

## **PSI Discussion Paper**

### **The Progress of HRM in the Public Sector – 1998 to 2011**

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#### **Abstract**

There is a common ‘political’ and popular assumption that the public sector lacks modern methods of management that are found in the private (market) sector. Nationally representative surveys of employers’ workplace practices from 1998, 2004 and 2011 do not support this view. Public sector establishments have higher implementation rates of performance-orientated practices in regard to employee participation, team-working, training/development, and recruitment, and lag only in the use of incentive payment practices. The public sector is also in advance of the private sector in the implementation of family-friendly practices and equal opportunities.

#### **1 Introduction**

Since the 1990s (if not before) the British public sector has experienced massive changes and pressures. The contraction of the Major years was followed by the expansionism of the Brown years, and this in turn gave way to further and more severe contraction in the Austerity years. Meanwhile there have been repeated reorganizations and policy reversals in both education and health, the two largest elements of the public sector, and at the time of writing this paper there is every indication of further changes to come.

In the background there has been a persistent political assumption, sometimes tacit and sometimes explicit, that the public sector is inefficient and that it must be reformed – especially by making it more like the private (i.e. market) sector. To make this happen government has fostered competition, introduced (partial) privatization, attempted to shift compensation toward a ‘pay for performance’ basis, and created analogs of the takeovers and mergers that are such a feature of market sector firms’ behaviour.

My perspective is somewhat different. I see the public sector as offering a distinctive and generally beneficial environment for the development of human capabilities, one from which the market sector can sometimes learn (see, e.g., Selznick 1957; Etzioni 1975; Gallie et al. 1998) – as well as vice versa. It is worthwhile to monitor how that environment is changing and what the implications may be for national human resources.

This paper is concerned with the development of human resource management (HRM) practices in the public sector over the past 15 years or so. Two fairly distinct aspects of HRM are addressed. First, there is the development of ‘high performance work systems’ (HPWS) as conceptualized by Appelbaum et al. (2000). The HPWS concept represents the market sector’s aim of creating a highly motivated workforce to boost performance. The second and contrasting aspect of HRM is ‘employee welfare’ – not in the traditional form of ‘fringe benefits’ but in the recently developed policy area of diversity management: in particular, ‘family-friendly working’ and ‘equal opportunities’.

According to the prevalent view that is critical or dismissive toward the public sector, one would suppose that HPWS would come relatively late there. The argument would be that the market sector has developed these practices to foster innovation, productivity and, ultimately, profitability, while public sector employers either have none of these objectives or have them only in a weak form. So they might limp somewhat reluctantly toward HPWS. My assumption is on the contrary that the public sector, at least in main branches notably health and education, has long had an ethic of service that is highly motivating (Selznick 1957), and that many of the features of HPWS, such as participation, team-working, and continuous employee development, were taken forward in the professionalized public services before the market sector awoke to their potential. Which view is closer to the truth is hard to establish, because research into the effects of HPWS has been almost exclusively focused on the market sector, with scarcely a mention of the public sector. This void in existing knowledge is one of the reasons for starting the research described here.

Few at any rate would contest that the public sector has traditionally been the leader in the employee welfare side of personnel management; indeed substantial historical studies have demonstrated the important role it has played in this respect, albeit along with some major private sector companies (see Russell 1991). The focus in this research paper however is on two aspects that are relatively new, where the main job of raising practitioner awareness has been done by the market sector. Thus the idea of family-friendly working, that evolved into work-life balance programmes, was promoted by the finance sector in the early 1990s or even before. The importance of having a diverse work-force that meshed with the diversity of the customer or client base was also argued on the grounds of a “business case” (Kandola and Fullerton 1998). But even here the ‘caring employer’ orientation of the public sector seems likely to make it a leader in terms of practical application if not in terms of rhetoric.

The research reported here is descriptive and comparative. Nationally representative data from the Workplace Employment Relations Survey series (1998, 2004 and 2011) is used to track the extent of HRM practice in the public sector and examine how that compares with development in the market sector. This shows where the public sector leads and where it lags, and so provides some indication of where HRM in the public sector is heading.

At this stage of the research I do not attempt to analyse the effects of HRM development on public sector performance or on its employees. But to understand why the public sector adopts HRM practices one clearly must go on to investigate what advantages or benefits those practices confer. Constructing useful and informative measures of HRM practice is a first step toward this eventual task.

