

Institution: University of Warwick		
Unit of Assessment: C17 Business and Management Studies		
Title of case study: Measuring good work		
Period when the underpinning research was undertaken: 2014 - 31 December 2020		
Details of staff conducting the underpinning research from the submitting unit:		
Name(s):	Role(s) (e.g. job title):	Period(s) employed by submitting HEI:
Chris Warhurst	Professor/Director	01/08/2013 - Present
Sally Wright	Senior Research Fellow	24/02/2014 - Present
Clare Lyonette	Professor	23/02/2009 - Present
Sudipa Sarkar	Research Fellow	08/06/2017 - Present
Wil Hunt	Research Fellow	03/04/2017 - 31/01/2020
Anne Green	Professor	01/01/1991 - 31/05/2017
Period when the claimed impact occurred: 2017 - 31 December 2020		
Is this case study continued from a case study submitted in 2014? N		
1. Summary of the impact (indicative maximum 100 words) <p>The Institute for Employment Research (IER) is at the forefront of research to understand, measure and promote job quality. Led by Professor Chris Warhurst, this research has significantly influenced the development of government policy on job quality. The 2017 UK Government's <i>Taylor Review of Modern Working Practices</i> explicitly drew on this research and its report recommended that the Government adopt a measure of job quality developed from IER research. In its 2018 response to the <i>Taylor Review</i>, the UK Government accepted this recommendation and in 2019 the Office for National Statistics (ONS) piloted the measure for the UK's first exploratory analysis of job quality. The adoption of the measure will have profound importance for millions of people's working lives and the performance of organisations.</p>		
2. Underpinning research (indicative maximum 500 words) <p>Professor Warhurst has an extensive body of internationally recognised research explicitly focused on job quality (3.1 and 3.2). This expertise underpinned two research projects led by Prof. Warhurst during the current assessment period focused on the scientific challenges of defining and measuring job quality. These projects have influenced policy and practice in the UK, with profound importance for workers and organisations:</p> <p>1. Quality of Jobs and Innovation Generated Employment Outcomes (QulnnE): EU Horizon 2020 (2014-18) (EUR2,500,00)</p> <p>Pan-European and multi-sector in scope, this research project used mixed methods to investigate the relationship between job quality, innovation and employment outcomes, such as social inclusion and equality. Quantitative analysis found a positive relationship between innovation (particularly product innovation) and job quality at national and firm levels. These findings were corroborated with organisational case studies, which also identified generative mechanisms within firms that support or undermine innovation capacity and create either virtuous or vicious circles of innovation and job quality (3.3). However, it also found that high levels of innovation and job quality did not necessarily raise levels of employment participation for vulnerable workers (3.4). To undertake these analyses, the project developed a bespoke framework to measure job quality. Prof. Warhurst led the UK research team which comprised Drs Wright, Sarkar and Hunt and Prof. Green from IER.</p>		

2. Understanding and measuring job quality, Chartered Institute for Personnel & Development (CIPD), (2017) (GBP20,000 and GBP5,500 ESRC Impact Accelerator Account)

This CIPD-funded research involved two systematic literature reviews that were international and multi-disciplinary, spanning academic and grey literatures. The first review examined job quality by analysing the factors affecting it and its core characteristics (3.5). The second involved comparative analysis of four main measurement approaches to job quality (3.6). These reviews were used in conjunction with the bespoke framework of QuInnE to develop common indicators for measuring job quality in the UK that are multi-dimensional and cross-disciplinary. This new framework has six dimensions that, together, provide a new measurement of job quality: terms of employment; pay and benefits; health, safety and psychosocial wellbeing; job design and the nature of work; work-life balance; and voice and representation. Co-funded by the ESRC/Warwick and CIPD, the evidence base and framework were then used to co-develop a new annual survey for the CIPD launched in 2018: the *UK Working Lives Survey*.

<https://www.cipd.co.uk/knowledge/work/trends/uk-working-lives> (see also 3.7). The research project was led by Prof. Warhurst and included IER researchers Drs Wright and Sarkar, and Prof. Lyonette.

