**Making People Count: a workforce bulletin**

**September 2024**

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# Learning and Development

## Do we need to mind the data skills gap?

**Source:** Personnel Today

**In a nutshell:** Rather like new bands or writers, there comes a time in your life when you don’t really want to get to grips with any new software packages – at least not beyond the holy trinity of Word, Excel, and PowerPoint. But could the economy be in trouble if we don’t get to grips with data skills? Multiverse are a skills assessment and development company and they have just produced a new report which found that employees in the UK and US are spending an average of around 14.31 hours a week – 36% of the available ones – on data-related tasks. However 4.34 of these hours are unproductive, because people lack the skills to do the job. Multiverse’s study covered 12,000 workers, from 18 major industries. More than 10% of total working time was spent ineffectively, due to skills shortages in areas such as predictive modelling, automation, and data analysis. 57% said they had “no or only basic,” Excel skills and 55% lacked skills in using “visualization tools.” However, 90% of people who responded to the survey said they wanted to improve their skills. 76% of organizations said they planned to upskill their current staff and 73% said they would “reskill workers into new positions.”

You can read the whole of this article at

<https://www.personneltoday.com/hr/data-skills-gap-leads-to-26-days-a-year-in-lost-productivity/>

## Skills gap II – the sequel

**Source:** Personnel Today

**In a nutshell:** Psychologists sometimes talk about illegitimate work – the kind of thing you don’t really feel you’ve signed up for, but which falls into the conveniently-nebulous “any other duties,” section of your job description. HR software and service provider ADP have been looking into the skills gap and have produced a new report [*The People at Work: A Global Workforce View*](https://uk.adp.com/resources/insights/people-at-work-a-global-workforce-view.aspx). They found that more than half of global workers aren’t confident in their employer’s commitment to developing their skills. In the UK only 39% of workers believed their company spends enough on the skills they need to advance their careers – a figure which included those aged between 18 and 24. However younger workers were more proactive in looking for skills training than older staff (34% vs 15%). UK and other European organizations were less likely to talk about skills needs with their workers and larger organizations were more committed to skills development than smaller ones.

You can read the whole of this article at

<https://www.personneltoday.com/hr/study-highlights-uk-skills-gap-hindering-career-development/>

**Older workers’ work engagementSource:** The International Journal of Human Resource Management

**In a nutshell:** In this study Yan Wang, from East China Normal University in Shanghai, led a team of researchers investigating the links between role overload, skills training, and older workers’ work engagement. The researchers found that having too much to do led to negative job-crafting behaviour as older workers tried to reduce the demands on themselves. However, skills training stimulated positive job crafting leading older workers to seek new resources and challenges. When older workers had access to adequate skill training role overload led them to seek new resources and challenges and reduced the amount of negative job-crafting. This, in turn, led to greater engagement among the older workers.

You can read the abstract of this article at

<https://doi.org/10.1080/09585192.2024.2391946>

# People Management

## How green was my consciousness?

**Source:** The International Journal of Human Resource Management

**In a nutshell:** When INEOS boss Sir Jim Ratcliffe took a 20% stake in Manchester United, he appointed former British cycling supremo Sir David Brailsford to undertake a root-and-branch review of the club’s organization and strategy, covering everything from the menu in the players’ canteen to the equitable distribution of paper clips in the auditors’ office. It would therefore take a heart of stone – [as Oscar Wilde said](https://www.goodreads.com/quotes/25879-one-must-have-a-heart-of-stone-to-read-the) – not to laugh at United’s subsequent defeat to Brighton and Hove Albion, and three-nil loss to arch-rivals Liverpool. All of which goes to show that whilst strategy is one thing, performance is quite another. In this study Qihang Hu, from Peking University, led a team of researchers investigating the links between organizations’ environmental strategy, the “green consciousness,” of top managers, green human-resource management, and organizations’ actual green performance. The researchers surveyed 476 executives from Chinese logistics and warehousing firms and found that green human resource management partially mediated the relationship between environmental strategy and environmental performance. The green consciousness of top managers moderated the relationship between environmental strategy and green human-resources management. The levels of green consciousness of top managers affected the strength of the relationship between green human-resource management and environmental performance.