## **2 Conceptualizing HRM and constructing measures of practice**

In answer to a question ‘What is HRM?’, a truthful answer is that it is all incredibly ill-defined and broad. That leaves one free to select those aspects of HRM that look particularly interesting. HPWS (also sometimes called ‘high-commitment’ or ‘high-involvement’ HRM) is here selected because this is where most research has taken place over the past two decades, and where the existing evidence strongly suggests a positive impact on organizational success. I also select equal opportunities and family-friendly (or work-life balance) practice domains because they are

relatively new and important for current ideas about fair treatment. I refer to these domains jointly as ‘diversity practices’ or diversity management, since they both arise from the needs of an increasingly diverse workforce.

*Concept: High performance work systems (HPWS)*

From the 1970s onward employers and business schools in the USA were concerned by the loss of US competitiveness, especially relative to Japan. An idea that gradually gained ground was that increased competitiveness, innovation and productivity have to come from the bottom up, through individual employees becoming more committed to the firm and more willing to contribute creativity and outstanding effort rather than just doing their basic job. During the 1990s numerous attempts were made by both US and British researchers to specify the sets of human resource practices that would deliver on this idea. The fruit of these efforts was to provide substantial evidence that certain kinds of practice were associated with higher workplace performance, although the existence of a causal link remains highly contested. Possibly the most influential work along these lines was the manufacturing industry study of Appelbaum et al. (2000); this also provided the first strong evidence that the same HRM practices were associated with both higher firm performance and higher levels of employee commitment and job satisfaction. One way of interpreting these results is that the practices concerned in HPWS tend to generate intrinsic job motivation, and it is this motivation that helps employers to improve performance.<sup>1</sup> (For more detailed discussion, see White and Bryson 2013.)

What then are the practices concerned in HPWS? Participative practices and team organization/teamworking appear the main methods through which intrinsic motivation/values/rewards have been fostered. By ‘participation’ we mean activities through which employees make contributions that directly relate to work tasks and work organization. This often takes the form of meetings between management and staff or of ‘briefing groups’, now used in the majority of British workplaces. Another widely used method of obtaining employee participation in work-related changes is the use of ‘quality circles’ or problem-solving groups. Group- or team-working organization is highlighted in most studies on the HRM-

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<sup>1</sup> Note that employer-led motivation will not necessarily hold in the public sector, where many employees are motivated by vocational, professional and service values that may be impervious to what the employer does.

performance relationship. It is common for teams to be permitted more responsibility and more discretion than has in the past been given to employees below supervisory level. Individuals within teams can also learn to carry out tasks and roles interchangeably with their colleagues. Team-working combined with these learning opportunities is the main practical route through which earlier ideas of 'job enrichment' have been taken forward via HPWS. Writers on HRM have pointed to a variety of personal values that can be fulfilled through work practices. The simplest is perhaps in Appelbaum et al. (2000:46), who stated that 'Jobs that are challenging and make use of workers' skills are intrinsically rewarding'.

In addition to these domains of practice that directly foster intrinsic motivation, there are several aspects of HRM that have formed part of traditional personnel management but can be given an altered and enhanced role in conjunction with participative and team practices. These domains are financial incentives, training/development, and recruitment/selection (selection and development can be rolled up together as skills formation). In our view all these domains of HRM practice are complementary and overlapping so that one should regard participation, teams, skills formation and incentives as a single system. The advantage – in terms of employee motivation – of having a coherent and intensive system of HRM practice has been expounded by Bowen and Ostroff (2004). They claimed that when many different aspects of practice were combined it sent signals to employees that the employer was serious about the importance of the employees' contribution, and this in itself is motivating.

*Concept: Diversity practices*

Within living memory the British workforce was composed primarily of white males who identified strongly with their occupations, while women took paid work chiefly before marriage and had low aspirations; further, ethnic minority groups entered the UK labour force only from the 1950s onward. That world is hard to imagine now. Employers must adapt their practices to reflect a world where most working age women are in paid employment and have similar aspirations to men, where partners have to manage work and family together, and where there is an increasing proportion of workers who are diverse in terms of age, ethnicity, religious belief, and work capacity. 'Diversity management' has come to be recognized as an important component of employer practice, helping to ensure fair and helpful treatment across diverse

groups, and thereby sustaining a diverse workforce that matches the diverse community of consumers and clients that a business or a public service faces.

