

**Centre for People @ Work
Annual Report
2007-2008**

1. Overview

The Centre for People @ Work (CP@W) is based in the Business School and is a joint collaboration between Business and Psychological Sciences (in the Institute of Health and Social Care). It brings together the expertise of HR specialists and occupational psychologists and allows the development of new research and knowledge transfer initiatives which span both areas (such as research into leadership and the provision of accredited training courses in psychometric testing). This year it has also facilitated collaborative working on curriculum related projects such as the developing CPD offer in the Business School (in collaboration with the Leadership Trust), the accreditation and delivery of the MSc in Occupational Psychology in Psychology and Health Sciences (Psychological Sciences from Aug 08) and an undergraduate module 'Advertising and the Mind of the Consumer' in the Business School. The Centre has continued to hold Centre meetings 4 times per year to review all on-going activities and provide group supervision/support to CP@W research students. The CP@W Steering Group has met twice this year to review Centre aims and objectives and monitor activities and finance.

Summary of Position

This has been the second full year of operation for CP@W and its first in its own dedicated office in the Business School. As of August 2007 the Centre had 8 staff and 7 post-graduate (4full-time, 3part-time) students attached to it. 6 of the staff were actively involved in at least one Centre project during the year. One full-time PhD student (Sandra Haase) successfully completed this year. A key feature of the Centre is the involvement of its PhD students, both in its research and consultancy activities and in the quarterly Centre meetings. During the year the Centre's projects have generated 6 publications and given 11 conference papers at international, national and local conferences. Much emphasis is placed on collaborative working both internally at UW and externally. Typically, projects (delivered and bid for) have involved Sports and Exercise Science, Sociology, Art and Design, Centre for Rural Research and a range of external collaborators (e.g. Universities of Aston, Loughborough, Strathclyde, and the Leadership Trust, Ross-on-Wye).

Much effort this year has been expended on the active promotion of the Centre, through promotional marketing (such as mailshots, cold calls, advertising); personal interactions at networking events (e.g. Leadership Trust Forums, WBS Advisory Board) giving invited talks (keynote at Job Centre Plus Annual Conference); promotional articles (Chamber of Commerce New Directions) and exhibitions (NEC Innovation Festival and Qinetiq lecture at UW). These exhibitions were an opportunity for CP@W to create a 'presence'

and so a webpage, marketing materials and product suite were developed around a very successful exhibition concept – the UW stand (including MARRC & NPARU) was one of the most visited at the Innovation Festival. We have begun to establish ourselves within the region and have developed good relationships with local employers such as LG Harris, Bosch and SouthCo by demonstrating our key strengths; the capability to carry out both applied academic research and knowledge transfer activities and the ability to engage multiple perspectives working across discipline boundaries. Importantly, these relationships are developing on both a commercial and research basis, typically having been contracted to deliver workshops or consultancy organisations have then voluntarily become involved in some of our other research projects.

During the year CP@W has given 3 local talks/workshops on topics related to its research activities (e.g. temporal intelligence); carried out 13 consultancy projects for 10 organisational departments; delivered two national Firearms Instructors Courses (under the SPHERE partnership) and delivered three psychometric test training courses. One of the test training courses was delivered off-site at Hertfordshire University to MSc Occupational Psychology students.

The Centre has been successful in securing and/or delivering 4 funding/grant applications (1 UW PhD studentship match-funded with LG Harris, a CONTACT Knowledge Exchange HEFCE project, a West Mercia Constabulary research project and a UW Learning and Teaching Fund project).

SPHERE (Shared Police and Higher Education Research and Enterprise)

The Centre has continued to manage the institutional SPHERE partnership between UW and West Mercia Constabulary (WMC). During the year three students (one sociology and two psychology) completed SPHERE under-graduate dissertations, one of whom, Elliott Malone has won the SPHERE under-graduate prize to be presented in November 2008 for his project which investigated the views of 16 to 24 year old adolescents in relation to the Police and them ‘doing a good job’. Sandra Haase also completed her doctoral thesis titled ‘Applying Career Competencies in Career Management’ and will be awarded the first SPHERE post-graduate prize at graduation in November 2008. Two further National Firearms Courses were delivered in conjunction with the Firearms Training School. In addition, 9 WMC employees have enrolled in the new WBS MBA/MA HR programs.

