



Affinity Health at Work Research Consortium

Information for Prospective Members

This document provides background information, using an FAQ format, for organisations and individuals considering joining the Affinity Health at Work Research Consortium. Membership is currently open for the 2012/13 Consortium. We look forward to welcoming you as a member of our Research Consortium.

Who or what is Affinity Health at Work?

Affinity Health at Work is a workplace wellbeing consultancy and research group led by Chartered Occupational Psychologists, Emma Donaldson-Feilder and Rachel Lewis. Through our consultancy and research, we aim to improve organisational performance by enhancing workplace wellbeing and employee engagement.

Everything we do is driven by research and sound evidence. We are all actively involved in both research and practice, to ensure that we are at the cutting edge in our field. This way, our research is designed to be directly applied in the workplace and our consultancy clients receive services that are informed and underpinned by approaches, methodologies and content that are both up-to-date and proven to work.

Emma Donaldson-Feilder: Emma is a Director of Affinity Health at Work. She combines research and practitioner roles with writing and presenting on workplace health, wellbeing and engagement. The focus of her research is to provide evidence-based outputs that support practical application in the workplace. She has recently completed a consultancy project reviewing and helping plan the health and wellbeing strategy for a large energy company. She also runs Affinity Coaching and Supervision, providing executive coaching, coaching for transition and supervision for coaches and other professionals.

Rachel Lewis: Rachel is a lecturer in Occupational Psychology at Kingston Business School as well as being Director of Affinity Health at Work. She combines her academic career with regular conference speaking, consultancy and training, focusing on the links between leadership, management and employee wellbeing. She has just completed editing a new Wiley-Blackwell Handbook of Leadership to be published in November 2012.

What is the Affinity Health at Work Research Consortium?

The Affinity Health at Work Research Consortium is a collaboration between researchers and members (employer organisations, national institutions and interested individuals) who support the research. Members contribute to the research effort financially and by taking part in research projects. In return, we provide members with a range of important benefits such as early access to research outputs and master-class training events.

Since 2006, we have carried out important research into topics such as stress management competencies (what managers need to do to prevent and reduce stress at work), employee engagement, resilience and managing conflict. Our research has been supported by institutional sponsors, which include the UK's key stakeholders in workplace wellbeing, such as:



- The UK Health and Safety Executive (HSE)
- Chartered Institute of Personnel and Development (CIPD)
- Institution of Occupational Safety and Health (IOSH)
- Acas (Advisory, Conciliation and Arbitration Service)
- Business in the Community (BITC)
- Investors in People
- Macmillan Cancer Support

Employer organisations have been able to join our consortium since 2008 and individual membership has been available since 2011. The number of organisations and individuals who can join is limited, in order to maintain the quality of research and the benefits of organisational membership. Organisational members have included: a big four accountancy firm, large energy companies, NHS Trusts, transport and utilities organisations, Government departments and Research Councils, banks and financial institutions, a University, Probation Services.

Who can join?

Membership is open to all organisations and individuals. The only criteria are to be interested in workplace wellbeing and employee engagement and to respect the research-based nature of the consortium.

What types of membership are available?

The most popular grades of membership are:

- Individual Membership (costs £1,000 + VAT for the year, **reduced to** £800 + VAT for memberships starting after October 2012)
- Organisational Membership (costs £2,500 + VAT for the year, **reduced to** £2,000 + VAT for memberships starting after October 2012)

Institutional Membership and Enhanced Institutional Sponsorship are also available (costing £5,000 + VAT and £10,000 + VAT respectively).

For those who would like to try out consortium membership before committing to a full year, day memberships are also available at £250 + VAT. This fee is redeemable against the cost of membership if you then choose to join as an individual or organisational member.

Why join – what are the benefits of membership?