*Family-friendly practices* (also sometimes termed *flexibility practices* – but flexibility can be for the employer’s sake rather than the employee’s) are meant to help employees reconcile the calls of work, family and other responsibilities. Practices that come under this heading include variations in contractual working time and time schedules, maternity and paternity leave provisions, assistance with childcare, and varied places of work – including working from home.

*Equal opportunities practices* constitute a systematic attempt to incorporate diverse groups in an employer’s workforce on a basis of fair treatment. Included under this rubric come the design and monitoring of recruitment procedures, access to training and promotion, and the active encouragement of groups who face some labour market disadvantage.

#### *Constructing measures of HRM practice*

Researchers on HRM have developed a simple but effective way of measuring ‘how much’ HRM has been implemented by a firm. After deciding which practices are relevant, they give one point for each one that is present at the workplace and add up the points into a single summative measure or ‘index’(see Becker and Huselid 1998:63).<sup>2</sup> This is the approach that has been followed in the research described here. As well as constructing the overall index, it is also useful to define HRM ‘domains’, such as participation or incentives, and sum the items for each domain. That makes it easier to see what has been covered in the HRM (or HPWS) index, and to provide richer descriptive information about practices. Here the overall HPWS index is built up from the five domains of participation, teams, development, recruitment/selection, and pay incentives. We also have separate domain measures for our two aspects of diversity management: equal opportunities practices and family-friendly practices.

An important issue for measurement of HRM practice is whether to include personal judgements about what happens at a workplace (e.g., ‘At this workplace we place a lot of emphasis on team-

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<sup>2</sup> In some research, each practice is rated first (e.g. in terms of how extensively the practice is used) and the ratings are then added up.

working'), or whether to stick to descriptive details of what happens there (e.g., 'each team has a specific area of responsibility', 'training is provided for working in a team'). The present HPWS and diversity management measures are based exclusively on descriptive details that are provided by knowledgeable management respondents. For further discussion and details of the approach adopted, see White and Bryson (2013). Annexe 1 lists the practices that were selected for the analysis of year 2011.

Information comes from the series of national studies known as the Workplace Employment Relations Surveys (WERS). These are regarded as giving the most comprehensive and authoritative picture of management practice regarding employees and employment that is available in Britain. The present paper is based on data from surveys at three times (WERS 1998, 2004, 2011).<sup>3</sup> This results in some difficulties, since both the surveys and the real world were changing a great deal over these years. Rather than trying to define a common set of practices for comparison across all three years – which would shrink the range of practices considered – the approach followed here is to use whatever information is most relevant in each year while maintaining a considerable degree of overlap across years. In each year the key comparison is between the public sector and the market sector.

### **3 Descriptive Analysis and Results**

In this section each year is analysed in a simple way and described separately, before section 4 develops a more technically refined approach.

#### *Public sector HRM in 1998*

The 1998 survey was the first in the series to include detailed questioning of managers about HRM practices and the items were to some extent experimental because previous surveys did not provide much guidance. In analysis of the 1998 survey, only those items are used that were repeated in at least a similar form in the 2004 survey. These items have stood the 'test of time' and can be regarded as more reliable.

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<sup>3</sup> For background to 1998 see Cully et al. 1999; 2004, Kersley et al. 2006; 2011, van Wanrooy et al. 2013.

Table 1 shows the mean numbers of HPWS and diversity practices for the public and market sectors in 1998. The first point to note is that because of the relatively undeveloped questioning in 1998, we do not offer information on recruitment practice (too unreliable) and on family friendly practice (not sufficiently covered in survey). Note also that the analysis is confined to workplaces with at least 10 employees, as this was the lower size cut-off for the 1998 sample. The analysis is weighted to make it representative of all British workplaces with at least 10 employees at the time of sampling. The 1998 response rate is 80 per cent, an exceptionally high level.

**Table 1. Mean numbers of practices implemented by sector, 1998**

	KR20 <sup>@</sup>	number of items analyzed	public sector average practices	market sector average practices
participation	0.58	8	1.8	1.1
team organization	0.59	3	6.4	4.7
training and development	0.66	10	4.2	3.0
recruitment	0.47	6	---	---
incentives	0.61	5	0.4	0.8
total HPWS index (excludes recruitment)	n.a.	26	12.8	9.6
family friendly	insufficient information		---	---
equal opportunities	0.64	6	2.6	1.0
sample size			677	1514

Note: weighted estimates for workplaces with at least 10 employees.