You can read the abstract of this article at

<https://doi.org/10.1080/09585192.2024.2382480>

## How lay-offs lessen morale

**Source:** Personnel Review

**In a nutshell:** In this study a team of researchers, led by Hongwei Huang from Zhongnan University of Economics and Law in China, attempted to find out the effect of lay-offs in a study of 737 workers. They found that layoffs had a significant effect on employees’ work engagement by creating cognitive and affective job insecurity. This effect was stronger when the workers’ perceived less support from the organization. “The moderated mediation effect mainly occurred through affective job insecurity but not cognitive job insecurity.”

You can read the abstract of this article at

<https://doi.org/10.1108/PR-09-2022-0645>

## A perfectionist cross-patch in charge. What could possibly go wrong?

**Source:** Journal of Organizational Behaviour

**In a nutshell:** Film directors vary in their approach. Some like [Stanley Kubrick](https://en.wikipedia.org/wiki/Stanley_Kubrick) rehearse takes time and time again before deciding the seventh out of 100 was the best one after all, whereas others, like [John Cassavetes](https://en.wikipedia.org/wiki/John_Cassavetes), attempted to create a “comfortable and informal environment where actors could freely experiment with their performances.” In this study Anna Carmella G. Ocampo, from ESADE Business School in Spain, led a team of researchers investigating perfectionism and anger expression in leaders, and how it affected the rest of the team. They found that leaders’ expressions of anger exacerbated the negative effect of their perfectionism on employees’ creative performance because it reduced their psychological safety and creative effort.

You can read the abstract of this article at

<https://doi.org/10.1002/job.2822>

## What if HR could really save Trusts money?

**Source:** Personnel Today

**In a nutshell:** The HR department at Aneurin Bevan University Health Board managed to save their Trust in the region of £730,000 a year. The Trust opted for not carrying out disciplinary investigations in the first instance, instead using informal methods of resolution such as coaching and mentoring, and training. The Trust – which employs 16,000 people – saw a 71% drop in employee investigations, and a reduction in annual sickness absences of 3,000+ days. “HR and wellbeing teams at the health board worked together to help staff managing disciplinary processes. They encouraged the use of informal resolution techniques through coaching, mentoring, and training, leading to a great reduction in formal investigations.” Leadership at the health board supported the changes, working with line managers and union reps to improve the investigation process. The number of new disciplinary investigations dropped from 50 a few years earlier, to 15 by June 2023.

You can read the whole of this article at

<https://www.personneltoday.com/hr/hr-changes-save-nhs-wales-board-730000-and-improve-wellbeing/>

## What helps older workers thrive?

**Source:** Human Resource Management

**In a nutshell:** In this study a team of researchers, led by Rajiv K. Amarnani, from the University of Western Australia, studied 3,370 older Australian workers over one-and-a-half years. They found that “older workers' relational psychological contracts and role expansion formed a mutually reinforcing spiral process over time which ultimately led to higher levels of thriving.”

You can read the whole of this article at

<https://doi.org/10.1002/hrm.22241>

## Good habits and implementation intentions

**Source:** Journal of Occupational and Organizational Psychology

**In a nutshell:** Habits are a bit like hotels – the better they are the harder they are to get into. In this study Nina Trenz and Nina Keith, from the University of Darmstadt, studied how easy it was for people to get into good habits at work. 72 workers were asked to establish a new habit at work – presumably not on-line bingo – and were asked to record their mood twice a day, for 10 days. The more automatic the new habit had become the more engaged the workers felt at work, and the more progress they felt they were making towards their goals. How keen the workers were on getting into the new habit – their “implementation intentions” – predicted how frequently they engaged in the new habit, and how automatic it became. However, despite the fact that the new habits had a lasting benefit to the workers they had no more new “implementation intentions,” after the study than beforehand.

You can read the whole of this article at

<https://doi.org/10.1111/joop.12540>

## What effects retention in critical care?

**Source:** Journal of Health Organization and Management

**In a nutshell:** In this study Jagroop Singh, from Gulf Medical University in the United Arab Emirates, led a team of researchers studying the factors behind staff turnover in critical-care units. They found that both organizational and individual factors had an effect – more specifically staffing policy, chronic fatigue, and “perceived career.”

