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 Qinetic 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)

<table>
<thead>
<tr>
<th>Name</th>
<th>Post</th>
<th>School/Division</th>
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<tbody>
<tr>
<td>Dr Jan Francis-Smythe</td>
<td>Director of Centre</td>
<td>Business School</td>
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<tr>
<td>Dr. Ann Bicknell</td>
<td>Senior Lecturer</td>
<td>Business School</td>
</tr>
<tr>
<td>Dr. Catharine Ross</td>
<td>Senior Lecturer</td>
<td>Business School</td>
</tr>
<tr>
<td><strong>Dr. Gbola Gbadamosi</strong></td>
<td>Senior Lecturer</td>
<td>Business School</td>
</tr>
<tr>
<td>Dr. Nigel Hardiman</td>
<td>Senior Lecturer</td>
<td>Business School</td>
</tr>
<tr>
<td><strong>Dr. Pamella Murray-Hopkin</strong></td>
<td>Senior Lecturer</td>
<td>Business School</td>
</tr>
<tr>
<td>Mr. Matthew Jellis</td>
<td>Senior Lecturer (Head of Psychological Sciences from Aug 08)</td>
<td>Division of Psychology (Psychological Sciences from Aug 08)</td>
</tr>
<tr>
<td>Ms Catherine Steele</td>
<td>Lecturer and KTI Fellow</td>
<td>Division of Psychology (Psychological Sciences from Aug 08)</td>
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*Not actively involved in a Centre project during 07-08

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

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<thead>
<tr>
<th>Name</th>
<th>Title of Project</th>
<th>Funding Source</th>
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<tbody>
<tr>
<td>Sandra Haase</td>
<td>Applying Career Competencies in Career Management</td>
<td>Self</td>
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<tr>
<td>Catherine Steele</td>
<td>Flexible Career Planning for Police Staff; The Role of Career Anchors</td>
<td>UW</td>
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<td>Andrew Doyle</td>
<td>The conceptualization and evaluation of a leader’s Temporal Intelligence.</td>
<td>UW</td>
</tr>
<tr>
<td>Helen Watts</td>
<td>Membership Retention in the Health and Fitness Industry: A Predictive Model</td>
<td>UW and WellWithin</td>
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<tr>
<td>Laurence Robinson</td>
<td>The appropriation of ideas, theories, concepts and models by management practitioners.</td>
<td>Self</td>
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<tr>
<td>Sunshine Xiao</td>
<td>The Training of China's Managers: An analysis and evaluation of using overseas training for management development</td>
<td>UW</td>
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<tr>
<td>Yin Fenghua</td>
<td>A barrier or an adapter: role of Chinese value in leading Chinese non-management training convergent or divergent towards</td>
<td>Self</td>
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<tr>
<td>Western modes</td>
<td>Exploration of the influence of psychopathic traits on career interests, vocational behaviour, career choice and development</td>
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<tr>
<td>Holly Andrews</td>
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<td>PT- Year 1</td>
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<td>DOS: MJ</td>
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<td>UW</td>
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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.*


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:**


Attended as delegates representing CP@W:
Bicknell, A. BPS Division of Occupational Psychology Conference Jan 2008
Bicknell, A. QuinetiQ Knowledge Transfer Network
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 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