The SPHERE core group met 3 times during the year. The research project funded by UW Learning and Teaching Fund UW focusing on the ‘Integration of the SPHERE student projects model to promote employability skills in students and knowledge transfer competencies within UW staff’ was well received, both by the SPHERE group and colleagues at UW generally, through a series of dissemination events. This project will inform the development of future similar partnerships at University level and is being presented at this year’s Society for Research and Higher Education Conference.

2. (a). Research Centre Staff (as at August 2007)

Name	Post	School/Division
Dr Jan Francis-Smythe	Director of Centre	Business School
Dr. Ann Bicknell	Senior Lecturer	Business School
Dr. Catharine Ross	Senior Lecturer	Business School
<i>Dr. Gbola Gbadamosi*</i>	<i>Senior Lecturer</i>	<i>Business School</i>
Dr. Nigel Hardiman	Senior Lecturer	Business School
<i>Dr. Pamella Murray-Hopkin*</i>	<i>Senior Lecturer</i>	<i>Business School</i>
Mr. Matthew Jellis	Senior Lecturer (Head of Psychological Sciences from Aug 08)	Division of Psychology (Psychological Sciences from Aug 08)
Ms Catherine Steele	Lecturer and	Division of Psychology (Psychological Sciences from Aug 08)
	KTI Fellow	CP@W
<i>Associated for specific project</i>		
Dr. Mehreen Mirza	Senior Lecturer	Sociology

** Not actively involved in a Centre project during 07-08*

2. (b) Research Centre Post-graduate students (as at August 2007)

Name	Title of Project	Funding Source
Sandra Haase PT writing-up Viva Jan 08 DOS:JFS	Applying Career Competencies in Career Management	Self
Catherine Steele PT writing up DOS: JFS	Flexible Career Planning for Police Staff; The Role of Career Anchors	UW
Andrew Doyle FT Year 2 DOS: JFS	The conceptualization and evaluation of a leader's Temporal Intelligence.	UW
Helen Watts FT Year 2 DOS: JFS	Membership Retention in the Health and Fitness Industry: A Predictive Model	UW and WellWithin
Laurence Robinson PT Year 4 DOS:CR	The appropriation of ideas, theories, concepts and models by management practitioners.	Self
Sunshine Xiao FT (revisions post viva) DOS:CR	The Training of China's Managers: An analysis and evaluation of using overseas training for management development	UW
Yin Fenghua FT- Year 2 DOS:CR	A barrier or an adapter: role of Chinese value in leading Chinese non-management training convergent or divergent towards	Self

	Western modes	
Holly Andrews PT- Year 1 DOS:MJ	Exploration of the influence of psychopathic traits on career interests, vocational behaviour, career choice and development	UW

3. Review of Research Output and Dissemination

Only those outputs directly related to centre projects are recorded here, CP@W staff and students may have additional research outputs.

- Doyle, A. & Francis-Smythe, J.A. (2008). The Role of Time in Leader-Follower Interactions. Proceedings of Institute of Work Psychology Conference; Performance and Well-being, Sheffield.
- Francis-Smythe, Jan (2008) 'Enhancing academic engagement in knowledge transfer activity in the UK'. Perspectives: Policy and Practice in Higher Education, 12:3, 68-72.
- Francis-Smythe, J.A. Haase, S. Mirza, M. (2008) Exploring Reasons For Unequal Representation Of Complaints Against Police Officers Between WMC Divisions. Report to West Mercia Constabulary.
- Steele, C. & Francis-Smythe, J.A. (2008) Investigating the role of career anchors in job satisfaction and organisational commitment; a PJ fit approach. Proceedings of BPS Annual Conference. April 2008. ISSN:1754-8837.
- Watts, H. & Francis-Smythe, J.A. (2008) "Membership retention in the fitness industry: A qualitative study and the development of a predictive model". Proceedings of the International Conference for Social Science. August 2008. ISSN: awaited.
- Xiao, S. Ross, C. (2008) 'The Training of Chinese Managers: A Critical Analysis of Using Overseas Training for Management Development'. Journal of Chinese Economics and Business Studies. In Press.