You can read the abstract of this article at

<https://doi.org/10.1108/JHOM-04-2024-0142>

## Why high-performance work systems come up trumps

**Source:** Journal of Health Organization and Management

**In a nutshell: “**High-performance work practices are a set of approaches and HR techniques designed to maximise the productivity and effectiveness of employees. These practices may include performance management, employee involvement, training and development, and work-life balance. The goal is to create a high-performance culture where all employees are motivated, engaged, and able to work at their best, ultimately driving better business results.” In this study Shazia Aman Jatoi, from the University of Sindh in Pakistan, led a team of researchers studying the effects of high-performance working systems. 530 doctors took part in the study which found that high-performance work systems had a positive effect on employee engagement and organizational innovation. Employees’ engagement partially mediated the relationship between high-performance work systems and organizational innovation. The link between high-performance work systems and employee engagement was moderated by “perspective taking,” – the ability to see other people’s point of view.

You can read the abstract of this article at

<https://doi.org/10.1108/JHOM-08-2023-0243>

## Avoidance and neurodivergence

**Source:** Human Resource Management

**In a nutshell:** In this study Qaisar Iqbal, from King Fahd University of Petroleum and Minerals in Saudi Arabia, studied work avoidance as it applied to 215 neurodivergent people. They found that inclusive leaders mitigated “workplace avoidance behaviour in neurodivergent employees.” They did this by creating an environment which allowed the neurodivergent workers to cultivate their “personal relational energy resources.” The resulting higher levels of relational energy helped the neurodivergent workers with their impulse control and to resist distractions which in turn led to less workplace avoidance.

You can read the abstract of this article at

<https://doi.org/10.1002/hrm.22249>

## When decent work makes happy workers

**Source:** Journal of Vocational Behaviour

**In a nutshell:** In this study Chengjie Chang, from Shaanxi Normal University in China, led a team of researchers studying the effect of decent work on employees’ psychology in and around the Pandemic. 276 working adults took part in the study over three years. The researchers found that “higher levels of, and increases in, work volition positively related to increases in decent work during the Pandemic. Increases in decent work also negatively related to the work value of pay, and positively related to the work value of relationships. Finally, higher levels of decent work during the early stages of the pandemic were positively related to three post-pandemic work values: autonomy, relationships, and altruism.”

You can read the abstract of this article at

<https://doi.org/10.1016/j.jvb.2024.104030>

## Self-regulation and coaching

**Source:** Journal of Occupational and Organizational Psychology

**In a nutshell:** Self-regulation is an important quality for success in life, and in this study a team of researchers, led by Christina Mühlberger from the University of Salzburg, investigated the links between coaching and “self-management competencies.” In one study caregivers working as managers took part in a five-month coaching programme. The researchers found the participants felt they had met more of their goals, and that fewer of their needs were being frustrated. Their self-management competencies of self-regulation and “self-access,” increased, and their self-regulation predicted to what extent they had achieved their goals. In another study of 75 coaches and 298 people they were coaching the researchers found that a strong coaching relationship (as reported by the coaches) predicted better self-management competencies, as reported by those being coached. “Self-regulation again showed the strongest effect on coaching success.”

You can read the whole of this article at

<https://doi.org/10.1111/joop.12543>

## What do nurses think about digital transformation?

**Source:** Journal of Nursing Management

**In a nutshell:** As computer technology gets ever more powerful and sophisticated it’s tempting to forget about the people actually operating it. Are they really keen on “getting with the programme,” or are they secretly yearning for a return to manual typewriters and fountain pens? In this study O. Navarro Martínez, from the University of Valencia and J.M. Leyva-Moral, from the Autonomous University of Barcelona, interviewed 32 nurse managers about digital transformation. The main use the managers saw for it was innovation, followed by communication. They also though that digital media was a good way of showing people what being a nurse was all about and pointed to the fact that digital technology could save time and reduce errors. Barriers to digital transformation included: lack of skills and equipment; lack of institutional support; and the “care burden.”