3. References to the research (indicative maximum of six references)

- 3.1 Knox, A., Warhurst, C., Nickson, D., and Dutton, E. (2015) More than a feeling: using hotel room attendants to improve understanding of job quality. *International Journal of Human Resource Management*, 26(12), pp. 1547-1567. doi:[10.1080/09585192.2014.949818](https://doi.org/10.1080/09585192.2014.949818)
- 3.2 Findlay, P., Warhurst, C., Keep, E. and Lloyd, C. (2017) Opportunity Knocks? The possibilities and levers for improving job Quality. *Work and Occupations*, 44(1), pp. 3-22. doi:[10.1177/0730888416689813](https://doi.org/10.1177/0730888416689813)
- 3.3 Keune, M., Payton, N., Been, W., Green, A., Mathieu, C., Postels, D., Rehnström, F., Warhurst, C., and Wright, S. (2018) Innovation and job quality in the games industry in Germany, the Netherlands, Sweden and the UK. In Jaehrling, K. (ed.) *Virtuous circles between innovations, job quality and employment in Europe? Case study evidence from the manufacturing sector, private and public service sectors*, QuInnE Working Paper No. 6, <http://quinne.eu>.
- 3.4 Hunt, W., Warhurst, C., and Sarkar, S. (2018) Innovation regime and vulnerable workers' labour market inclusion and job quality, *QuInnE Working Paper No.13*, <http://quinne.eu>.
- 3.5 Warhurst, C., Wright, S., and Lyonette, C. (2017) *Understanding and measuring job quality: Part 1 – Thematic Literature Review*. London: CIPD. <https://www.cipd.co.uk/knowledge/work/job-quality-value-creation/measuring-job-quality-report>.
- 3.6 Wright, S., Warhurst, C., Lyonette, C., and Sarkar, S. (2018) *Understanding and measuring job quality: Part 2 – Indicators of job quality*, London: CIPD. <https://www.cipd.co.uk/knowledge/work/job-quality-value-creation/measuring-job-quality-report>.
- 3.7 Knox, A., and Warhurst, C. (2020) Manifesto for a new Quality of Working Life. *Human Relations*, <https://doi.org/10.1177/0018726720979348>.

4. Details of the impact (indicative maximum 750 words)

In 2019, there were a record 33 million people in employment in the UK (ONS 2019). However, with rising non-standard employment and the emerging gig economy, there are public policy concerns about declining job quality, with estimates of between one-sixth and one-quarter of UK workers (or 5,500,000-8,250,000 workers) in poor quality jobs. Poor job quality negatively impacts on individual workers' wellbeing and organisational performance, including productivity (3.7). Through their research, Professor Warhurst and the IER team have been instrumental in changing understanding of job quality measurement, doing so first through the *Taylor Review* and CIPD, then the *Measuring Job Quality Working Group*. This work has directly shaped government and practitioner responses to the problem.

The Taylor Review of Modern Working Practices

In 2016, the UK Government commissioned *The Taylor Review of Modern Working Practices* (henceforth the *Taylor Review*). Its subsequent report *Good Work*, published in mid-2017, recommended that an explicit commitment be made by the UK Government to promote and support 'good work' for all (as it called good job quality) as a national priority and that "*the Government should identify a set of metrics against which it will measure success in improving work, reporting annually on the quality of work on offer in the UK*" (5.2, p.103). Drawing on the *Taylor Review*, the aim of the UK's *Industrial Strategy* published at the end of 2017 is to boost productivity by backing businesses to create good jobs. In 2018, the task of improving the UK job quality was added to the responsibility of the UK Government's Minister for Business. Prof. Warhurst and the IER team's research was fundamental to the delivery of this policy development and continues to make a critical contribution to a significant overhaul of government employment policy, one that recognises the importance of job quality, not just job quantity. The 2015 Scottish Parliament Inquiry into Work, Wages and Well-being had drawn on Prof. Warhurst's expertise as well as research for Oxfam involving Dr Wright (*Decent Work for Scotland's Low-Paid Workers*). After being invited to give evidence to the Inquiry, the subsequent 2016 report, *Taking the High Road - Work, Wages and Wellbeing in the Scottish Labour Market*, stated: "*Many of our recommendations focus on, as Professor Warhurst describes, paving the high road and blocking the low-road*" (5.1, p.1). In 2016, Prof. Warhurst was then invited to give personal evidence to the *Taylor Review*. The evidence presented was based on research from QulnnE (2.1).

The subsequent recommendation of the 2017 *Taylor Review* report was that the UK Government adopt a new measure of job quality for the UK, stating that "... *the Review has settled upon the 'QulnnE' model of job quality, developed by the Institute of Employment Research and others as part of a pan-European research programme*", and dedicated a section in the subsequent Taylor Report to the QulnnE indicators of quality work (5.2, p.12-15). As the review Chair Matthew Taylor confirms, "*you and your team's research was influential in shaping our thoughts on this issue. ... As a result, your research on measuring job quality was of great help to the work of the Review and will be of great benefit to the work of the UK Government in proving better jobs in the future*" (5.3).