@ KR20 is a measure of statistical reliability for dichotomous-item scales, similar to Cronbach alpha.

--- lack of reliable items on recruitment practice and family friendly practice.

The striking point about Table 1 is that the public sector reports more HPWS practices per workplace (one third more, indeed) than does the market sector – very much the opposite result to the standard view of public sector ‘backwardness’. Even as early as 1998 – at the close of a gruelling period of public sector cuts – the public sector leads the market sector in the HPWS domains of participation, training, and teamworking. And although it is well behind in use of incentive pay, this is not surprising as the public sector has traditionally emphasized salaried



status and occupational pensions rather than performance incentives, and some incentives, notably profit-sharing, are not available. The public sector in 1998 was also far ahead of the market sector in introducing formal equal opportunities policies.

#### *Public sector HRM in 2004*

In the 2004 WERS the questioning about HRM practices has been much developed and generally attains a fair degree of reliability when summed into domain scores, though recruitment remains a relatively weak area. The response rate was 64 per cent. White and Bryson (2013) developed a 43-item HRM index, based on the Appelbaum et al. (2000) HPWS model, and showed that at workplaces implementing these practices intensively there were enhanced levels of organizational commitment and intrinsic job satisfaction for employees. The same authors also showed that some shorter subsets of the HRM index produced very similar results. This suggests that one can be quite relaxed about the selection of items to measure the HRM/HPWS concept provided that one covers all the relevant HRM domains.

Table 2 gives the sectoral comparisons for 2004, using the full 43-item set from White and Bryson (2013) and also the separate measures for diversity management. The 2004 survey includes workplaces with down to five employees, whereas the lower cut-off was 10 in 1998; the analysis here is limited to workplaces with matched employee data alongside the management survey data.

Here again public sector employers on average are well ahead of market sector employers in adopting HPWS-type working practices. It is only on incentive pay practices that the market sector implements more intensively. The public sector is also emphatically ahead in adopting diversity practices. The market sector appears very slow to adopt family-friendly or equal opportunities practices, despite the high profile these areas have in public debate.

**Table 2. Mean numbers of practices implemented by sector, 2004**

	kr20 <sup>@</sup>	number of items analyzed	public sector average practices	market sector average practices
participation	0.78	11	5.4	3.8
team organization	0.67	7	3.4	2.2
training and development	0.68	10	5.6	4.1
recruitment	0.52	7	5.0	4.1
incentives	0.68	8	0.5	1.4
total HPWS index	n.a.	43	20.9	15.6
family friendly	0.66	10	2.4	0.7
equal opportunities	0.84	13	3.5	1.1
sample size			593	1140

Note: weighted estimates for workplaces with at least five employees, excluding those without matched employee data.

@ KR20 is a measure of statistical reliability for dichotomous-item scales, similar to Cronbach alpha.

### *Public sector HRM in 2011*

With WERS 2011 we enter a post-recession, austerity-driven world where one might well expect HRM development to be suffering. It would have been particularly helpful to have direct comparisons between 2004 and 2011 but changes to the survey questionnaire in 2011 make this infeasible. However the coverage of HRM practices remains extensive and a reasonably reliable picture can be had. The survey still covers workplaces down to a size of five employees, and we have again restricted the analysis to those workplaces that have matching employee data alongside the workplace information from managers. Response rate has now fallen to 46 per cent, perhaps reflecting the economic pressures on management following the 2008 recession, but representativeness of the survey is maintained by weighting the data.

Table 3 shows the HRM position in 2011 by sector. As before, the public sector leads the market sector in implementing both HPWS and diversity management. By 2011 the gap between sectors is apparently somewhat smaller than it was in 2004, but this could be misleading because of changes in sectoral composition (see section 4). Diversity management has come on

somewhat in the market sector, though it still remains at rather a low level compared to the public sector.