You can read the abstract of this article at

<https://doi.org/10.1155/2024/8873127>

# Recruitment

## Are young people going off degrees?

**Source:** Personnel Today

**In a nutshell:** It seems that young people are going off the idea of attending university, with new figures from UCAS showing applications down again this year. By the end of June 41.9% of all 18-year-olds in the UK had applied for a university place, down from 42.1% in 2023, and 44.1% in 2022. In the North-East only a third of youngsters applied for a university place, compared to 59% in London. However, recruiters are now five times more likely to search based on skills than by degree, and three-quarters of recruitment professionals think that “skills-first,” hiring will be a priority in the next 18 months. At the same time the Office for Students has found that almost three in 10 graduates do not progress into highly-skilled jobs or further study within 15 months of graduation.

You can read the whole of this article at

<https://www.personneltoday.com/hr/university-applications-drop/>

## Are employers going off degrees?

**Source:** Personnel Today

**In a nutshell:** For a couple of years after graduating I found my degree opened the doors to all sorts of job interviews. Luckily for the organizations concerned – perhaps myself – they took one look at me and decided I was emphatically *not* the person to boost their bottom line, rework their corporate strategy, or be trusted with the tea money. It was only after a few solid months of shelf-tidying, doling out Mills & Boon on the mobile library, and compiling a card index of dog shows in the *Hereford Times* that an employer was prepared to give me a vote of confidence. It seems that other employers are also going off degrees, and moving to a more skills-based approach to recruitment. Hiring platform Indeed have been looking into it and found that 65% of UK employers now consider educational qualifications less important when hiring and only 14% of British job postings on their web site mention *any* educational qualifications. “Although 61% of UK employers still considered university degrees during candidate screening, only 5% of job posting explicitly required one.” Indeed found that 52% of UK sectors now have lower degree requirements than they did six years ago. However, a few sectors bucked the trend with jobs in dentistry, civil engineering, therapy, veterinary science, and scientific research all asking for *more* qualifications.

You can read the whole of this article at

<https://www.personneltoday.com/hr/uk-employers-downgrade-importance-of-educational-qualifications/>

## Great Expectations or shift shock?

**Source:** Personnel Today

**In a nutshell:** Picture the scene. You’ve moved house, settled the kids into a new school, registered with a GP and scoped out the local nightlife/restaurants/stamp-collecting club. You’re excited about your first day at the animal sanctuary only to find your boss’s first words are “we’ve been having a bit of a word with the auditor, and we’ve decided to pivot into glue and pet-food.” You might well end up feeling what this article in *Personnel Today* calls “shift shock.” Recruitment specialist Robert Walters has been surveying workers and found that 53% of them said they had left a job within the first six months because of shift shock – a belief that the reality of a position was completely different to what they had applied for. 52% blamed an issue with management for an early exit, and 20% attributed a quick exit to a toxic workplace culture. Three-quarters thought their employers’ expectations were too high and 23% had found an unacceptably-heavy workload. As far as employers were concerned 42% said that new recruits in the last year had failed to meet *their* expectations, with 43% saying expectations had been met, and 15% saying they had been exceeded.

You can read the whole of this article at

<https://www.personneltoday.com/hr/half-of-uk-workers-quit-new-jobs-over-unmet-expectations/>

## Unemployment falls, wage growth slows

**Source:** Personnel Today

**In a nutshell:** The Office for National Statistics has found that unemployment fell to 4.2% in the quarter to the end of June, down from 4.4% in the quarter before. However, pay growth (excluding bonuses) is the weakest it has been for two years, up 5.4%, down from 5.8% a year earlier. However, once inflation is taken into account this falls to a 1.6% increase. The number of job vacancies fell, although the total workforce is still higher than it was before the Pandemic.

You can read the whole of this article at

<https://www.personneltoday.com/hr/uk-unemployment-rate-dips-while-wage-growth-slows/>

## Migrant workers feel the pinch

**Source:** Personnel Today

**In a nutshell:** What happens when ideology trumps reality is illustrated in a new report from the Royal College of Nursing which has found that two-thirds of migrant nursing staff are thinking about leaving the UK due to the cost of living. Many are suffering because of the ”no recourse to public funds,” rule, which stop migrant workers on temporary visas from claiming benefits. For their report [*Without A Safety Net*](https://www.rcn.org.uk/Professional-Development/publications/rcn-without-a-safety-net-pub-011-752)the RCN interviewed 3,000 international nursing staff and found that 30% of them said they were in financial difficulties, compared to 14% of their British colleagues. Migrants on temporary visas are unable to gain access to universal credit, child benefit, and housing benefit. To do so they need to have been working in the UK for at least five years; at which point they can apply for “indefinite leave to remain,” although even this costs £2,885. The number of migrant staff wanting to leave the UK in 2022/2023 was 14 times higher than in 2018/2019. At the same time the number of visas granted to the health-and-care sector in the year to June 2024 was down by 80% on the year before.

