Making People Count : a workforce bulletin

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Contents
Making People Count : a workforce bulletin.................................................................1
Contents ............................................................................................................................................. 1
People Management ........................................................................................................................ 3
  More and happier staff – well that’s the plan anyway ................................................................. 3
  What does Generation Y want from work? .................................................................................. 4
  Gimme, gimme, gimme a mentor before midnight... ................................................................. 4
  10 things for managers’ ‘not to do,’ lists ....................................................................................... 5
  Psychological safety – it’s not just about being nice ................................................................. 5
Recruitment ...................................................................................................................................... 6
  One in six in insecure jobs ............................................................................................................ 6
Wellbeing ......................................................................................................................................... 7
  Wellbeing at work – going back to Black ..................................................................................... 7
  The lie of the land in occupational health ................................................................................... 7
People Management

More and happier staff – well that’s the plan anyway

Source: NHS England

In a nutshell: The NHS has launched its *Interim NHS People Plan* to address the shortages of staff it is currently experiencing. The plan was developed by NHS managers, unions, the Academy of Medical Royal Colleges, the Royal College of Nursing, and the British Medical Association. The plan sets out how the NHS needs to recruit, retain and develop more staff to meet rapidly growing demands for 21st century healthcare. The plan focuses on three key areas: recruiting more staff; making the NHS a great place to work; and equipping the NHS to meet the challenges of 21st century healthcare. Highlights include:

Increasing Staff:

- Offering universities 5,700 extra hospital and community placements for student nurses
- Increasing the number of nursing associates to 7,500
- Launching a new campaign, involving Mumsnet, to inspire more nurses to return to the NHS
- Agreeing national “lead recruiter,” agencies with the expertise to support the local NHS with international recruitment

Making the NHS a great place to work:

- Addressing current pension issues
- Conducting a major staff-engagement exercise in Summer 2019 covering:
  - Flexible working
  - Career development
  - Support from managers
- Giving more support and development to frontline NHS managers

Equipping people for 21st century care:

- Devolving responsibilities for workforce planning to integrated care systems
- Developing new models of multi-disciplinary working
- Launching a national consultation exercise to establish what the NHS, patients and the public require from 21st century medical graduates
- Expanding the NHS Digital Academy

You can download the whole report [here](http://example.com)
What does Generation Y want from work?

**Source:** Journal of Organizational Change Management

**In a nutshell:** By coming up with the idea of Generation X sociologists made a rod for their own back by making sure that subsequent generations would quickly run out of letters in the alphabet and would be forced to be named after rodents or medieval monastic orders. We haven’t quite reached Generation Rat or Generation Cistercian yet though and in this study Susanna Kultalahti and Riitta Liisa Viitala, from the University of Vaasa in Finland, looked into what Generation Y wanted from the workplace. They collected data from Facebook using the method of empathy-based stories. The Millennials (Generation Y) wrote more about intrinsic motivators (satisfaction, enjoyment etc) than extrinsic (pay) ones. The researchers concluded that flexibility, work-life balance, convenient social relationships, coaching-based leadership, and the opportunity to develop were all crucial factors in a happy workplace for this group.

You can read the abstract of this article [here](#).

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Gimme, gimme, gimme a mentor before midnight...

**Source:** Personnel Today

**In a nutshell:** Rather like world-class Scottish footballers mentors seem to be in short supply these days. The Association of Accounting Technicians commissioned a poll from Opinium which found that only 13% of workers in the UK have one despite employees valuing mentoring opportunities highly with 84% of mentored employees saying it was a valuable experience. Only one in five organisations currently run a formal mentoring programme despite more than half of employees who had been mentored saying that it gave them new skills and confidence. More than half (53%) of leaders had acted as a mentor to someone else during their career but only one in four (26%) had received mentoring themselves over the last five years. People working in advertising and marketing received the best current mentoring opportunities while hotels, leisure and entertainment were among the worst.

You can read the whole of this article [here](#).
10 things for managers’ ‘not to do,’ lists

**Source:** inc.com

**In a nutshell:** To-do lists are a bit like one of those mythological monsters who when one set of heads has been cut off grow another three to replace them. Jordan George has drawn up a list of things for managers not to do which may come as a relief to some. They are:

- Watching what time people arrive at work
- Watching what time people leave work
- Watching how long someone’s lunch break is
- Requiring people to ‘request,’ time off
- Requiring people to tell you why they are requesting time off
- Requiring a doctor’s note for sick time
- Forcing people to work on a 9-5 schedule
- Forcing people to work a 50-hour week regularly
- Worrying about where or when someone is working
- Requiring every minor decision to be run by you first

While this advice doesn’t apply to situations where services need to be open at a particular time it holds true for a lot of office jobs where the real issue is how people perform, not the hours they keep. Long working hours should only be the case where this is the expectation in a particular post or situation; enforce them regularly and all your protestations about being a caring company which values well-being will ring rather hollow. And, from a personal point of view, managers who stop wasting time micro-managing their staff will have a lot more energy to focus on the really important things.

