

UNIVERSITY OF NORTHAMPTON
FACULTY OF BUSINESS AND LAW

**21 ANNUAL DILEMMAS FOR HUMAN
SERVICES INTERNATIONAL RESEARCH
CONFERENCE**

10 - 11 SEPTEMBER 2018

**'Challenges, strengths and weaknesses in
the organization of public services'**



Professor Jo Brewis
The Open University

Keynote Speakers



Professor Matthew Brannan
Keele University

[#dilemmasconf2018](https://www.northampton.ac.uk/events/21st-annual-dilemmas-for-human-services-international-research-conference/)

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for-human-services-international-research-conference/](https://www.northampton.ac.uk/events/21st-annual-dilemmas-for-human-services-international-research-conference/)



The conference will be The University of Northampton New Waterside campus.

Waterside Campus

Senate Building

University Drive

Northampton

NN1 5PH

01604 735500

<http://hellowaterside.northampton.ac.uk/>

Transport and location:

<http://hellowaterside.northampton.ac.uk/#!scene=transport-location&details=34>

Monday 10th September 2018

8.30 – 9.30	Registration and coffee at Senate Building	
9.30 – 10:00	Morley Room , Introduction, welcome and conference announcements, Professor Simon Denny, Executive Dean: Research, Impact and Enterprise, Dr Mairi Watson, Dean, Faculty of Business and Law	
10:00 – 11:00 PLENARY SESSION	Morley Room , Plenary Session – Keynote Speaker – Professor Jo Brewis, The Open University ,The post-re/productive: researching the menopause	
11:00 – 11.30	Coffee Break	
11.30 – 13.30 PARALLEL SESSIONS	<p>Morley Room Chair: Dr Kathleen Mortimer</p> <p><u>Change Management and New Public Governance (Papers)</u></p> <p>11.30 Plus ça change, plus c'est la même chose: Health and Wellbeing Boards as an example of New Public Governance. Jennifer Gosling, David Hunter, Shelina Visram, Neil Perkins, Rachael Finn, Lee Adams, Amanda Forrest</p> <p>12.00 Applying Cultural Political Economy to study the governance of the English NHS, Pam Carter and Graham Martin</p> <p>12.30 The End of the Whitehall Model? New public governance and the reform of British Central Government. James Radcliffe</p> <p>13:00 Learning the hard lesson of failure in a new public governance experience, Luigi Spedicato; Emanuela Ingusci; Mariachiara Spagnolo</p>	<p>Room 104 Senate Building Chair: Dr Angela Rushton</p> <p><u>Dilemmas of Change and the Community (Papers)</u></p> <p>11:30 Gender, Managerialism and Academia: Challenging Changes and Prospects in Historical Perspective, Jim Barry</p> <p>12:00 Institutional complexity and Institutional Logics: much achieved but more to be done, Tejal Fatania</p> <p>12:30 Changing Management After With [sic] Identity Politics, John Chandler</p> <p>13:00 Sense-giving without sense-making - how workers are left to flounder alone, John Macklin</p>
13.30 – 14.30	Lunch Break	
14:30 -- 16:30 PARALLEL SESSIONS	<p>Morley Room Chair: Dr Chinny Nzekwe-Excel</p> <p><u>Change Management and New Public Governance (continue)</u></p> <p>14:30 'We change everything' Competing Conceptualisations of Organisational Change in UK Higher Education, Matthew Brannan, Geoffrey Heath, Hala F. Mansour</p> <p>15:00 Citizen and User Involvement and Governance within the English NHS, Mike Dent, Pam Carter and Graham Martin</p> <p><u>Dis-entangling bodies, material entities and practices (Papers)</u></p> <p>15:30 Disability, Participation, and Agency – Matters that Matters, Rebecka Näslund and Åsa Gardelli</p> <p>16:00 Using creative methods to dis-entangle disabled and ill bodies, Nicole Brown</p>	<p>Room 104 Senate Building Chair: Dr Gordon Weller</p> <p><u>Dilemmas of Change and the Community (continue)</u></p> <p>14:30 Nice work or tough work Management discourse in academia, Elisabeth Berg</p> <p>15:00 Thank you for asking!' Exploring the unexplored – continuity and change in the management of general practice, Jennifer Gosling, Nick Mays, David Reid, Bob Erens, William Taylor</p> <p>15:30 Leading change together: managing cultural change across the higher education workforce, Cristina Devecchi, Hala Mansour, Jackie Potter, Nick Allen</p>
18:00	Drink Reception at Waterside Bar and Restaurant to launch the Project Report 'Leading change together: managing cultural change across the higher education workforce' sponsored by Advanced HE. Available here: https://www.lfhe.ac.uk/en/research-resources/publications-hub/index.cfm/SDP2016Northampton	
17.00	Conference Dinner will be at Waterside Bar and Restaurant (included in Conference fees for full delegates, available as add on for day delegates. Must be pre-booked – email hala.mansour@northampton.ac.uk)	

Tuesday 10 September			
9.30 – 10:00	Coffee at Senate Building		
10:00-11:00 PLENARY	Morley Room Plenary Session – Keynote – Professor Matthew Brannan, Keele University.		
11:00-11:30	Coffee Break		
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16:00-16:30	End of the Conference Dr Mairi Watson, Dean of Faculty of Business and Law.		

Keynote Speakers:

- Professor Jo Brewis, the open University : Monday 10th Septemeber 2018

Jo Brewis is Professor of People and Organizations at the Open University, UK. Her research interests focus on the intersections between the body, sexuality, gender, emotions, identity, organizing and organizations; and academic practices in organization studies research. One of Jo's current projects is about how the symptoms of menopause affect mid-life women's experiences of work, and how – in turn - work affects these symptoms. This project is the basis for her keynote presentation.

The post-re/productive: researching the menopause

In reflecting on our experiences of bidding for, winning, completing and disseminating a government-funded report on the effects of menopause transition on women's economic participation (Brewis et al., 2017), we consider the impact on our work and on us. These experiences took place in a variety of work contexts. Following the publication of the report, we undertook collective, autoethnographic memory work that forms the empirical body of our argument. This is presented in thirteen vignettes. From the earliest days of the menopause transition project, we found ourselves continually traversing the supposed public-private divide in our work contexts. Our experiences speak to broader social issues around gendered ageism in these contexts. The paper analyses the challenges of researching what is a universal experience for women yet also a taboo subject. It discusses the relevant implications for and possible effects on researchers who investigate such topics in organisation and work studies and elsewhere. Menopause experiences as they connect to work are under-researched per se. Our paper extends knowledge of how this research area is not only shaped by researchers but has an impact on those researchers.

- Professor Matthew Brannan , Tuesday 11th Septemeber 2018 ,

Matthew is Professor in Management at Keele Management School and has held the role of Director of Research, Director of Learning and Teaching and Director of International Partnerships. He is a member of the School's senior management team and has extensive experience in programme design, quality

assurance and enhancement. Matthew previously worked at the Centre for Labour Market Studies, University of Leicester and was awarded a PhD from Wolverhampton University for his work on Call Centres and Employee Resistance. Professor Brannan's research focuses on the growth of the Service Sector and the implications this has for contemporary experiences of work. Matthew has specific expertise in the use of ethnographic techniques to gain an immersive insight into the world of work. Matthew is currently working on understanding processes of Employee Branding more fully and forms of misconduct at work, especially in relation to the Financial Services Industry. Professor Brannan is the founding editor of the Journal of Organisational Ethnography an a founder member of the Annual Liverpool, Keele Ethnography Symposium.