Organisations and individuals join our Research Consortium for a variety of reasons, but one thing they all have in common is an active and enduring interest in the health and wellbeing of their workforce. Naturally, membership provides access to the latest workplace wellbeing research, but it also provides access to a range of important, supplementary membership benefits, such as:



Master-class training and networking opportunities: We organise 4 carefully constructed training and networking master-class events a year that are exclusively for the research consortium. Members are consulted about their workplace wellbeing priorities and influence the content of events. This maximises the benefit to members. The quarterly events:

- Provide updates and presentations on cutting-edge research and practice
- Enable discussions on how to apply new research innovations in your organisation
- Allow sharing of ideas with fellow professionals from a range of organisations
- Provide opportunities to enhance your network of contacts with like-minded professionals who are working in similar fields
- Review new developments in national policy, guidance and legislation (e.g. new Directives and Government initiatives)

Research participation opportunities: During the year, we propose to conduct a number of research projects in relevant areas and particularly the project on multi-disciplinary working for health and wellbeing interventions mentioned below. Consortium members have the opportunity to participate in the projects they are most interested in and to involve people from within their organisation if appropriate.

Early access to research outputs: Consortium members are the first to hear about the findings from our research projects and receive access to practical outputs, toolkits, guidance leaflets etc. We can provide support and talk through how best members can implement the guidance within their own organisation.

Email Newsletter: We send out a quarterly newsletter and consortium members will automatically be added to the mailing list. Not only does this provide the latest news on Affinity Health at Work research, it also gives bite-sized information on newly published research on workplace wellbeing and employee engagement.

Online resources: Members gain access to currently available online resources such as online learning and guidance leaflets. There is also an Affinity Health at Work Research Consortium LinkedIn Group. If there is demand from consortium members, we can also develop new online resources such as webinars/webcasts for 2012/13.

Hosting MSc research projects: (For Organisational Members only) Because of our links with academic institutions, particularly Kingston Business School, we can set up collaboration between organisational consortium members and post-graduate students. These students can conduct small organisational research projects on topics of interest to the organisation that the student can write up for their MSc research dissertation.

Branding and publicity opportunities: (for Institutional Members only) Your organisation's logo or branding can be included on research outputs such as guidance leaflets. You will also have the option to use these outputs on your own website and to publicise your involvement in the research through events, press releases etc.

Bespoke toolkits or training products: (for Enhanced Institutional Sponsors only) We can develop a bespoke toolkit for use on your organisation's website or a bespoke training intervention for use by your organisation's training department, based on the findings from the research.



Summary table of member benefits

Membership Benefit	Grade of Membership				
	Day	Individual	Organisational	Institutional	Enhanced Institutional
Access to one master-class event for a named individual	✓				
Access to master-class events for one named individual		✓			
Access to master-class events for 2 delegates from your organisation			✓	✓	✓
Opportunity to take part in research		✓	✓	✓	✓
Early access to research outputs		✓	✓	✓	✓
Newsletter		✓	✓	✓	✓
Online resources		✓	✓	✓	✓
Hosting MSc research projects			✓	✓	✓
Branding and publicity opportunities				✓	✓
Bespoke wellbeing toolkit or training product for your organisation					✓

How have previous members benefited from being involved?

We have always maintained excellent relationships with our Research Consortium members. Below, representatives of member organisations describe how they have benefited from membership...

"Membership of the research consortium has given us great opportunities to hear about and also take part in research which directly relates to the practical issues we face when supporting staff in the NHS. The meetings allow us to network with colleagues in both the public and private sectors and I always come away with some new information or a different way of thinking about things. Membership of the consortium helps me to keep up to speed on developments in my field and I find it invaluable."

Dr Jan Hill-Tout, Consultant Clinical Psychologist and Head of Employee Well-Being, Aneurin Bevan Health Board

"For us, membership of the consortium means gaining early and immediate access to the most recent developments around wellbeing, so we can ensure our strategies and programmes draw on the best thinking available. We also very much value the opportunity of linking in with other companies and individuals who are active, and in some cases leading, on this agenda."

Sally Evans, Senior Manager, Diversity & Inclusion and Employee Wellbeing, PricewaterhouseCoopers



"Being part of the consortium brings many benefits to us as an organisation, supporting our drive to improve the health and wellbeing of our employees:

- We have an opportunity to influence the subject matter for future research projects*
- We can take part in research ourselves*
- We keep up to date with current research findings and how they apply to us*
- We keep up to date on issues relevant to health and wellbeing – having choices over themes for each consortium day*
- Recent themes include presenteeism, the aging workforce, managing good and poor behaviour*
- We get to learn about best practice in other organisations*
- We have the opportunity to meet and develop working relationships with colleagues in the field*

This increased understanding and awareness means that my work to improve health and wellbeing of our employees is based on solid research, best practice and experience, so our employees gain maximum benefit from our services."