4. Conferences attended and presentations

Only those conferences directly related to centre projects are recorded here, CP@W staff and students may have attended/presented at additional conferences.

Papers presented:

- Bicknell, A. & Francis-Smythe, J.A. An Evaluation of the SPHERE model. Learning and Teaching Conference. University of Worcester. June 2008.
- Doyle, A. (2008). Temporal Intelligence in Leadership. Post-Graduate Occupational Psychology (POP) Conference, Stratford-Upon-Avon
- Doyle, A. & Francis-Smythe, J.A. (2008). Temporal Implications on Psychological Well-Being. Health and Social Care Research Focus Conference on 'Health and Well Being', University of Worcester.
- Francis-Smythe, J.A. & Haase, S. Development of Level A and B Psychometric Training Courses. KT Grant Conference University of Worcester. October 2007.

Francis-Smythe, J. Doyle, A. & Bicknell, A. (2007) Time To Lead. An Introduction to Temporal Intelligence. Job Centre Plus Annual Conference. October 2007.

Watts, H. & Francis-Smythe, J.A. (2008) "Organisational Development within the health and fitness sector: Measuring, predicting and improving membership retention rates". Post-Graduate Occupational Psychology (POP) Conference, Stratford-Upon-Avon.

Watts, H. & Francis-Smythe, J.A. (2008) "To go or not to go? Factors affecting fitness club attendance". Health and Social Care Research Focus Conference on 'Health and Well Being', University of Worcester..

Watts, H. (2008) "What determines the usage of coaching and leadership skills in military instructors? An application of the Theory of Planned Behaviour". PsyPAG Annual Conference. July 2008.

Watts, H. & Francis-Smythe, J.A. (2008) "Assessing the role of personality in fitness club membership retention: Future directions for the Membership Retention Questionnaire (MRQ)". PsyPAG Annual Conference. July 2008.

Xiao, S. & Ross, C. (2008) "China's Three Decades of Economic Reform (1978-2008)" 19th CEA Annual Conference. University of Cambridge. April 2008.

Attended as delegates representing CP@W:

Bicknell, A. BPS Division of Occupational Psychology Conference Jan 2008

Bicknell, A. QuinetiQ Knowledge Transfer Network

Bicknell, A. E-learning Innovations Conference. University of Worcester. June 2008.

Bicknell, A. Employability Conference. Aston University. June 2008.

Francis-Smythe, J.A. Worcestershire HR Forum Sept. 2007.

Francis-Smythe, J.A. The Third-Stream Agenda. Association of Business Schools. May 08.

Francis-Smythe, J.A. Leadership Trust Forum. Dec. 07

Francis-Smythe, J.A. BPS DOP Annual Conference. Jan 08.

Watts, H. BPS Annual Conference. April 2008.

Watts, H. BPS DOP Annual Conference. Jan 08.

Exhibiting CP@W

NEC Festival of Innovation – Nov. 2007
 QinetiQ Day – Dec. 2007

5. Consultancy

Consultancy delivered:

L.G.Harris, Bromsgrove :

- Board Members Development Intervention (psychometrics) for 3 members
- Workshop: A taster of Psychology for Business; L.G. Harris, Birmingham Annual Sales & Marketing Conference.
- Selection process for Graduate Management Trainee

AURIL – Association for University Research and Industry Links – design and delivery of 2 day workshop for knowledge transfer professionals

LLN – Lifelong Learning Network – market research

NHS – MBTI psychometric profiling

WBS – market research for new CPD framework with Chamber of Commerce

Aston University – research support for a facilitated group intervention which looks at the impact of Personality on Study Behaviours