Monday 10th Septemebetr 2018

Change Management and New Public Governance (Papers)

11.30 *Plus ça change, plus c'est la même chose: Health and Wellbeing Boards as an example of New Public Governance.*

Jennifer Gosling¹, David Hunter², Shelina Visram², Neil Perkins², Rachael Finn³, Lee Adams⁴, Amanda Forrest⁴
1. LSHTM; 2. Durham University; 3. Sheffield University; 4. Independent Researchers

Osborne proposes a 'pluralist model' of New Public Governance (NPG) 'in which the state involves multiple interdependent actors in policy-making and service delivery'. Health and Wellbeing Boards (HWBs) would seem to provide a good example of this in action: they are designed to act as place-based hubs for leaders in health, social care, local government and both the voluntary and community sectors to come together. Their intention is to act as partnerships or networks to address health improvement, health inequalities and the wider determinants of health. HWBs are statutory local authority committees established by the Health and Social Care Act 2012 and became fully operational in April 2013. In an effort to ensure that HWBs would succeed through suitable adaptation to their local context, guidance from the centre on what HWBs should look like and how they should operate was kept to a minimum and the Department of Health refrained from being overly prescriptive.

However, as research into HWBs shows, the theory of NPG in this case does not appear to withstand contact with the real world and HWBs can be seen to have followed in the path of previous attempts at building partnerships in local government, which were generally unsuccessful. However, the current structures of public administration and bureaucracy have remained virtually the same and tend to work against effective 'inter-organizational relationships'. There are four reasons HWBs did not operate as Osborne and NPG might have hoped: 1) Local Authorities and the NHS work to different political masters; 2) Local Authorities and the NHS have different agendas, perhaps even more so in a period of austerity; 3) There was an almost complete failure to

engage Third Sector organisations or the public; 4) Lack of implementation support at the start.

In order for NPG to work better as more than just a theory of public service management, the borders between departments and organisations need to be more permeable to allow for more flexibility and better 'joined up' working between Government departments and between Government and a range of external organisations. Effective networks or partnerships also require a foundation of trust, beyond signed contracts, to build strong relationships. These in turn require time and space to be actively developed and grow, which are not usually available in the current political landscape of policy churn and annual budget rounds.

12.00 *Applying Cultural Political Economy to study the governance of the English NHS, Pam Carter 1 and Graham Martin 2, University of Leicester*

1. University of Leicester
2. THIS Institute, University of Cambridge and University of Leicester

The English NHS perennially faces many dilemmas and, arguably, is in a crisis mode of change management. The concept of crisis is featured in Jessop and Sum's work on Cultural Political Economy (CPE) (Sum and Jessop, 2013). These authors have not engaged in empirical research on the topic of the NHS, although Jessop has contributed to the field of governance. We, however, have applied their work on CPE to our empirical study of patient and public involvement in the governance of relatively new English NHS Sustainability and Transformation Partnerships (STPs). We conducted this research in 2015-16 and have published our findings. We take this opportunity to explore in more depth the relevance of CPE for understanding the direction that public services appear to be heading in and what CPE might contribute to the study of governance.

NHS England claims that STPs will change the culture of the NHS from hospital-based care towards more community care and prevention so that it becomes 'sustainable'. The emphasis on STPs' co-ordination across organizational boundaries borrows ideas from

US Accountable Care Organisations. Planning in partnership with patients and the public and continuous change might be regarded as an example of New Public Governance. Currently, however STPs have no legal status, their purpose and function is somewhat contentious and, in terms of political economy, campaigners fear that STPs enable a 'back door' privatisation of a highly valued public service. Accountability has been found to be a problem in studies of emergent STPs.

Sum and Jessop's CPE combines insights from discourse analysis and semiotics with political economy and offers an alternative to pluralist conceptions of governance. Long standing theoretical sociological debates, including the role of materialism and linguistic ambiguity are resolved through a commitment to what Jessop terms *ideologiekritik* (Jessop, 2010) and through careful analysis of historical context and the role of regulation. Five key features of CPE are: the existential necessity of complexity reduction, an emphasis on processes of social construal moving to social construction, the interdependence of the semiotic and extra-semiotic, contestation, as well as the role of technologies (in the sense in which Foucault used the concept of technologies) in reproducing hegemony. Finally, *ideologiekritik* features as a means of critiquing and de-naturalizing specific forms of domination. In our presentation we demonstrate the application of these features (and thereby of CPE) to the study of governance in general and the governance of the English NHS in particular.

Jessop B (2010) Cultural political economy and critical policy studies. *Critical Policy Studies* 3(3-4) :336-356.

Sum N and Jessop B (2013) *Towards a cultural political economy: Putting culture in its place in political economy*. Cheltenham: Edward Elgar Publishing.

12.30 Citizen and User Involvement and Governance within the English NHS, Mike Dent, Pam Carter and Graham Martin

The profession of medicine in England has been variously challenged by the growth of Public and Patient Involvement (PPI) in its various forms. Initially, and especially at the turn of millennium the emphasis was on a deliberative democratic model of citizen and

user involvement. With the neo-liberal turn of New Public Management (NPM) in the following decade the emphasis switched to a consumerist approach (patient choice). This version challenged the power of the profession more immediately and directly. Currently, the emphasis has again changed, this time to co-production. This reflects an attempt at more consensual approach to managerial-professional power relations and a move away from (but not a rejection of) consumerism and NPM and the emergence of a New Public Governance (NPG). This, perhaps idealistically, seeks the 'hybridisation' of doctors, patients and maybe even managers too.

The paper will explore the extent of citizen involvement in service delivery and health research governance. In examining these developments we will be assessing whether the involvement reflects an empowerment or manipulation of the parties involved. For while not the only factor, citizen and more especially user involvement has played a crucial part in the reconfiguration of the relations between the public, professions, managers and the state.

13:00 Learning the hard lesson of failure in a new public governance experience, Luigi Spedicato, University of Salento, Italy, Associate Professor, Chair of Evaluation, training and human resources policies in organizations; Scientific Director of LAPIS – Laboratory for Social Innovation;

Emanuela Ingusci, University of Salento, Aggregate Professor, Chair of Psychology of Organizations; Mariachiara Spagnolo, University of Salento, Junior Researcher

The research analyzed the evolution of decision-making processes in the transformation of Public Institutions of Assistance and Charity (IPAB) into Business Services for Individuals (ASP) in the Puglia Region. The ASP derive their origins from the Public Institutions of Assistance and Charity (IPAB) regulated more than one hundred years ago and which in turn derive from the lay and religious matrix, operating in the social, health, welfare and educational sectors. The IPAB in Italy for over a century have carried out activities of assistance to the elderly, to the handicapped, to the minors and other weak categories, taking care of the training and education, and have

managed brefropofi, hospices, shelters, colleges, kindergartens and other welfare and educational services.