Senior Occupational Health Manager in a large public sector organisation

What wellbeing topics does the Consortium research?

Affinity Health at Work's research covers the most important issues in workplace wellbeing and performance, including:

- Management competencies for preventing and reducing stress at work
- Managing workplace conflict
- Management competencies for enhancing employee engagement
- Sustainable employee engagement
- Manager support for return to work following long-term sickness absence
- Developing resilience
- Cancer at work

What are the research topics for 2012-13?

The main, new research topic for 2012-13 is: ***Evaluating the use and success of multi-disciplinary working for employee health and wellbeing interventions***

Our research programmes and consultancy work have shown that, to achieve successful implementation of health and wellbeing activities in organisations, all the relevant practitioners need to work together. For example, when implementing development programmes for managers around preventing stress, we found that participation in, and the perceived usefulness of, the programme were improved by multi-disciplinary working (i.e. Health and Safety, Wellbeing, Occupational Health, Human Resources and managers themselves working together on implementing the programme).

The aim of our research for the year ahead is to develop tools and guidance that will help organisations and practitioners to achieve effective multi-disciplinary working in the implementation of employee health and wellbeing interventions.

We will also remain actively involved throughout 2012-13 in research around our core interests (listed above) including, sustainable employee engagement, return to work following sickness absence and resilience.



What Research Consortium master-class events will be held in 2012-13?

Event 1 – September 2012:

Date: Monday 10th September 2012
Theme: Job transitions, retirement and redundancies
Venue: Chartered Institute of Personnel and Development,
151 The Broadway, Wimbledon, London SW19 1JQ

Event 2 – November 2012:

Date: Thursday 15th November 2012
Theme: Leadership
Venue: hosted by the Health and Safety Executive at Hammersmith Jobcentre,
Glen House, 22 Glenthorne Road, Hammersmith, London, W6 0PP

Event 3 – January 2013:

Date: Tuesday 22nd January 2013
Theme: Recovery and work-life conflict
Venue: Chartered Institute of Personnel and Development,
151 The Broadway, Wimbledon, London SW19 1JQ

Event 4 – March 2013:

Date: Monday 11th March 2013
Theme: Managing wellbeing in remote workers
Venue: Business in the Community, 137 Shepherdess Walk, London N1 7RQ
for details see: http://www.bitc.org.uk/contact_us.html

Event 5 – May 2013:

Date: May 2013
Theme: Managing wellbeing in an aging workforce
Venue: TBC

What have been the outputs of the Research Consortium and other Affinity Health at Work research?

Reports and guidance:

Management competencies for preventing and reducing stress at work

This research programme explored what managers need to do to prevent and reduce stress in their employees. It developed a framework of relevant manager behaviours, and evaluated an intervention to support managers in developing their skills.

- Guidance leaflets based on the research can be downloaded from the CIPD website:

[http://www.cipd.co.uk/subjects/health/stress/ Instrswrk.htm](http://www.cipd.co.uk/subjects/health/stress/Instrswrk.htm)

- Full research reports can be downloaded from:

Phase 4: <http://www.cipd.co.uk/hr-resources/research/preventing-stress-promoting-positive-manager-behaviour-phase-4.aspx>

Phase 3: http://www.cipd.co.uk/subjects/health/stress/preventing_stress

Phase 2: <http://www.hse.gov.uk/research/rrhtm/rr633.htm>

Phase 1: <http://www.hse.gov.uk/research/rrhtm/rr553.htm>



Managing Conflict

This research for CIPD used the data from the Management competencies for preventing and reducing stress at work to look specifically at what managers need to do to manage conflict. The resultant guide is available at:

http://www.cipd.co.uk/subjects/empreltns/general/_mngcnftwrk.htm

Management competencies for enhancing employee engagement

This research explored what managers need to do to enhance employee engagement and developed a framework of relevant behaviours.

- The research report is available from the CIPD website:

<http://www.cipd.co.uk/hr-resources/research/management-competencies-for-engagement.aspx>

Management competencies for sustainable employee engagement – coming soon!