In the *Industrial Strategy* White Paper published later in 2017, the UK Government stated that "*we accept Matthew Taylor's recommendation that the government should identify a set of measures against which to assess job quality and success*" (5.4, p.118). The *Industrial Strategy* cites "good jobs" as a key component of one of its five foundations of productivity (5.4, p.10). In addition, in the 2018 UK Government's formal response to the *Taylor Review*, *Good Work: A response to the Taylor Review of Modern Working Practices*, it confirmed that a measure would be developed, stating that "*we will use these measures to report annually on the quality of work in the UK economy, and to hold ourselves to account.*" It also stated, "*we set out the five principles that we believe underpin the quality of work ... We have identified these principles in discussion with experts including the CIPD*" (5.5, p.13). These principles were based on parallel research conducted by IER for CIPD that developed the QulnnE framework and was shared by the CIPD with the UK Government.

The CIPD and its UK Working Lives Survey

Contribution to significant UK Government employment policy change is undoubtedly a key indicator of the influence of IER's research. However, the beneficiaries are far broader than Whitehall policymakers. Work forms a substantial aspect of people's lives. Quality employment benefits workers, organisations and society. The CIPD champions better working lives and good practice in people management to deliver these benefits. IER's research has had a distinct, demonstrable impact on CIPD understanding of job quality and CIPD practice.

In 2017, Dr Sarkar undertook a secondment to the CIPD to support the translation of the IER's research for the CIPD on measuring job quality (2.2) into a new survey. This survey replaced the CIPD's existing annual employee engagement survey. The new *UK Working Lives Survey* was administered in early 2018 by YouGov, with 5,000 worker respondents drawn UK-wide. It is now

administered annually with an even larger sample size to help the CIPD track progress in the creation of better jobs across the UK and to help inform the debate and support of the government's intention to raise awareness and understanding of good work across the economy (5.6, p.2). As the annual surveys accumulate, it will become a major source of data for practitioners and researchers on the state and trajectory of job quality in the UK.

The CIPD cites the role of IER in the genesis and development of the work, with the survey report confirming that *"we worked closely with academics and researchers, including the Institute for Employment Research at Warwick University, to draw together research on good work and define seven dimensions that affect job quality. [...] We hope that the UK Working Lives survey will make an important and sustained contribution to improving job quality"* (5.6, p.2). In deriving its seven dimensions of job quality, the CIPD report explicitly states that it is based on the earlier research for the CIPD by Professor Warhurst and the IER team (3.5 and 3.6) (5.6, p.5). The CIPD wrote to Dr Sarkar to acknowledge the importance of her work creating the Job Quality Index: *"We consider this work very impactful for the future policy and research agenda for the CIPD ...informing the re-design of the CIPD's national survey of employees"* (5.7).

The statement confirms that the survey based on the work is a *"major publication for the CIPD and a constant reference point in the media and for HR practitioners and academics"*. The CIPD outlined its anticipation that Dr Sarkar's work will continue to have indirect impact by feeding into its recommendations to the government on UK employment policy and into its own guidance and standards for the HR profession, which reaches over 145,000 members (5.7).

IER's job quality research has changed both the thinking and data collection of the CIPD to be centred on job quality, and its guidance for its HR professionals membership. It also enabled the CIPD to influence the development of UK Government employment policy both through the submission of evidence to the *Taylor Review*, which was based on the research undertaken for the CIPD by Prof. Warhurst and colleagues and in the work of the subsequent *Measuring Job Quality Working Group*.

The Measuring Job Quality Working Group and ONS

The Carnegie UK Trust and the Royal Society for the Arts and Manufacturing (RSA), of which Matthew Taylor is CEO, constituted a working group to develop the recommendation of the *Taylor Review* to derive a measure of job quality for the UK. The group consisted of senior employer, trade union and civic society representatives and ONS officials liaising with the UK Government's Department for Business, Energy and Industrial Strategy (BEIS). Professor Warhurst joined the group as its sole academic adviser on the basis of IER's research for the CIPD, itself drawn from QulnnE. The subsequent report of the Measuring Job Quality Working Group, *Measuring Good Work* (published in late 2018), acknowledged the importance of IER's research: *"we were grateful in our work to be able to draw upon ... the timely synthesis and review of job quality academic literature and surveys carried out by the Warwick Institute for Employment Research for the CIPD"* (5.8, p.18).