Law 328/2000 has completely changed Italian social policies also for traditional IPAB structures, which have been transformed into public companies for personal services. This law represented a radical and innovative reform of the welfare system, as, with it, social services are rethought and reorganized to build a fair and equitable Welfare, through the inclusion of the various forms of marginalization in the social fabric and the supply of a valid help to every citizen who lives in difficulty.

Subsequently, with the legislative decree n. 207/2001, the IPABs that directly carried out services for the provision of welfare services were merged and transformed into public companies of Services to the Person - ASP. With the transformation of IPAB into ASP, the Italian government has aimed to provide a more structured and functional structure to the public component of the production and service delivery system for people in every age group, with a view to broader social-health integration.

Public services companies (ASP) represent today an innovative subject of great importance in the Italian panorama of public entities that produce and provide social and health services. They had to adopt a new model of innovative governance, aimed at increasing their awareness of the role played and of the effects produced in social, economic and competitive terms. The ASP are today companies governed by public law, with legal personality, statutory autonomy, management, balance sheet, accounting and finance; they must carry out their activities according to criteria of efficiency, effectiveness and economy, and characterize as companies serving communities on a municipal or provincial basis. The process of corporateization is governed by each Region that must approve the statutes, promote the valorisation of real estate assets and regulate the management system.

The ASPs allow a unified management and a qualification of services thanks to the overcoming of the fragmented nature of the interventions and the development of integration with the other subjects and services that constitute the welfare base for the

community concerned. The ASPs, therefore, have been conceived as multi-service companies able to guarantee the efficiency, efficiency and quality of the interventions through their reorganization, in the domain of the public offer of services which constitutes, in association with other public and private subjects, the integrated network of territorial services. According to the architecture designed by Law 328, the transformation of the old IPABs into the new ASPs should have represented a solution for overcoming the limits of the traditional welfare state, through the exploitation of a situation of "compensatory complementarity" between public and private social subjects. In fact, the combination of State and non-profit sector constitutes a formidable strategy, as it allows to circumvent the bureaucratic rigidities of public bodies and, therefore, to overcome, in some cases, the crisis of the efficiency of public administrations and the problem of low differentiation of the offer of social services, determined by the public appeal to too bureaucratic organizational models.

The Italian model of the welfare mix has given great importance to relations, forms of social solidarity and the role of voluntary action, and the Third sector is considered as a subject capable of restoring legitimacy to meet needs that are underestimated by Welfare, which dealt with the inconvenience in centralized and standardized terms. In the perspective of this model, the collaboration between public bodies and Third sector must promote an optimal match between demand and supply of social benefits, because solidarity agencies such as ASPs are able to activate relationships with groups of people that public bodies are not structurally able to reach.

Through the transformation of the old IPABs into modern ASPs, a model of Welfare pluralism takes shape, which mobilizes the self-protection capabilities of civil society, and enhances the non-profit sector as a fully participant in the implementation of welfare policies. In this model the institutional level is no longer the only subject that decides when and where to intervene: different actors, in a participatory way, define the guidelines of the interventions, and ensure within the welfaristic system that democratic aspect that the structural dysfunctions of the Social state had set aside.

RESEARCH METHODOLOGY, ITS GOALS, AND THE PRELIMINARY FINDINGS

From September 2017 to February 2018 a team of researchers from the University of Salento and the consulting company, Links Management, conducted a research on the 42 ASPs of the Puglia Region. The research was commissioned by the Puglia Region, and the researchers conducted visits to all the ASPs, held talks with top management, gathered updated data on the economic and patrimonial situation, the types of services offered by each ASP, on the capacity of these organizations to change their organizational model to achieve the goals set by national and regional laws, and thus become protagonists of the new model of welfare mix designed by the Italian legislator.

The research investigates some critical questions about the ability of the ASPs of the Puglia Region to act within a pluralistic framework characterized by accelerated processes of change and innovation both in the process and in the organizational and functional model. In particular, interviews with top management and the administration of a qualitative questionnaire examined the following problematic issues in the process of constructing the new governance of ASP:

- Their ability to look for innovative formulas for the management of services, focused on the personalization of services and on the integration of services even in the presence of differentiated services;
- Their ability to become centers of integrated services in the social welfare sector not only as simple reception centers but modern centers for the supply of new goods and services aimed at both internal users and external users;
- Their ability to reorganize and re-motivate the former IPAB structures to improve their service offer, both quantitatively and qualitatively;
- Their ability to adopt a work methodology for objectives and resources (budget), which is part of the need to respond effectively (achievement of the objectives) and efficient (rational and convenient use of resources aimed at obtaining results in compliance to the objectives) to the expectations of the social interlocutors, first of all the users

As suggested by the (tentative) title of the research report, this process encounters significant difficulties, which authorize researchers to talk about a substantial failure of the transition process towards the new governance of ASPs in the context of pluralistic welfare hypothesized by laws and made necessary by social and economic transformations in Italy and Puglia.

In summary, the reasons for the failure can be identified as follows:

- the selection of top management followed logics related to the political choices of the governments of the Puglia Region. This has led in many cases to the appointment of Presidents and General Managers of the ASPs who do not possess qualified skills for the management of innovation processes and radical change of the ASP governance model;
- the welfare mix model adopted by the Puglia Region has proved to be too fragmented. It presents an excessive plurality of actors and decision-making centers, each of which defends its own fields of competence fiercely and demonstrates a poor attitude to cooperate in the construction of territorial models of social policy governance;
- ASPs are caged by too rigid regulations in the management of human resources. These regulations derive from the application of the rules of the public employment to structures that in reality should be governed by business logic characterized by efficiency, effectiveness and flexibility. Over the years, put under pressure by these difficulties and increasing costs for staff, many ASP Puglia have fired the staff or have not taken steps to replace it, and today they are basically "empty shells" that are limited to managing real estate assets (buildings and apartments, farms, productive land) without creating social value for the community; Almost no ASP has been able to diversify the offer of services to people, families and communities. In addition, the presence of private competitors has grown in sectors that traditionally were covered by old IPABs, such as assistance to elderly people who are not self-sufficient. These competitors are aggressive on the market, and offer flexibility in the performance and change management capabilities that the ASP can not guarantee because they are tightened in the grip

between bureaucratic rigidity and lack of qualified human resources;

- An important critical factor for Apulian ASPs is their inability to secure European and/or national funding through participation in competitive calls, as they do not have qualified personnel to manage the planning and access to finance.

14:30 'We change everything' Competing Conceptualisations of Organisational Change in UK Higher Education, Matthew Brannan (Keele University); Geoffrey Heath (Keele University and Lulea University); Hala F. Mansour (University of Northampton)

Commentators agree on the nature of many changes sweeping through the Higher Education sector in the UK; i.e.

- increasing student numbers;
- growing competition;
- new modes of funding;
- multifarious performance evaluation and audit frameworks.