**Table 3. Mean numbers of practices by sector, 2011**

	kr20 <sup>@</sup>	number of items analyzed	public sector average practices	market sector average practices
participation	0.69	11	7.2	5.2
team organization	0.57	7	3.2	2.2
training and development	0.60	8	4.9	3.6
recruitment	0.62	8	4.7	3.9
incentives	0.81	10	1.2	3.1
total HPWS index	n.a.	44	21.2	18.0
family friendly	0.76	10	3.9	2.1
equal opportunities	0.82	11	3.4	1.3
sample size			880	1292

Note: weighted estimates for workplaces with at least five employees, excluding those without matched employee data.

@ KR20 is a measure of statistical reliability for dichotomous-item scales, similar to Cronbach alpha.

#### **4 Sector, size, organization in relation to HPWS**

The previous section presented ‘raw’ descriptive comparisons between the sectors, without taking account of compositional differences between the sectors that might affect those comparisons. The public sector differs from the market sector in having a much higher proportion of professional-level and highly-qualified employees, and in having more large workplaces that are part of large multi-site organizations. These differences could influence the application of HRM – for instance highly qualified employees may be easier to train, and large workplaces have more resources to put into HRM; what seem to be sectoral differences might be better regarded as differences coming from the make-up of the workforce or the size of organization. Another potential complication is that the public sector is highly unionized whereas union recognition in the market sector is patchy.

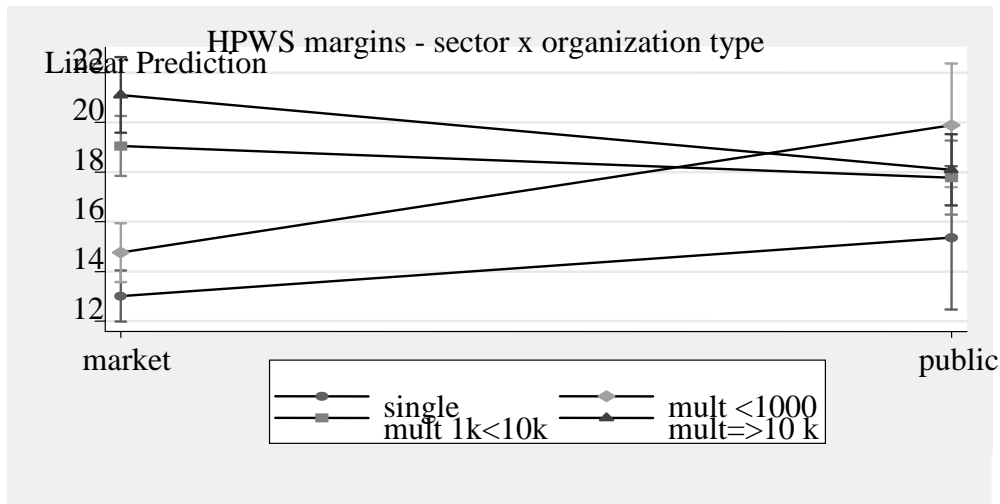
To allow for all this, regression analyses were performed for years 2004 and 2011 (1998 was skipped as the HRM information was relatively sketchy for that year). In each year the dependent variable was the total score, or index, across the five ‘HPWS’ domains of participation, teamworking, training/development, recruitment, and incentives. The control variables were the percentage in managerial/professional occupations at the workplace, the percentage in ‘intermediate’ (supervisory, technician, craft) occupations, the total number of employees at the workplace,<sup>4</sup> a union recognition dummy, and the size of the parent organization, which was entered in interaction with sector. The need for the interaction arose from the fact that the association of sector with HPWS varies strongly with organizational size. The easiest way of showing this is by charts. Chart 1 is from the 2004 analysis and Chart 2 from 2011.

These charts show the computed numbers of HPWS practices for each sector and organization combination, after allowing for the other variables that are included in the analysis. The market sector is on the left of the chart and the public sector on the right. Reading left to right, an upward sloping line shows that the public sector has a higher level of HPWS than the market sector, for that particular kind of organization. A downward sloping line shows the reverse, i.e. that the market sector has higher HPWS in that kind of organization. In 2004, the public sector was ahead of the market sector in smaller or less complex organizations – those that had only a single site, and those that had multiple sites but a total organizational workforce of less than 1000. The market sector however led in HPWS in the larger or more complex organizations – those with multiple sites and between 1000-9999 employees in all, and those where the total strength was 10,000 employees or above. In 2011, the picture is broadly similar except that by then the public sector workplaces that were part of an organization with 1000 to 9999 employees were also (slightly) ahead of the corresponding market sector workplaces of that size.