The report recommended that the UK Government adopt an adapted version of the CIPD measures developed by Prof. Warhurst and the IER team as national measures. The adaption centred on splitting one of the six job quality dimensions proposed to the CIPD by Prof. Warhurst and team into two separate dimensions to make seven (5.8, p.22-23). *Measuring Good Work* also recommended that the UK Government *"work closely with the ONS"* to embed the measures in the Labour Force Survey (LFS), so that the LFS *'become[s] the home of national job quality measures, meeting the objectives of the Good Work Plan and the commitments of the Industrial Strategy'* (5.8, p.9). The expertise of Prof. Warhurst in developing the optimal job quality metrics to prioritise in the national framework was credited by Gail Irvine of the Carnegie UK Trust, who stated: *"your expert input into the Working Group provided reassurance to the other participants from the business and charity sectors and was essential to the group's work"* (5.9).

In 2019, following the *Measuring Good Work* recommendation, the ONS piloted the measures for the UK's first exploratory analysis of job quality. Using the available data, the ONS stated that its measures "were part of the recommended approach by *Measuring Good Work: The final report of the Measuring Job Quality Working Group*" (5.10, p.48). This development and its link to Prof. Warhurst's work for the Carnegie and the relevant UK Government Minister is also reported on by Gail Irvine: "following the then Business Secretary's endorsement of the contribution *Measuring Good Work* has made to the debate about national measurement of good work, we are pleased that the Office for National Statistics has now tested a number of recommended metrics for inclusion in future labour force surveys. [...] As Secretariat to the Working Group, [...] I would like to thank you again for your contribution to our work and to policy thinking" (5.9).

Based on the research of Prof. Warhurst and colleagues at IER, the *Taylor Review* recommendation that a UK measure of job quality be developed and, through the subsequent working group recommendation, that the measure be adopted for official use, has been realised and will support the work of the UK Minister now responsible for improving job quality in the UK. The measures will enable a statistical benchmark of job quality (or good work) for the UK and the development of policies to improve job quality. The measures will also enable assessment of the interventions by the Minister. The outcome will be continuous, affecting government policy and thereby influencing millions of workers in poor quality jobs, whilst improving the performance of thousands of firms.

5. Sources to corroborate the impact (indicative maximum of 10 references)

- 5.1 Taking the High Road - Work, Wages and Wellbeing in the Scottish Labour Market, Economy, Energy and Tourism Committee, Scottish Parliament, http://www.parliament.scot/S4_EconomyEnergyandTourismCommittee/Reports/EETS042016R01Rev.pdf.
- 5.2 Good Work: The Taylor Review of Modern Working Practices, UK Government, https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/627671/good-work-taylor-review-modern-working-practices-rq.pdf.
- 5.3 Letter from Matthew Taylor, Chief Executive of the RSA and Chair of the Taylor Review (06 February 2020).
- 5.4 Industrial Strategy: Building a Britain Fit for the Future, Department for Business, Industrial Strategy & Energy, UK Government, <https://www.gov.uk/government/publications/industrial-strategy-building-a-britain-fit-for-the-future>.
- 5.5 Good Work: A response to the Taylor Review of Modern Working Practices (February 2018): <https://www.gov.uk/government/publications/government-response-to-the-taylor-review-of-modern-working-practices>
- 5.6 Explicit citation in the 2018 CIPD report, *UK Working Lives: In Search of Job Quality*: https://www.cipd.co.uk/Images/uk-working-lives-summary_tcm18-40233.pdf
- 5.7 Statement from Jonny Gifford, Senior Advisor of the Chartered Institute for Personnel & Development (CIPD), formal quality assurance feedback (06 November 2017).
- 5.8 Carnegie UK Trust/RSA report, *Measuring Good Work*, <https://www.carnegieuktrust.org.uk/publications/measuring-good-work-the-final-report-of-the-measuring-job-quality-working-group/>
- 5.9 Letter from Gail Irvine, Senior Policy Officer of the Carnegie UK Trust on behalf of the Secretariat to the *Measuring Job Quality Working Group* (19 February 2020).
- 5.10 Job quality indicators in the UK – hours, pay and contracts: 2018, ONS, <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/articles/jobqualityindicatorsintheukhourspayandcontracts/2018>