They also tend to agree that universities' responses include becoming more business-like, market orientated, hierarchical and consumer focussed; all of which have implications for the role and status of academics. However, there is considerable disagreement about how to conceptualise these developments. Hence there is reference variously to massification, marketisation, managerialism and the audit society *inter alia*. We attempt to explore these issues in the paper with reference to a qualitative research study, which unusually concerns the views of university managers rather than academics: in this case, HR Directors.

15:00 *The End of the Whitehall Model? New public governance and the reform of British Central Government.* James Radcliffe, Staffordshire University

This year marks the 50th anniversary of the Fulton Report into the British Civil Service which argued the case for a more managerial approach to the way in which the core executive operated. This was followed in 1970 by a Conservative Government's attempts to introduce a "new style of government", which centred on a dual approach involving functional integration of

departments and a more analytical approach to policy making,

Over successive years governments of both major political parties have attempted to make government more efficient and cost effective. During the 1980s and 1990's the UK was seen as a key example of efforts to implement a form of New Public Management. Along with other Anglo-Saxon countries, which had inherited forms of government which had their antecedents in the Whitehall Model, the UK sought to introduce methods of governance which borrowed heavily from the private sector, increased significantly the role of party based policy advisors and moved away from departmentalism towards the increasing use of Executive Agencies.

This paper will review some of the key reforms that have been undertaken during this period with an emphasis on those introduced by the Coalition Government of 2010-2015. It will ask the question of whether New Public Governance as a concept helps to identify whether we have finally achieved a "new style" of governance.

Radcliffe, J. (1991) *The Reorganisation of British Central Government.*

Newman, J. (2001) *Modernising Governance: New Labour, Policy and Society.*

Osborne, S.P. (2010) *The New Public Governance?*

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UK Government (2012 June) *The Civil Service Reform Plan*

[Dis-entangling bodies, material entities and practices \(Papers\)](#)

15:30 *Disability, Participation, and Agency – Matters that Matters, Rebecka Näslund and Åsa Gardelli*

Disability has been studied from various approaches and fields, leading to various understandings both theoretically and in practice. This has in turned influenced the everyday lives of people with disabilities. In the research community there is an existing need to conduct studies that focuses on methodologies enabling people with disabilities to be

collaborators in research concerning their everyday lives. Additionally, such an approach might lead to an opening up for an understanding of people with disabilities as agents in matters relating to their everyday lives. We consider that this is of importance to explore since disability, participation, and agency are matters that matter, in knowledge production, more specifically in research. Moreover, this perspective can have an impact on the research community. The paper is based on an idea that it is important to encourage people with disabilities to be active participants rather than being passively cared for. It is of importance to involve people with disabilities in the research work and in encouraging them to contribute to the research outcomes. Underlying this is the idea that research and action should preferably be done “with” people with disabilities and not “on” or “for” people with disabilities. This way of understanding the key concept and their relations leaves one open to creating alternative knowledge of disability, participation, and agency. As such, this paper aims to offer insights of how people living with intellectual disabilities, and researchers in co-operation, can inform and improve participation in, and dissemination of, research. It draws upon the experiences from two researchers’ experiences of participating in the production of a video initiated by a team of people with intellectual disabilities and an editor of a journal within the area of disability. The video was produced in 2014 and had as its purpose to make journal content more accessible to people who might not be fluent with text materials. The team invited the two of us who had written a joint article in *Disability & Society* that had caught their interest. The participants with intellectual disabilities together with the editor took the initiative to make the movie and participated in various ways throughout the video production and the launching of it. The paper highlights the importance of making people with disabilities to participate in the research (in various phases, settings, and ways) and as such also make accountable knowledge claims which can bear effects on the life of people with disabilities in their everyday practices. The methodological approach, based in a material-discursive understanding, sheds light on in what ways disability, participation, and agency are matters that matter in research.

It outlines what a material-discursive and intra-action understanding can contribute with in research, which focuses on disability, participation, and agency.

Keywords: Agency, Disability, Participation, Research

16:00 Using creative methods to dis-entangle disabled and ill bodies, Nicole Brown

The social model of disability sees the disability as a social construction and social barrier to life. However, disability is also experienced as a form of identity and requires the reworking and reframing of one’s being. In this paper, I will present the creative approach I use in my research “The construction of academic identity under the influence of fibromyalgia”. Drawing on data from my research, I will then explore how the reworking and reframing of the disabled body may be conceptualised.

Fibromyalgia is a complex condition that is characterised by persistent, wide-spread pain, sleep disturbances, cognitive dysfunctions and psychological disorders (White and Harth, 2001). Typically, the symptoms of fibromyalgia wax and wane within days, sometimes within hours, in their occurrence and their levels of severity. Within medical and sociological literature, it is recognised that fibromyalgia sits on the cusp of the physical, psychological and somatic. There is currently no definitive medical test for fibromyalgia so that the condition is diagnosed through the exclusion of other illnesses and diseases. This makes fibromyalgia a contested condition even within the medical profession.

Due to the complexity of the fibromyalgia symptoms and the imprecise nature of language when it comes to exploring experiences like pain (Scarry, 1985; Sontag, 2003), I developed a creative research approach. My research participants are actively generating, constructing and re-constructing their experiences through the use of metaphorical representations and objects within the scope of an identity box project. The approach is such that I ask a question, in response to which the participant finds an object or several items to represent the answer, puts these into a box, takes a photo of that box and emails that to me with a brief

description of the object. Once I have received this email, I then release the next question. There are five questions to answer “Who are you?”, “What affects you?”, “How do others see you?”, “What role does fibromyalgia play” and “What is life with fibromyalgia like?”. After the last question I organise a skype call with the participant to hold a conversation along the lines of Brinkmann and Kvale’s (2015) concept of InterViews – an exchange between two people. These conversations are truly participatory and egalitarian in that I, as a researcher, am making sense of the participants making sense of their experiences. These double hermeneutics (Smith et al., 2009) allow for a reframing of personal experiences that would not be possible otherwise. Participants highlight their internalised ableism and how they feel that they have to meet particular expectations if they wish to thrive in academia. Also, there is regular tension between participants feeling disabled enough to be “different” and “othered”, but not disabled enough to be able to ask for support or adjustments. For the participants, the work with the metaphorical representations and physical objects was key in understanding, expressing and dis-entangling their embodied experiences.

Dilemmas of Change and the Community (Papers)

11:30 Gender, Managerialism and Academe: Challenging Changes and Prospects in Historical Perspective, Jim Barry, University of Northampton, UK - Visiting Professor; University of East London, UK - Professor Emeritus; Luleå University of Technology, Sweden - Visiting Professor

This paper is concerned with some of the changing challenges and prospects in respect of gender, managerialism and academe in England in historical perspective. While relatively little seems to have been written about the historical development of gender issues within academe in the seemingly distant past the paper draws on some of those that do exist in published form to provide an overview, however brief and sketchy this may be. This is important as these sources point quite clearly to the fact that gender inequality in academe has indeed been in evidence for quite some time. In considering more recent developments the paper shifts to an analysis of the development of management in academe through the new public management (NPM) from its beginnings in

the 1980’s to the more recent incursion of performative work regimes in a climate of falling student numbers and attempts to do more with less. The implications for academics, and particularly female academics, is considered.