You can read the whole of this article at

<https://www.personneltoday.com/hr/two-thirds-of-migrant-nursing-staff-thinking-of-leaving-uk-over-costs/>

# Wellbeing

## How do nurses cope with being second-victims?

**Source:** Journal of Nursing Management

**In a nutshell:** Whilst our main sympathies should be reserved for those caught up in traumatic events it can, nevertheless, be psychologically-damaging witnessing them too. In this study Xizhao Li, from the University of Malaya, led a team of researchers interviewing eight nurses and seven managers about “second-victim,” experiences. The interviews revealed four main themes which affected the nurses’ ability to cope with second-victim experiences: source of emotional trauma, personal factors, job stress, and support systems. Factors making it harder to cope were: emotional trauma from patients and relatives; negative personal traits; shadows from the second-victim experience and unsupportive workplace environments.

You can read the whole of this article at

<https://doi.org/10.1155/2024/5523579>

## Two thirds of junior doctors at risk of burnout

**Source:** Personnel Today

**In a nutshell:** A young girl was once spotted on a beach full of stranded jellyfish ferrying them back to the sea one by one. When it was pointed out to her that her efforts wouldn’t – in the wider scheme of things – make much difference she pointed at the jellyfish currently in her bucket and said “well, it makes a difference to this one.” Sadly not everyone takes this attitude to the NHS – not easy when you’re the jellyfish at the far end of the beach, so to speak – and the pressure on those at the front line can easily lead to burnout. The General Medical Council have been surveying junior doctors about it and found that nearly two-thirds of them (63%) consider themselves to be at “high,” or “moderate,” risk of burnout – up from 56% in 2021 and 43% in 2020 at the height of the Pandemic. 21% were deemed to be at a high risk of burnout, and 52% said their work was emotionally exhausting to a “very high or high degree.” 74,000 doctors took part in the study. 24% said that every working hour was tiring for them and 65% said they often felt worn out at the end of the working day.

You can read the whole of this article at

<https://www.personneltoday.com/hr/two-thirds-of-trainees-doctors-at-risk-of-burnout-gmc/#:~:text=Nearly%20two%2Dthirds%20(63%25),General%20Medical%20Council%20(GMC)>.

## Go to work, get your eggs tested

**Source:** Employee Benefits

**In a nutshell:** Law firm Osbornes has just launched fertility testing as a healthcare benefit for its staff and their partners. Osbornes has joined forces with Hertility Health to offer a clinically-validated at-home hormone test. Women can check their egg count and screen for up to 18 reproductive-health conditions such as endometriosis and polycystic ovary syndrome (PCOS). The firm will also offer Hertility’s specialist consultations for women experiencing perimenopause and the menopause.

You can read the whole of this article at

<https://employeebenefits.co.uk/osbornes-law-launches-fertility-testing-as-a-staff-healthcare-benefit/>

## Do workplaces really care for the carers?

**Source:** Personnel Today

**In a nutshell:** Carers UK do an annual [State of Caring](https://www.carersuk.org/policy-and-research/state-of-caring-survey/) survey and they found that 22% of carers had experienced unfair or unfavourable treatment at work, with 24% facing difficulties in meeting their employer’s requirements. “Currently, someone can be directly discriminated against in circumstances where they do not possess a particular protected characteristic themself, but are associated with another person who does – so-called associative discrimination. Although this law should protect carers, Carers UK says it is poorly understood and implemented.” Carers UK have estimated that there are 5.7m carers looking after an ill, elderly, or disabled family member or friend in the UK.