Our previous research has revealed the management behaviours required to prevent and reduce stress at work and the management behaviours that drive employee engagement. To achieve sustainable employee engagement in their teams, so that people are engaged but not to the level where they overwork or get stressed, managers need to be competent in both these areas. Our 2011-12 research is bringing the two existing frameworks together and producing an overall framework of management competencies for sustainable employee engagement, which involves: firstly, validating the management competencies for employee engagement framework; and then exploring the links between this engagement framework and the 'management competencies for preventing and reducing stress at work'. The outputs should be available in late 2012.

Manager support for return to work following long term sickness absence

This research explored what managers need to do to support employees following long terms sickness absence and developed a framework of relevant behaviours.

- Guidance leaflets based on the research can be downloaded from the CIPD website:

http://www.cipd.co.uk/subjects/hrpract/absence/_manager_support_long_term_sickness

- The full research report can be downloaded from the BOHRF website:

<http://www.bohrf.org.uk/projects/rehabilitation.html>

Developing resilience

This research explored the interventions being used to develop resilience at organisational and individual level and provides a summary of the evidence available.

- Practitioner guide: <http://www.cipd.co.uk/hr-resources/guides/developing-resilience-evidence-guide.aspx>

- Research report: <http://www.cipd.co.uk/hr-resources/research/developing-resilience.aspx>

Cancer and work

This research developed a self-management tool to help people resolve work issues during their cancer journey by asking the right questions of the right people:

<http://www.macmillan.org.uk/Cancerinformation/Livingwithandaftercancer/Workandcancer/Supportforemployees/SupportForEmployees.aspx>

A further project developed a similar self-management tool for those caring for people with cancer while working:

<http://www.macmillan.org.uk/Documents/Cancerinfo/Livingwithandaftercancer/Ifsomeoneelsehascancer/Workitouttoolforcarers.pdf>

Online tools for managers:

- '**Managing employee wellbeing**' online learning package developed with Business in the Community: <http://www.managingemployee wellbeing.com/bitc>



- '**Preventing stress**' learning materials based on the management competencies for preventing and reducing stress at work research: <http://preventingstress.cipd.co.uk/>
- Self-report version of the **stress management competencies indicator questionnaire** to measure the management behaviours for preventing and reducing stress is available at: <http://www.hse.gov.uk/stress/mcit.htm>

Book:

"Preventing stress in organisations: How to develop positive managers":
<http://www.amazon.co.uk/exec/obidos/ASIN/047066553X>

Other publications:

Perspectives on leadership

Commissioned by the CIPD, this report provides an overview of recent developments in leadership theory and research, including leadership development, and looks at the implications for HR practitioners:

http://www.affinityhealthatwork.co.uk/images/downloads/perspectives_on_leadership.pdf

The future of health and wellbeing in the workplace

A discussion paper put together in collaboration with Acas as part of their 'Future of Workplace Relations' series, which reviews the broadening of the health at work agenda in recent times and highlights future challenges to health and wellbeing, such as the aging workforce and economic austerity measures.

<http://www.acas.org.uk/index.aspx?articleid=3544>.

How do I go about joining the Research Consortium?

It's very simple. The first step is to contact us to let us know you are interested in getting involved. We will then have a conversation with you to discuss your involvement, answer any queries you have and agree what level of membership best fits your needs.

After that, we will set up your membership and send you an invoice. As soon as your membership is confirmed we will send you your membership pack (which includes: information about forthcoming events, the most recent newsletter and research news etc...)

How much does it cost?

The cost depends on the level of membership:

- Individual Membership costs £1,000 + VAT for the year, **reduced to** £800 + VAT for memberships starting after October 2012
- Organisational Membership costs £2,500 + VAT for the year, **reduced to** £800 + VAT for memberships starting after October 2012
- Institutional Membership costs £5,000 + VAT
- Enhanced Institutional Sponsorship are also available costs £10,000 + VAT
- Day membership costs £250 + VAT. This fee is redeemable against the cost of membership if you then choose to join as an individual or organisational member.



I'm interested, what do I do now?

Simply get in touch with Alan Bradshaw by email or phone to register your interest in the Affinity Health at Work Research Consortium.

Alan's contact details are:

Email: alan@work-life-solutions.co.uk

Phone: 01259 762961

We look forward to hearing from you.