12:00 Institutional complexity and Institutional logics: much achieved but more to be done, Tejal Fatania, University of Warwick, Coventry, UK.

There has been an expanse of literature concerning institutional complexity and institutional logics. This literature has covered a range of sectors from healthcare to financial services. Extant research has also focused on particular themes such as organisational responses and hybrid organisations. Whilst research has certainly progressed rapidly, a number of critical gaps in the literature exist. This article briefly reviews the relevant literature as context for locating these research gaps and suggests future research in the areas concerned namely that of occupational stress, organisational culture, organisational risk and the fourth industrial revolution.

Key words: institutional complexity, institutional logics, occupational stress, organisational risk, organisational culture and the fourth industrial revolution.

12:30 Changing Management After With [sic] Identity Politics, John Chandler, (Professor Emeritus) University of East London

There has been much written that is critical of management, particularly for its oppressive and exploitative nature (see e.g. Parker, 2002). In this paper I want to imagine a form of management that takes ‘solidarity’ as its starting point – solidarity with and between different types of identity-positions in organizations. This may seem utopian, and probably is, but it may also serve as another form of criticism of contemporary management, through providing a template against which management might be judged. However, the paper also considers the circumstances in which such an approach might be feasible, even in the present historical conjuncture. In doing so the paper examines the nature of identity politics and

connects this with the idea of solidarity, while examining the potential managerial implications.

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13:00 Thank you for asking! Exploring the unexplored – continuity and change in the management of general practice, Jennifer Gosling¹, Nick Mays¹, David Reid¹, Bob Erens¹, William Taylor²

1. LSHTM; 2. Scottish GP & Member of RCGP

Using new data gathered from a UK-wide survey of practice managers completed in 2017, this paper explores the nature of management in general practice and specifically the person of the practice manager.

In 1983 the NHS Management Inquiry (also known as the Griffiths' Report) suggested that NHS hospitals would benefit from the introduction of general managers. This was intended to create a management layer to replace the existing administrative cohort (although not the personnel, many of whom moved into the new management roles). It was a political move to wrest power from the clinical professionals and place it in the hands of rational planners, who were concerned with more than just the patient in front of them. (What is often forgotten is that Griffiths intended these managers to include clinicians.) In general practice the rise of the manager came later: larger practices had employed someone in a managerial role for some time, but it was not until the 1990s that the practice manager became more common, with even smaller practices employing at least a part-time manager.

Unlike hospitals, the practice manager was a more internally driven development – increases in bureaucracy and staff, which meant someone was needed to co-ordinate practice activities on behalf of the GPs. Since then there have been significant changes to the organisation of practices, not least through the regular changes to the main primary care organisations and subsequent external demands for reporting. Since the 1990s these have included: Family Health Service Authorities, Health Authorities, Primary Care Groups, Primary Care Trusts and, since 2012, Clinical Commissioning Groups. There have also been a

range of different GP Contracts and other organisational changes, such as polyclinics, polysystems, the rise of the 'at-scale' or 'super practice', federations and more recently Accountable Care Organisations (which themselves have gone through several different titles and are now re-named Integrated Care Organisations). As a result of the more recent developments, the practice manager is now a key member of the practice team and increasingly steps outside the practice into the wider primary care landscape. However, there is still little formal recognition of their role from bodies external to the practice – the GP partners remain the symbolic head of the practice (In this, Pfeffer and Salancik might argue that the practice management project is incomplete).

Given the changes outlined above and the continuing managerialisation of public-facing services, one might expect to find that the characteristics practice managers have changed. However, the results of this survey, when compared to the only published research on practice managers (a survey undertaken in Scotland in the mid-1990s) and the author's PhD research (data gathered from London practice managers in the early 2000s), show remarkable continuity alongside change. The data raise questions about the position of general practice as part of the wider health system and potentially about the nature of management itself.

14:30 Nice work or tough work Management discourse in academia, Elisabeth Berg, Professor in Sociology, Division of Human Work Science, Luleå University of technology

The constructions of academic identities are related to change in academic life and are an ongoing process within organisations. This paper discusses and reflects over the changes for many academics who were recruited to universities after they had taken their Masters level, as a lecturer and also for some as managers especially during the 1990's and 2000's. Managing the work of professional colleagues has traditionally been arranging timetables and convincing colleagues to undertake committee work and have sometimes been regarded as difficult and burdensome for those responsible (Björklund, 1996). In the 1960's these responsibilities were mainly undertaken by head of the departments and professors something that

during the 70' and 80's was passed over to junior academics (Björklund, 1996: 69). Since early 2000 this has changed once more with professors recommended to take on management positions. Given that the public management reform (NPM) was introduced to Higher education in early 1990's in Sweden, managerial work has become an important part of academic life. Now the focus is mainly on budgets, control and performance management, which reflects some of the changes for academics. The NPM reforms have brought with them more administration courtesy of bureaucratic procedures and accordingly more academics in middle management positions to monitor them. However the idea of academic work as research and teaching in that order, disrupted with administration and management seen as just a smaller part of academic work. Nonetheless these tasks have lately become an attractive choice for many academics, especially when teaching has sometimes been seen as more of a burden than something enjoyable (Ehn and Löfgren, 2004, Henkel, 2000). These positions as managers have for some female academics become a career option, although it has proved that research, the so called nice work, has lost out to managerial work (Barry, Berg and Chandler 2014). The findings suggest that acceptance of management positions become something of a poisoned chalice because of the sacrifices that follow, particularly the loss of research but also of teaching. The changes at the Universities towards a more specialization and high performance where publications, especially articles in highly rated journals, are favoured against teaching and even writing books have given way for another type of academics where teaching is to be avoided and publishing articles are preferable. These changes during the last 20 years show a development at the Universities where many women and men have been losing out and with the option of completing a doctoral degree if they wanted to work as academics, the alternative being to leave academe. Still for the majority of academics teaching are the main source for their existence having an exclusive group of academics at the Universities who have research as their main activity some would say that it is often the doctoral students who have this golden opportunity to focus mainly on their research.

15:00 Sense-giving without sense-making - how workers are left to flounder alone, John Macklin, (University of East London)

The paper considers how failure to enable workers opportunities for sense-making in atomised workplaces results in these workers being left to flounder alone in turbulent organisations. Senior leaders are found to be preferencing their vision and views over others, encouraged by new managerialism and a view that leadership is what they do rather than something they also facilitate in others.

The research, a case study of leadership in one secondary school in England, looked at how and to what extent those in leadership roles facilitated change and had opportunities for coming together. Beabout (2012) identified such coming together to deal with issues as perturbation and in this study perturbation is identified as a pre-requisite of effective distributed leadership (MacBeath et al, 2004). If leaders at various levels within a school were able to come together and resolve dilemmas this would indicate a cultural distributed leadership (MacBeath et al, 2004). Perturbation, as Beabout (2012) defines it, does mean individuals can come together to make sense of the challenges they and the whole school face. In this paper I suggest Perturbation (Beabout, 2012) is useful for middle leaders in a situation of flux as it aids co-construction of learning in order to make sense of new initiatives and how they impact upon their role. An inability to adjust to new initiatives leaves middle leaders feeling vulnerable.