You can read the whole of this article at

<https://www.personneltoday.com/hr/charity-urges-government-to-make-caring-protected-characteristic/>

## Can your colleagues really make you sick?

**Source:** Journal of Occupational and Organizational Psychology

**In a nutshell:** In this study Sandra Costa, from the University Institute of Lisbon, led a team of researchers studying 229 workers who filled out three surveys over a month. They found that being undermined by co-workers was linked to high levels of negative affect in the following week, and that this spilled over into somatic (bodily) complaints. However, this only held true for people who did *not* forgive their colleagues.

You can read the abstract of this article at

<https://doi.org/10.1111/joop.12536>

## The true cost of “improving things”

**Source:** Journal of Nursing Management

**In a nutshell:** In this study Alberto Lana, from the University of Oviedo in Spain, led a team of researchers investigating the effect of five professional values on nurses’ mental health over the course of the Pandemic. The values were caring, activism, trust, professionalism, and justice. 420 nurses took part in the study and the researchers found that activism was associated with higher levels of stress, anxiety, and depression.

You can read the abstract of this article at

<https://doi.org/10.1155/2024/5199508>

## Can a union improve your mental health?

**Source:** Personnel Review

**In a nutshell:** this study Gregory Lyon, from Georgetown University in Washington D.C., found that “union membership is associated with better mental health among employees with low educational attainment and appears to bring these workers up to a level of mental health that is comparable to more highly educated workers, thereby reducing mental health inequality. However, union membership has no effect on the mental health of more highly educated employees.”

You can read the abstract of this article at

<https://doi.org/10.1108/PR-11-2023-0957>

## Work gets worse – especially if you’re BAME

**Source:** Personnel Today

**In a nutshell:** One (rich) man’s flexible workforce is another (poor) man’s catalogue of insecurity and exploitation. The TUC have been analysing data on the workforce, and have found that insecure work rose almost three times as quickly as secure work under the last government, with one in six BAME workers now in insecure jobs. In 2011 360,200 BAME workers were in insecure employment, but this figure has now risen to 878,000 – an increase of 144%. Over the same period the number of White workers in insecure employment also rose, but only by 17%. Insecure work increased for all groups, with 4.1 million people now in insecure jobs. People on zero-hours contracts earn 35% less an hour than other workers. For seasonal workers the difference is 33%, and casual workers earn 37% less.

You can read the whole of this article at

<https://www.personneltoday.com/hr/ethnic-minority-workers-insecure/>

## “Too much work makes you unhappy” shock

**Source:** Employee Benefits

**In a nutshell:** Health and wellbeing provider HCML who asked 503 workers and 200 HR leads about what caused people to take days off with mental-health problems. 40% of employers said rising workloads were to blame and 31% of employees said that these pressures would ease if their colleagues were off sick less. 27% said increased expectation about work performance contributed to mental-health absence, with 65% blaming the cost-of-living crisis. “Meanwhile, 22% of employer respondents suggested a lack of support due to hybrid and work-from-home situations was a reason for mental ill health absence, while 24% cited conflicting home and work demands, 15% said job security, and 46% said personal and home life circumstances.”

You can read the whole of this article at

<https://employeebenefits.co.uk/increased-workload-behind-mental-health-absences-for-40-of-employers/>

## Work well, spend locally

**Source**: Employee Benefits

**In a nutshell**: Staff at Allpay are benefitting from a rewards system which gives them money to spend in local shops, cafes, and restaurants – all in plenteous supply in God’s own county of Herefordshire. “The firm’s 300 employees can choose the Hereford Gift Card as a reward in exchange for points within its reward and [recognition](https://employeebenefits.co.uk/motivation-and-recognition/) platform, which can be accessed all year-round. The gift card can be spent at more than 120 national brands and independent local businesses in the retail, hospitality, health and beauty, leisure, and attractions sectors. Allpay managers are given a virtual pot of money based on the number of employees in their team. Staff can earn points for going above and beyond, and demonstrating [values](https://employeebenefits.co.uk/employee-engagement/) of agility, collaboration, curiosity and integrity, with each point worth £1. The introduction of the gift card reflects the firm’s desire to offer choice for reward and incentives, while giving staff the opportunity to support local businesses.”