Individual career coaching

Job Centre Plus – Temporal Intelligence workshop

Southco – Time Management – A New Approach – workshop

Bosch – advice on competency framework

West Mercia Constabulary - 2 x 6 week full-time National Firearms Instructors Courses

CPD Courses:

Level A psychometric test training course– 3 delegates

Level B psychometric test training course– 6 delegates

Level B psychometric test training course at Hertfordshire University 11 delegates

Unsuccessful consultancy tenders:

Jaguar Landrover Level A- test administration course

West Mercia Constabulary – statistical coaching

TI Auto - Manual Dexterity Testing of employees for redundancy

Malvern High Street survey

6. Funding Applications

Successful:

- *UW Learning and Teaching Fund* – An evaluation of the SPHERE model (Feb 08) (£3288)
- *West Mercia Constabulary* - Exploring Reasons For Unequal Representation Of Complaints Against Police Officers Between WMC Divisions (March 08) (£4245)
- *CONTACT Knowledge Exchange* - Enhancing Regional Engagement through Further Developing Knowledge Transfer Professionals (KTPs) (for Nov 08 – May 09) (£30,000)
- *LG Harris* – Match-funded PhD studentship related to improving decorating tool design through the application of ergonomics (Sept 08 – Aug 2011) (£12K / year)

7. Other research related activities

Research collaborations

Only those collaborations directly related to centre projects are recorded here, CP@W staff and students may have other research collaborations.

Prof. Ivan Robertson, Emeritus Professor of Work and Organisational Psychology at The University of Manchester, Prof. Roger Gill, Visiting Professor University of Strathclyde Graduate School of Business, Professor Sharon Turnbull Director of the Research Centre for Applied Leadership, Professor John Arnold, Professor of Organisational Behaviour, University of Loughborough, Dr Jennifer Kidd, Reader in Organizational Psychology, Birkbeck and Dr Sian Williams, University of Brighton, The Working Manager, (Jan Francis-Smythe). Amanda Ingleby – Outreach and Widening Participation, Aston University (Ann Bicknell). The Centre was involved in the UW/Coventry research collaboration event in March 2008 where two areas of mutual interest were found.

Peer review and Research Support

Centre staff have been actively involved in peer review through the refereeing of 3 papers in Applied Psychology: An International Review, Journal of Occupational and Organisational Psychology, Ergonomics, and 7 book chapters for Oxford University Press.

The Centre has supported 3 members to attend conferences where they have presented papers (2 national, one international) and two members of staff on research-consultancy related training courses (structural equation modeling course at Lancaster University - Jan Francis-Smythe and Saville Wave training – Ann Bicknell).

Two members have organised symposia or been Track Chair for conferences (Helen Watts - PsyPAG conference-Psychology and the emergency services; Gbola Gbadamosi – International Academy of African Business and Development, International Management Development Association).

8. Income and expenditure

This information may be available on request.

9. Future Activities

08-09 looks to be another promising year for the Centre. Contracted work includes a follow-on large regional project with the CONTACT Knowledge Exchange and some small consultancy projects with local organizations. The Level A test training will be launched as a distance-learning package during this year. A £100K proposal to the Leverhulme Trust is currently being prepared in collaboration with the Leadership Trust on women in senior leadership positions, an exciting project on women as business angels is being developed with AWM and Beer and Partners and a KT Innovation Grant application is being prepared for funds to pursue the commercialization of the Career Competencies Indicator (a psychometric developed as part of a PhD project). The Centre is actively pursuing KTPs as a process for the delivery of 2 of the projects currently under development.

A full-time temporary research assistant has been appointed until July 31st 09 to help deliver the already contracted work for this period, to manage the psychometric testing service and to help secure new future work. The continuity of this post will be essential for the sustainability of the Centre. The Centre welcomes the opportunity to be included in the annual planning process of the University from 09-10 seeing this as an opportunity to ensure strategic alignment of the Centre with the Business School, the Psychological Sciences Unit and the University as a whole and to plan appropriately for the future of the Centre.

*Dr. Jan Francis-Smythe, Director
November 2008*