However, in this case I found senior leaders emphasising their sense-giving (Maitlis & Christianson, 2014) rather than giving others in middle-ranking 'leadership' positions the opportunity to make sense of their new work practices. Thus there were restricted opportunities for sense-making (Maitlis & Christianson, 2014) through atomised work practice, which facilitates work compliance.

The research findings reported here case rely on data collection using a Critical Incident Technique (CIT) as a basis for interviews. CIT as a research method is suited to case study (Cope & Watts; 2000, Chell, 2004; Fitzgerald & Dopson; 2009). CIT can be utilised in interviews (Cope & Watts; 2000 and Fitzgerald and

Dopson; 2009). This enabled me to collect data “on concrete accounts of the events as recalled by those who have experienced them” (Fitzgerald & Dopson; 2009: 47)

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15:30 Leading change together: managing cultural change across the higher education workforce, Report Summary, Dr Cristina Devecchi, Dr Hala Mansour, Mr Nick Allen The University of Northampton, Professor Jackie Potter, Oxford brooke University.

This report describes findings from a Leadership Foundation for Higher Education-funded Small Development project. The study explored how university staff view and cope with change so as to develop an understanding of the role and dynamics of formal and informal leadership practices and strategies; and to make evidence-based recommendations grounded in real world challenges to support programmes and interventions suited to promote the career development of ‘leaders’ at all levels.

The project collected evidence from a national survey (N=356), interviews (N=11) and focus groups (N=11 participants) with representatives of the HE workforce, hosted a LTHE Tweetchat on the theme of change and teaching (N=168) and participants’ artefacts in the

form of drawings to elicit their experience of change. The project was supported by an Advisory Group comprising academics, professional services, governors and the Vice Chancellor of the University of Northampton, Professor Nick Petford.

Key findings

Change – Change is pervasive across all the levels and functions of the HE sector. While accepted as necessary, participants drew attention to the increased pace and ongoing nature of change. At the time of study was conducted, most of the changes were in relation to restructuring, adopting new managerial approaches, settling in new campuses, and using technological innovation for teaching and learning and administration. There is variation in the change management strategies adopted and their degrees of effectiveness.

Leadership – while acknowledged as key to effective change, leadership remains a contested and complex notion and practice. The key features of leaders comprise setting and communicating effectively the vision and strategy for change. However, the participants’ expectations is that formal leaders apply a more inclusive, relational, empathetic, contextual and ‘diffused’ leadership practice. Of interest is also a discrepancy between personal self-assessment of leadership roles and skills and their formal recognition by universities and institutions.

Working together – Despite ‘differing practices’ across universities and agencies, there are examples of effective collaboration between academics, professional services, and administration. Yet, a pervasive managerialist turn creates dilemmas and tensions, while current changes redefine professional identities and boundaries. However, when given the appropriate resources and opportunities to work together, academics and professional service staff are able to create spaces for change to take place.

Full report available here:

<https://www.lfhe.ac.uk/en/research-resources/publications-hub/index.cfm/SDP2016Northampton>

Tuesday 10 September

Ethics, Dilemmas and Work Based Learning (Papers)

11:30 *Consultants or Researchers? Undertaking work-based learning as part of the London School of Hygiene and Tropical Medicine's DrPH Programme,*

Dr Jennifer Gosling, Assistant Professor, London School of Hygiene & Tropical Medicine

Gillian Mckay, DrPH candidate, London School of Hygiene & Tropical Medicine

Joshua Robinson, DrPH candidate, London School of Hygiene & Tropical Medicine

The Doctorate in Public Health (DrPH) at the London School of Hygiene & Tropical Medicine (LSHTM) is the leading professional doctorate in public health in the UK and draws students from across the world. This presentation focuses on a part of a small pilot study that we undertook in preparation for a larger project, to consider the first piece of research that the students undertake: the Organisation Policy Analysis (OPA). The OPA is a short-term analysis of a public health entity, having either an organisational or a policy focus. It is often portrayed as a management consultant's report, but rooted in academic theory and literature. DrPH supervisors are drawn from staff across LSHTM, usually with a focus on the second, larger, piece of research. Consequently, the primary supervisor may not feel equipped to supervise the OPA, which is a qualitative piece of research, drawing on the fields of management, organisational or political/policy science. This means DrPH students are often left to conduct the OPA with minimal guidance.

While the OPA itself was seen by the students as a valuable, practical application of work that had been taught in the modules, many felt that the support given to the OPA was the weakest part of the programme. They come to the DrPH at a point when their careers are already established and they are, mostly, looking for career enhancement, rather than career change. As a result, they find the taught modules particularly useful and, perhaps for similar reasons, some of those interviewed found the research elements a little ill-defined and very heterogeneous across the student body.

The DrPH is a research heavy doctorate, but the flexibility of the programme allows the students to create an individual learning plan, which aligns with the reasons that the students

take the DrPH at LSHTM. The OPA would seem to be a particularly relevant aspect of the programme in this respect, allowing the students to undertake research within an organisation. However, LSHTM does not have a Management School that would naturally provide the expertise for this type of research. Which raises a question as to how well equipped the School is to truly support the OPA and leverage the learning and professional development, to integrate it into the wider programme objectives: doctoral level training for the future leaders of public health service organisations around the globe.

12:00 *Researcher identity in undertaking work based doctoral research, Gordon Weller et al.*

This study will explore the changing nature of work based doctoral research in organisations. The employee researcher will need to consider a possible new role and identity that may be associated with this; the border crossing between organization employee/worker professional and university doctoral researcher. There is relatively little preparation for taking on a potential new or extended identity within what may be an established employment position. There may be complexities around identification, collaboration and negotiation of a suitable work based research focus; such individual research may be supported by senior management, who may be funding the researcher. However, the situational dynamics of work based research can involve a range of stakeholders who may feel the consequences of such research, though may not be normally be consulted. Normal ethics arrangements are required to be in place, though this normally involves approval from relevant management. This study is continuing the theme of situational analysis (Volante, Weller and Portwood, 2018) in considering the organizational situation and stakeholder interests prior to forming a research project intent. The social dynamics and responsibility of the, often novice, researcher may be more critically understood through a preparatory pre-project intent stage, which considers the stakeholders and researcher identity management.

12:30 *Anxieties and Challenges of conducting a Business Research Project: Developing an inclusive Business Research Module on a Postgraduate Level, Dr Chinny Nzekwe-Excel, Work-based Learning, Faculty of Business and Law, University of Northampton, UK.*

It is now common knowledge that most disciplines at postgraduate level in higher education institutions require students to undertake a project. This usually entails planning the project, consulting relevant research/ evidence, adopting appropriate methodological approach(es), collecting/ using & analysing data and subsequently providing some recommendations following outcomes from the project. Furthermore, students are required to critically demonstrate the aforementioned processes of undertaking the project in a well-documented report. Undertaking a business research project and the writing process involved fosters students' ability to work & learn independently as well as collaboratively (where required). Furthermore, students are opportune to learn, develop and enhance several essential skills, which are beneficial in today's workplace.