You can read the whole of this article at

<https://employeebenefits.co.uk/allpay-introduces-hereford-gift-card-as-staff-reward/>

## When work spills over into home

**Source:** Journal of Vocational Behaviour

**In a nutshell:** In *Great Expectations* [John Wemmick](https://en.wikipedia.org/wiki/John_Wemmick#Profession) terrorizes Jaggers’ clients all day before coming home to a blissful life tending to “the Aged P,” while living in a model castle in Walworth. Not everyone – with or without a drawbridge – is able to separate work and home so easily and in this study Remus Ilies, from Bocconi University in Milan, led a team of researchers investigating the spillover from work to home. Their study, which involved 567 observations of 70 couples, found that helping people at work “indirectly and positively influenced couples’ relationship satisfaction, employees' life satisfaction, and spouses' life satisfaction via support provision to the spouse at home.” Conflict at work, however, “indirectly and negatively influence couples' relationship satisfaction and employees' life satisfaction via undermining behaviors toward the spouse at home.” However, this effect was less pronounced when spouses were more responsive to their partners telling them what a rotten time they had had at work.

You can read the abstract of this article at

<https://doi.org/10.1016/j.jvb.2024.104043>

## How mid-Yorkshire leads the way in benefits

**Source:** Employee Benefits

**In a nutshell:** It ill behoves me – a mere Southerner – to poke my nose into the long rivalry between Lancashire and Yorkshire.\* To a neutral observer it appears that Lancashire takes the honours for pop music and football, Yorkshire for literature and scenery with honours being even when it comes to cricket, art, and comedy. Mid-Yorkshire Teaching NHS Trust, however, seems to be doing very well when it comes to its staff-benefit offer. The Trust looks after more than half-a-million people each year, and employs around 10,000 people. The Trust offers a health-and-wellbeing service provided by Perkbox Vivup, and has a comprehensive voluntary benefits package which includes “a bikes-for-work and car lease scheme, home electronics, travel and shopping discounts, onsite nurseries and a childcare salary sacrifice scheme.” The Trust has a benefits hub on its intranet site and an annual programme of promotional activity, with each department having a “benefits champion.” The Citizens Advice Bureau set up a hub in the hospital for staff and patients, which resulted in 80,000 new benefit claims.

You can read the whole of this article at

<https://employeebenefits.co.uk/mid-yorkshire-teaching-nhs-trust-ensures-benefits-provision-meets-staff-needs/>

\*This might unite them in animosity against me but the best county is – obviously - Herefordshire!

## Is it zero hours, zero happiness?

**Source:** Personnel Today

**In a nutshell:** The TUC are still plugging away and have recently been looking into the experiences of workers on zero-hours contracts. They found that 84% of them wanted regular hours of work, with only 14% of them happy with zero hours. 75% were not being given enough work to make ends meet and more than half (58%) of their requests for extra hours were being refused. The TUC also found that more than half of zero-hours workers had shifts cancelled at less than 24 hours’ notice and that two-thirds received no compensation for cancelled shifts. The TUC found that 4.1 million people in the UK are in low-paid and insecure work, including around a million on zero-hours contracts.

You can read the whole of this article at

<https://www.personneltoday.com/hr/tuc-poll-most-zero-hours-workers-prefer-regular-hours/>

## NHS Professionals signs up for heating benefits

**Source:** Employee Benefits

**In a nutshell:** With soaring fuel bills, cuts in winter-fuel allowance and Ed Miliband in charge of the nation’s energy supply it’s surely only a matter of time before people have to resort to burning their furniture – best to get in quick before the powers-that-be ban wood-burning stoves too. NHS Professionals have been doing their bit to help though – joining up with home-improvement consultancy Heat Scheme to give its workers access to one-to-one consultations, heating-efficiency assessments, and training webinars via an online portal. The aim is to help people to reduce emissions at home, reduce heat loss and costs, optimise energy consumption, improve the resilience of their homes, and reduce their carbon footprint. “The scheme also allows employers to roll out interest-free loans and grants to staff for free green-home improvements, such as green retrofits and heat pumps. It can also support employers’ corporate pledges for climate protection and reaching net zero, and employee [wellbeing](https://employeebenefits.co.uk/employee-wellbeing/), by reducing staff emissions and heating bills.”

You can read the whole of this article at

<https://employeebenefits.co.uk/nhs-professionals-and-schroders-sign-up-to-heating-benefit-scheme/>