You can read the whole of this article [here](#).

**Psychological safety – it’s not just about being nice**

**Source:** Personnel Today

**In a nutshell:** Trust and psychological safety – the ability to say what you think without risk of fear or ridicule – have been shown to be linked to better workplace performance. However, in this article Stuart Hearn, the founder and CEO of Clear Review argues that psychological safety is not about being nice, pleasantries or social events. There’s an important distinction – Stuart Hearn argues – between courtesy and candour which touches on our response to risk and failure, our willingness to ask for help and our ability to be humble and fallible. Human nature is such that it’s easier to agree with your manager than point out where things are going wrong and it’s easier
to hide behind other people than accept one’s share of the blame. Google’s research found that the highest-performing teams shared an atmosphere of psychological trust which was more important than education, diversity or the balance between men and women. Stuart Hearn argues that the more hierarchical an organisation’s structure is the more responsibility falls on the manager to create the conditions for psychological safety. Simple things managers can do include:

**Be clear.** Make sure everyone on your team understands their responsibilities. Set expectations, link them to broader goals and help people understand their place in the organisation.

**Don’t worry about socialising.** Google’s research showed no correlation between performance and social connection. Trust outweighs whether people meet up for a drink or only ever talk at work.

**Feedback is vital.** The more you give people feedback the stronger your bond will become. People need praise, constructive support and advice in the moment, not months later.

**Share the stage.** Trust means democracy. It’s far easier to engender and maintain when no one voice dominates the discussion.

**Meritocracy matters.** Managers will all have their favourites but make sure everyone has equal opportunities to learn and develop.

You can read the whole of this article [here](#).

**Recruitment**

**One in six in insecure jobs**

**Source:** Personnel Today

**In a nutshell:** One in six British workers – around 5.1 million people – are in insecure, low-paid jobs. The Living Wage Foundation has launched a major new initiative – Living Hours – to tackle widespread insecurity over hours. The Living Wage Foundation wants people to pay the ‘real,’ living wage - £9 an hour outside London and £10.55 inside – and commit to providing workers with at least four weeks’ notice of shifts, a contract that accurately reflects hours worked and which guarantees a minimum of 16 hours a week. Organisations that agree to these measures will be accredited as Living Hours employers alongside their Living Wage accreditation. Of workers aged between 16 and 24 22% were in low-paid insecure work but 46% of the people in such jobs were over 35. Wales, the North East and the West Midlands had
the highest rates of low paid, insecure work with Scotland, the South East and London the lowest.

You can read the whole of this article here.

Wellbeing
Wellbeing at work – going back to Black
Source: Personnel Today

In a nutshell: Ten years ago Dame Carol Black published Working for a Healthier Tomorrow – a review of workplace health. At the Health and Wellbeing at Work show in March she looked back and asked what, if any, progress had been made. Around half the workforce still does not have access to occupational-health services with many organisations – particularly small- and medium-sized ones – unable to provide them due to cost, lack of expertise or lack of will. Almost half of employees claim to have experienced mental ill-health in their current role and more than half (53%) say their health is ‘impaired,’ by their job. However Dame Carol argues that we have made enormous progress since 20 years ago with the electronic fit note being a great success. The Fit for Work service was scrapped for referrals last year due to poor referral rates but there is an increasing recognition that people don’t have to be 100% fit to work and that it can actually be good for them. Progress has been made on mental health but managers need to be equipped with the skills they need to tackle their teams’ mental-health concerns and efforts should be made to make sure that managers themselves are role-modelling the healthy behaviours they want their staff to exhibit.

You can read the whole of this article here.

The lie of the land in occupational health
Source: Personnel Today

In a nutshell: Health and safety dictates that while you can cycle in to work around the South Circular you can’t stand on a chair to open a window. Health and wellbeing takes a more rounded approach though and in this article Chris Pinner, the founder of health and wellbeing consultancy Innerfit gives a tour d’horizon of some of the latest developments. The workplace wellness industry is predicted to grow by 6.7% from 2017 to 2022. However, only 40% of employers have a specific wellbeing strategy, while nearly 60% preferred to act on an ad hoc basis. Health benefits include:
- Physical activity challenges
- Health and wellbeing apps
- Stress reduction techniques
- Diet and exercise
- Mindfulness
- Sleep
- Stress management

M and C Saatchi have a wellbeing network called Together which supports company-wide health events, talks and workshops while Lloyds take a preventative approach to physical and mental wellbeing, actively encourage the use of their on-site wellbeing centre and have tracked a clear return on investment.

You can read the whole of this article here.