Nevertheless, there appears to be a perception that postgraduate students have the basic knowledge & understanding on how to confidently undertake their projects. Also, and sadly, students are often left to make onerous decisions on their own, which inevitably results in project reports that are either 'nothing to write home about' or a student having a dissatisfying learning experience who dreads conducting any project in the future. Most postgraduate students fail to see the link between the experience acquired and potential impact of the business research process on their desired career pursuits

In view of the above, this study draws insights from the experiences of international students from different UK institutions as well as from the experience of a previous Academic Tutor/ Advisor for Postgraduate Students from a UK Higher Education. Outcomes from this study will help inform the development of a Postgraduate Business Module where students will learn business research processes and develop skills at

level 7 to help them undertake their principle research project more confidently.

Keywords: Business, Postgraduate, Research, Work-based

15:00 *Researcher self-care in organisational ethnography: Lessons from overcoming compassion fatigue , Joanne Vincett, The Open University, Milton Keynes, UK*

The purpose of this paper is to offer practical researcher self-care strategies to prepare for and manage the emotions involved in doing organisational ethnographic research. Institutional ethics policies or research training programs may not provide guidance, yet emotions are an integral part of research, particularly for ethnographers immersed in the field or those working with sensitive topics or vulnerable or marginalised people. The paper draws on ethnographic fieldwork for over nine months with a voluntary organisation in England, Yarl's Wood Befrienders, to explore the experiences and compassionate practices of volunteer visitors who offer emotional support to migrants and asylum seekers detained in a British immigration removal centre. The author is a 'complete member researcher' (Adler and Adler, 1987) studying the organisation where she is a volunteer visitor and trustee.

The author describes the emotional impact the research personally had on her and shares learning from overcoming 'compassion fatigue'. Self-care strategies based on the literature are recommended, such as a researcher self-assessment, identification of the emotional risks of the research, and self-care plan formulated during project planning. Suggested resources and activities to support the well-being of researchers are explored. This paper provides practical resources for researchers to prepare for and cope with emotional and mental health risks throughout the research process. It builds awareness of the importance of safeguarding researchers, resilience and support for handling emotional disruptions. Without adequate support, they may be psychologically harmed and lose the potential to critically engage with emotions as data.

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Striving for Gender Equality within Public Services (Paper)

15:30 Organisational processes related to maternity leave and the return to work, Caroline Millar

Purpose: Women widely report discrimination and mistreatment during transitions related to maternity leave in the UK. While research to date has established a number of situational factors which contribute to a positive return-to-work experience there has been limited consideration of the organisational impetus to effectively reintegrate these employees. This paper reviews the policies, procedures and structures related to maternity transitions in a case study organisation to establish the organisational context which underpins the return experience.

Design/methodology/approach: Document analysis of maternity related policies, procedures and structures within a case study organisation.

Findings: In this case study example organisational policies, procedures and structures related to maternity transitions are primarily focused on the organisation's legal obligations related to facilitating maternity leave and thereby prioritising the employees' withdrawal from employment. There is limited reference to re-integration following leave, and supports which women widely choose to access during this transition i.e. Flexible Working policies are referenced as available but are not construed as easily accessible.

Research limitations/implications: This preliminary study is limited to one case study organisation

Originality/value of the paper: This study explores the meso-level structures which underpin this pivotal employment transition and thereby contributes to the literature on work-life balance and employment. It also responds to Kulik's (2014) call for research on above-the-line formal diversity policies and programs.

Key words: Maternity leave; employment transitions; UK; working mothers; organisation.

16:00 New Spaces: Challenging Gender-Based Violence within the Campus Transition, Kimberley Hill, Melanie Crofts

Sexual assault, harassment and violence on university campuses is a prevalent and pressing concern. A recent Universities UK taskforce report recommended that urgent action in this area is needed and universities are significant sites for implementing a joined up approach. As a campus of Changemakers, interdisciplinary researchers and support staff at University of Northampton decided to take action to address this significant and important issue. As one of only 60 institutions across the country to be awarded funding from HEFCE's Catalyst fund, our 'New Spaces: Safeguarding Students from Violence and Hate' cross collaborative project aimed to create vital partnerships in tackling sexual violence and hate crime on campus.

The aims of the project were to evaluate existing policies and develop a student-led collaborative approach to identify what currently happens when disclosures are made; staff and student perceptions and experiences within the campus transition; as well as provide recommendations for new institutional policies, strategies and recommendations to support students in reporting harassment, sexual abuse, sexual violence and hate crime.

As part of this work, a survey of the existing literature, as well as an evaluation of existing processes and policies at The University of Northampton were carried out. Additional data collection involved 2 Staff and 2 student focus groups, as well as 11 interviews with members of the senior management team. These were conducted to discuss the nature and extent of issues at the University of Northampton, what support was in place for disclosures and recommendations for future practice within the new campus space. One of the student focus groups utilised photo-elicitation methods to allow students to visually conceptualise and create a new, safe campus space for the campus transition.

This paper will present findings from the report compiled from this research and some reflections on the research process. An overview of the potential impact this project has, as well as the impact of this data on institutional processes and support

mechanisms will also be provided. Recommendations and implications for future work and the HE sector will be discussed.

Social Work Management: Academia-Society Engagement through effective management of University Social Responsibility (USR) (Papers)

11:30 From university social responsibility to social innovation: A crucial dimension for quality management and accreditation, Dr Heba Mohamed Adel, Lecturer at Faculty of Management Sciences, October University for Modern Sciences and Arts, Egypt; Dr Ghada Aly Zeinhom Lecturer at Faculty of Management Sciences, October University for Modern Sciences and Arts, Egypt

Purpose – The purpose of the current paper is to investigate the university social responsibility and innovation practices within four different public, private, national and international universities in Egypt. Also, it discusses and reflects on how shifting from university social-responsibility (USR) to social-innovation (USI) activities acts as a crucial dimension towards satisfying its quality management and accreditation requirements.

Methodology – The researchers used a qualitative research approach while investigating the university social innovation initiatives carried out at four higher educational institutions as examples of public, private, national e-learning, and international universities in Egypt. Data were collected through depth interviews and focus groups with subject matter experts representing different stakeholders engaged in the social work in addition to quality management and accreditation processes at these institutions (e.g., USR managers, quality leaders, and student volunteers). Based on the current researchers' judgment, these four universities were able to manage their social responsibility practices in an innovative manner throughout different perspectives (e.g., micro-finance for young social entrepreneurs, children university for pre-university students, healthcare awareness and treatment campaigns, food supply programmes, anti-harassment awareness and self-defence programmes, shelter building and water connections, and e-learning programmes for distant learners).

Findings and practical/social implications – The findings of this research paper presents a framework for university leaders and managers about the successful practices that can be undertaken at their institutions in order to find innovative solutions to the social problems in their communities. Furthermore, it suggests embedding these university social innovation practices into their managerial operations; teaching, learning and research processes; and community outreach activities for the purpose of satisfying the national and international requirements for effective quality management and accreditation.