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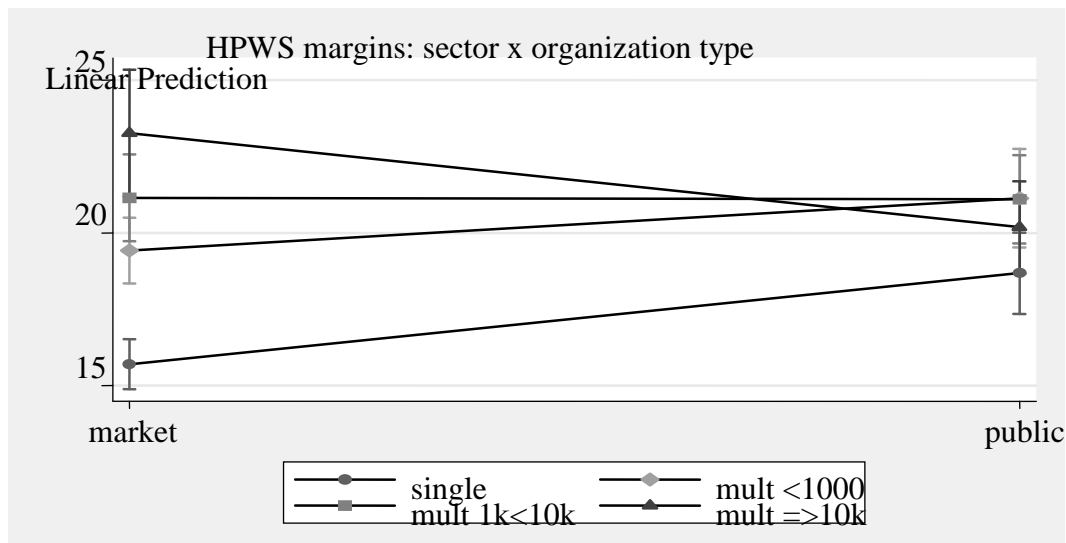
<sup>4</sup> More precisely, the natural logarithm of this number.

**Chart 1 How HPWS varies by sector and size/type of organization, 2004k**



Note: the left vertical axis shows the predicted average number of HPWS practices in the market sector, for 4 different organization sizes or types. The right axis shows the same for the public sector.

**Chart 2 How HPWS varies by sector and size/type of organization, 2011**



For explanation, see note to Chart 1.

Another way of reading the charts is by focusing on each vertical axis separately, rather than on the slope of the lines. It is then easy to see that the market sector's adoption of HPWS is rather spread out with workplaces in the biggest organizations far above the smaller ones. As there are many small workplaces in the market sector, this tends to drag down the sector's average. The public sector workplaces, contrastingly, are rather tightly bunched, with not much of a gap between the bigger and smaller organizations. If the public sector is overall ahead of the market sector, it is not because of the sheer size of the public sector organizations but because HPWS practices have become more uniformly diffused throughout the sector.

Is the public sector really ahead of the market sector, in a statistical sense? The same analysis that produced the charts makes it possible to calculate the mean partial (also called marginal) effect of sector after netting out the compositional differences. In 2004, the partial difference between sectors was 1.14 HPWS practices (t-statistic 1.50) which was not really significant since such a difference could arise by chance once in seven times. By 2011 however the net difference had increased to 1.4 HPWS practices, a result that, with a t-statistic of 2.32, could arise by chance just 1 in 50 times. Looking back to Tables 2 and 3, it is obvious that these differences would increase a great deal if one included equal opportunities practices and family-friendly practices, where the public sector is far ahead.

## **5 Conclusion**

The aim of this discussion paper has been to test the widely held assumption that in Britain the public sector lags the market sector in terms of modern management practices (as defined in the market sector). Testing has been approached through the field of human resource management, focusing particularly on 'high performance work systems' (HPWS) and 'diversity management' practices, both of which have been strongly emphasized in the recent management literature as important elements of effective practice.

