheme to help disabled students move from university into the world of work. The Access to Work Adjustments Passport, now underway at Wolverhampton and Manchester Metropolitan universities, is being offered to disabled students who receive extra support. It captures information about their condition(s) and the adjustments they already benefit from, avoiding repetitive disclosures when it comes to applying for grants to help with the cost of modifications to their workplaces. Up to 100 students at each university will be supported through the trial, and thousands more could benefit if the scheme is rolled out across the UK. Through the existing Access to Work scheme disable people can benefit from grants worth up to £62,900 to cover the cost of specialist equipment needed to support them to do their job.

You can read the whole of this article at

<https://www.personneltoday.com/hr/access-to-work-adjustment-passport-disabled-graduates/>

## Job market still booming

**Source:** Personnel Today

**In a nutshell:** ManpowerGroup’s latest Employment Outlook survey has found that UK hiring intentions are at a 30-year high. “The recruiter calculates its employment outlook by subtracting the number of companies who plan to reduce staffing levels from those who do plan to recruit. This now sits at +32%, its highest in three decades. Almost half of digital businesses plan to increase headcount in the first quarter of 2022 and demand is also high in retail and hospitality. London employers reported the most positive hiring intentions and more than half of finance roles are expected to work in a hybrid pattern, alternating between working from home and going in to the office.

You can read the whole of this article at

<https://www.personneltoday.com/hr/uk-hiring-intentions-at-highest-in-30-years/>

## There’s never been a better time to work in sewers

**Source:** Personnel Today

**In a nutshell:** More upbeat news on the jobs market – at least for those looking for jobs, rather than those trying to fill them – comes from the Office for National Statistics (ONS) who recorded 1.2 million jobs vacancies between September and November 2021; 434,500 more than in January to March 2020. The fastest rates of vacancies growth were in water supply, sewerage, waste management and “remediation services,” and in manufacturing. The number of people on organizations’ payrolls also continued to rise, reaching 29.4 million in November. The employment rate rose o.2% to 75.5% and the unemployment rate fell 0.4% to 4.2% although 21.2% of people were economically inactive. Some commentators sounded a note of caution about Omicron but James Reed, chairman of the eponymous employment agency claimed that now is “the best time for fifty years to look for a new job.”

You can read the this article at

<https://www.personneltoday.com/hr/vacancies-continue-to-climb-but-omicron-threatens-recovery/>

## False teeth, hip replacement, glasses, job application

**Source:** BMC Geriatrics

**In a nutshell:** In this study Shen Liu, from the University of Science and Technology of China, led a team of researchers studying 365 retired, older adults in China. They found that the more confident the participants were about job hunting, the more willing they were to go back into the job market. Achievement motivation had a partial mediating role in this relationship and age moderated it.

You can read the abstract of this article at

<http://dx.doi.org/10.1186/s12877-021-02645-5>

# Wellbeing

## What makes firefighters wear their helmets?

**Source:** Safety Science

**In a nutshell:** My five-year-old daughter got a build-your-own-den kit for Christmas. Quite rightly she donned her Bob the Builder helmet before grappling with it\*, adding a touch of style with a red reindeer nose she had acquired elsewhere in the festivities. But what makes firefighters more likely to don their personal protective equipment? In this study Todd D. Smith, from Indiana University School of Public Health, led a team of researchers studying 742 firefighters. They found that “safety-specific transformation leadership,” was positively associated with firefighter safety motivation which, in turn, was positively associated with PPE use. “There was also a significant direct relationship between safety-specific transformational leadership and personal protective equipment use.”

You can read the abstract of this article at

<http://dx.doi.org/10.1016/j.ssci.2020.104930>

\*This was her choice, Mum and Dad are relatively laissez-faire about this kind of thing

## Chief Health Officer – coming to a workplace near you?

**Source:** Personnel Today

**In a nutshell:** In this article Alex Sheppard – the CEO and co-founder of Covid-19 testing provider Vatic – argues that companies should start thinking about recruiting a Chief Health Officer. Covid has now become endemic so businesses will not want to risk it running through an office, with staff having to isolate. At the same time employee burnout, stress, and anxiety have all increased during the pandemic. So while there is much more concern – some might say neurosis – about biosecurity, mental health has also risen to the top of the priorities list. A Chief Health Officer could be “tasked with examining how companies can optimize their employees’ physical and mental health – whether that’s providing in-office clinicians and health practitioners, delivering flu shots and Covid-booster programmes, or introducing burnout leave and other wellbeing initiatives.”