Over the period 1998-2011, nationally representative employer data, drawn from managers responsible for HRM practice, show the public sector consistently ahead of the market sector both in HPWS implementation and in diversity management (equal opportunities and family-friendly practices). Further analysis has shown that implementation of HPWS practices has

taken place almost as much in smaller public sector organizations as in larger, whereas in the market sector HPWS implementation depends much more on organization size. It seems to be this even diffusion of HPWS practices that has given the public sector its edge.

Of the areas reviewed here, the only one in which the public sector lags is the use of incentive reward practices. The public sector's approach has traditionally been to reward employees through salary increments, up-grading that takes account of advances in qualification, and pensions. Change toward a more performance-based approach will be difficult for the public sector, though it is being strongly advocated by government at the present time. This is a space to be watched.

So far this research has not addressed the effects of HPWS and diversity management practices on either public sector performance or employee wellbeing. While some research on public sector HRM outcomes is available (e.g. Gould-Williams 2004) a nationally comprehensive study has yet to be attempted. The Workplace Employment Relations Series provides the data resources through which such an aim can in future be pursued.

### **Acknowledgements**

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## **Annexe 1 – HPWS and Diversity Management practices, 2011**

Note: the items below represent the sense, not the precise wording, of questions.

### *Participation:*

- Regular meetings between management and staff
- The frequency of management meetings is in the upper half of the distribution across the sample
- The proportion of meeting time given to staff comments/questions is in the upper half of the distribution for the occupational group
- Briefing meetings between line manager and section members
- The frequency of briefings is in the upper half of the distribution across the sample
- The proportion of briefing time given to staff comments/questions is in the upper half of the distribution for the occupational group
- Staff attitude surveys
- A staff consultative committee exists
- Information about investment is given by management at staff meetings
- Financial information is given by management at staff meetings
- Staffing information is given by management at staff meetings

### *Team-working*

- Problem-solving ('quality circle') groups
- Training on working in teams
- Team members rely on each other to get tasks done('inter-dependence')
- Team members decide how the work is to be done
- Each team has a specific area of responsibility
- The proportion of the largest occupational group at the workplace that works in teams is in the upper half of the distribution for that occupation

### *Training and development*

- 'Investor in People' status awarded
- New employees get induction training
- Managers have performance appraisal
- All non-managers have performance appraisal
- Employee development forms part of the workplace strategy
- The proportion of the largest occupational group at the workplace that

gets workplace training is in the upper half of the distribution for that occupation

- The proportion of the largest occupational group at the workplace that gets off-job training is in the upper half of the distribution for that occupation
- The proportion of the largest occupational group at the workplace that gets training to cover other jobs is in the upper half of the distribution for that occupation
- Job vacancies are filled internally if possible
- The range of different types of training given is in the upper half of the survey distribution.

#### *Recruitment/Selection*

- References are considered in selection
- Skills are considered in selection
- Qualifications are considered in selection
- Experience is considered in selection
- Motivation is considered in selection
- Personality tests are used for managerial jobs
- Personality tests are used for non-managerial jobs
- Skill tests are used for managerial jobs
- Skill tests are used for non-managerial jobs

#### *Incentives*

- Profit-related incentive for non-managers
- Managers have payment by results or merit pay
- Non-managers have payment by results or merit pay
- Some type of merit pay is applied
- Incentive pay on basis of individual performance
- Incentive pay on basis of workplace performance
- Incentive pay on basis of organizational performance
- Pay rises while doing same job based partly on skill increase
- Pay rises while doing same job based partly on tasks carried out
- Pay rises while doing same job based partly on performance

#### *Family-friendly practices*

- Working from home permitted
- Job sharing available

- Flexible hours system used
- Term-time contracts available
- Workplace crèche
- Financial assistance for childcare
- Financial assistance for elder-care
- Additional non-statutory paternity pay
- Shorter hours option available for everyone
- Reduced hours option available

*Equal opportunities*

- Specific effort to recruit women returners
- Specific effort to recruit ethnic minority members
- Specific effort to recruit older workers
- Specific effort to recruit workers with disabilities
- Specific effort to recruit unemployed workers
- Give training in equal opportunities practice
- Monitor recruitment from equal opportunity viewpoint
- Monitor promotions from equal opportunity viewpoint
- Monitor pay from equal opportunity viewpoint
- Review recruitment from equal opportunity viewpoint
- Review promotion from equal opportunity viewpoint
- Have a stated formal equal opportunity policy