You can read the whole of this article at

<https://www.personneltoday.com/hr/should-a-chief-health-officer-be-your-next-c-suite-hire/>

## CIPD calls for higher statutory sick pay

**Source:** Personnel Today

**In a nutshell:** The Chartered Institute of Personnel and Development (CIPD) has produced a new report on the statutory sick pay (SSP) system. The report claims the UK’s sick-pay system is broken and fails to protect the most-vulnerable members of society. As part of the report the CIPD surveyed 1,000 employers, of whom 62% thought that the current rate of £96.35 a week, for up to 28 weeks should be increased. The CIPD found that around 5.6 million people, or 17.2% of the workforce do not currently qualify for SSP. This includes self-employed people and employees who do not meet the earnings threshold of £120 a week they need to qualify. The CIPD has called for the Government to raise the level of SSP to be at least equivalent to someone earning the national minimum wage, meaning someone aged 23 or over would expect to receive £62.37 a day. The CIPD is also encouraging employers to make sure they have a financial wellbeing strategy that covers elements such as paying a living wage, making sure their workforce is aware of all the benefits currently offered, and information about where to get free, independent money and debt advice.

You can read the whole of this article at

<https://www.personneltoday.com/hr/cipd-raise-statutory-sick-pay-to-same-rate-as-nmw/>

## What are the risk factors for musculoskeletal disorders?

**Source:** Personnel Today

**In a nutshell:** The European Agency for Safety and Health at Work (EU-OSHA) have been looking into the links between mental-health and musculoskeletal disorders (MSDs). MSDs are the most common work-related health problem in the EU with around 60% of all workers with a work-related health problem suggesting that they are their most-serious health-issue, compared to only 16% citing stress, depression or anxiety. EU-OSHA’s study found that wellbeing-promoting characteristics, such as supportive management, have a strong negative correlation with MSDs. Working conditions, in particular “biomechanical factors,” had the strongest influence on MSD risk, whilst employment conditions, such as working-time and psychosocial factors had a stronger effect on wellbeing. The combined effect of biomechanical factors and psychosocial factors was more important than economic or demographic factors.

You can read the EU-OSHA report at

<https://osha.europa.eu/en/highlights/psychosocial-risks-and-work-related-musculoskeletal-disorders-exploring-links-and-prevention-strategies>

and you can read this article at

<https://www.personneltoday.com/hr/study-exposes-risk-factors-for-musculoskeletal-disorders-and-wellbeing/>

## Reviewing the evidence on psychological safety

**Source:** Nursing Open

**In a nutshell:** Psychological safety is the ability to be oneself and say what one thinks without fear of ridicule or reprisal. In this study Ayano Ito, from Tokyo Medical and Dental University, led a team of researchers analysing 88 articles about psychological safety in health care. The researchers found five attributes which made up psychological safety:

* Perceptions of the consequences of taking interpersonal risks
* Strong interpersonal relationships
* Group-level phenomenon
* Safe work environment for taking interpersonal risks
* Non-punitive culture

The antecedents of psychological safety included: structure/system factors; interpersonal factors; and individual factors. The four consequences of psychological safety were:

* Performance outcomes
* Organizational culture outcomes
* Psychological outcomes
* Behavioural outcomes

You can read the abstract of this article at

<http://dx.doi.org/10.1002/nop2.1086>

## What keeps Bob the Builder safe?

**Source:** International Journal of Occupational Safety and Ergonomics

**In a nutshell:** The pleasure experienced by my five-year-old daughter on being given a den-building kit for Christmas was only exceeded by the amusement of her parents when she began construction wearing her Bob the Builder safety helmet, stylishly offset by her light-up reindeer nose. In this study Changquan He, from Shanghai Normal University, led a team of researchers investigating the factors behind “construction worker safety behaviour.” They found that a high level of education, safety knowledge, safety climate, leader-member exchange, psychological capital, and communication competence all helped to reduce unsafe behaviour. Interestingly, the relationship between age and safety behaviour was U-shaped, “which denotes that [a] reasonable age structure of construction worker groups may be an option for bettering safety performance.”

You can read the abstract of this article at
<http://dx.doi.org/10.1080/10803548.2021.2022351>

## Motivation and the return to work

**Source:** Journal of Occupational Health

**In a nutshell:** In this study Charlotte Vanovenberghe, from KU Leuven, led a team of researchers investigating the links between motivation and return to work in a study of 349 people with a work disability. They found that controlled motivation (i.e. the need to keep jobs and/or earn money) was related to a shorter time until their return to work, whereas autonomous motivation and amotivation did not predict return to work. Frustration of people’s basic needs for competence, relatedness, and autonomy was related to a longer time off work.

You can read the abstract of this article at
<http://dx.doi.org/10.1002/1348-9585.12284>