Originality/value – Great attention has been directed by many studies towards the importance of corporate social responsibility in many manufacturing and service industries, yet little consideration has been given towards studying it in the context of higher education. Moreover, according to the authors' knowledge, there is a research gap that addresses the investigation of how university social innovation acts as a crucial dimension for satisfying its national and international quality management processes and accreditation requirements.

Keywords – University Social Responsibility, University Social Innovation, Quality Management, Accreditation in Higher Education, Social Work Management, Academia-Society Engagement, Social Entrepreneurs.

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12:00 Exploring gender difference with generation diversity, education engagement, and perception on corporate social responsibility in Egyptian charitable organization: Conceptual framework, Dr Marwa Muhammad Muhammad Elsaed Hassouna Lecturer of Management, Faculty of Business Sciences, Ahram Canadian University, Egypt;

There is a new trend that engages citizens and organization to sociable activities in order to encourage them to act in a responsible way, consider the needs of this generation and the next, and to maintain their rights for living in secure environments that full with opportunities Government cannot alone do all the needed to serve the public. Therefore, citizens and organizations should take into consideration the influence of their productive activities on all surrounded environments (the social, economic, and environmental). In addition to that, they should also consider social, ethical, environmental, and human rights concerns when making their core strategies and business-related operations by collaborating closely with the various stakeholders. Stakeholders have their own perception

concerning effectiveness of corporate strategies, where their perception affect the way of engagement to organizational social corporate responsibility, for example, their perception affects their willingness to pay premiums prices. This paper focuses on studying the gender difference engagement, with various different generations and educational levels, in social services with evaluating their corporate social responsibility perception in El-Hosary charitable organization. This research examines do Egyptian women are dominating social services in Egypt as they may exhibit stronger engagement and preference regarding social environmental services compared to men. There are different generations based on their year of birth. These generations assumed that every generation would have similar preferences, attitudes, and behaviors if they were exposed to similar macro and institutional events that could lead to their value system. This research aims to investigate which generation is highly engaged in social corporate responsibility in terms of gender and different education levels. This research is conducted in Egypt in one of Egyptian charitable organization for many reasons. Firstly, Egyptian cultural, economic, and political environment is different from western environment. Most of Egyptians citizens are Muslims and Arabs, they are influenced by Islamic religion values. Philanthropy is a major part of the religion, Secondly, Egyptian economy is facing sever stagflation so their overall spending will be affected. Thirdly, there are governmental regulations and audits on charitable organization's activities and increased intensively after 30 June, 2013 revolution. A case study methodology will be used to tackle this phenomenon. Data is collected from volunteers in public and social services in El-Hosary Charitable organization. A stratified sample is employed to collect data from El-Hosary volunteers. Age and education with their categories groups are factors of splitting the sample. Statistical package for social sciences software (SPSS) will be used to analyse the data gathered through 5 likert scales questionnaire adapted by Lee et al. (2012) testing the research variables with the hypothesis using T-test, means and frequencies. This research paper is presenting the literature review with its variables and interrelationships in addition to the research model and conceptualization and research methodology.

Finally, this research enhances understandings Egyptian perception and engagement for CSR dimensions regarding their gender difference, age and education in that un-stabilized time.

Keywords: Gender, age, education level, engagement, perception, Corporate Social Responsibility, public services.

12:30 Undergraduates internships and employers' priorities: A case study on MSA University, Dr Zeinab Abbas Zaazou; Associate Professor of Public Administration, Faculty of Management Sciences, MSA University, Egypt, Dr Marwa Muhammad Muhammad Elsaed Hassouna, Lecturer of Management, Faculty of Business Sciences, Ahram Canadian University, Egypt

Undergraduates' internships became an increasingly valuable learning opportunity for eligible high-school students or university undergraduates. Most employers believe that internships make the recruiting process much easier and more efficient and provide the company with best and trained candidates for future hiring. Employers should have a successful training strategy for interns in order to create employer brand; as well as attracting the best job seekers and recruitment professionals, by word of mouth and positive feedback by current and past employees. As for students, firstly internships solves the problem of students complains; what is practically studied is different from working environment needs. Secondly, internship enhances students' employability. Employers value employees who have previous experience. Internship helps and eases the transition from university to work. Internships benefit undergraduates by giving them work experiences and making the undergraduate well aware of the working field that will face provides them with networks. Thirdly, interns' personal, interpersonal, academic, employability, and civic engagement skills will be improved. In this paper, researchers are going to introduce the definitions of internship, conversion process of undergraduates to full-time employees, Academic skills needed for students' entry in internships, types of internships, and benefits of internships, academic skills of undergraduates and recruiter's perception towards undergraduates versus students' perception towards recruiters.

Researchers used the qualitative research technique, which is collecting data through primary research such as: content analysis, interviews, and focus groups. All that for the sake of coming up with answers to various questions related to internships, addressed to a sample of business experts (INERTIA and Unilever) and with the director of graduates and field training unit (MSA University, Faculty of Management) and a sample of undergraduate students (MSA University, Faculty of Management). From the answers of students, business experts, and graduates' director, researchers concluded internships breed the best possible job candidate of the future. They emphasise job candidates' character, conscious, agreeable, and hardworking personality traits, and previous training experience are the main criteria of future hires. Students objectives such as combining the students' academic knowledge with practical experience, helping the students prepare an effective resume that could grant them an advantage over their peers who compete for the same job offers, granting students practical employability skills required in the job market, helping them to take their first step in their career path, enabling them to start a network of business contacts and offering them an opportunity to get a permanent job in their places of training after graduation are almost met through internships. Students have to analyse, understand and specify their skills, strengths, and weaknesses in order to be able to choose a suitable training experience which could fit their personality and skills and which could enhance their chances of finding a suitable job after graduation. The evaluation of this students' training program will enable the faculty of management to improve the future training program as well as updating the courses with relevant information from the job market. This will help the management faculty to provide a graduate with high employability skills who has a realistic understanding of job requirements and better engaged with the industry and society. This research paper sheds the light on employers' priorities and gives an insight of how to shorten the gap between the theoretical studies and curricula and the market or society needs.

Keywords: Internships, employers' priorities, work-based learning, curricula, engagement with society, academia-industry collaboration.

13:00 Ethical climate: Predicting what beyond the work-role expectations, Raghda Abulsaoud Ahmed Younis, Lecturer of Human Resource Management, Faculty of Commerce, Cairo University, Egypt; Aida Sayed Moawad Lecturer of Human Resource Management, Faculty of Commerce, Cairo University, Egypt

Purpose: Many organisations suffer from non-ethical climate in the work place. Such a climate resulted in a lot of negative behaviours towards the organisation such as bribery, extravagance and subversion (Appelbaw et al., 2005; Tsai & Huang, 2008; Anaza et al., 2015). Additionally, negative behaviours towards the members such as verbal and physical attacks, self-preference and violence towards others (Appelbaw et al., 2005; Shafer et al., 2013; Liu et al., 2018). Therefore, scholars have emphasized the need to supporting the ethics in the work climate. Ethical climate is a type of work climate that is best understood as a group of prescriptive climates reflecting the organizational procedures, policies, and practices with moral consequences (Cullen et al., 2003). Such climate is linked to the awareness of members that decision-making and regulatory actions have ethical consequences for both parties within and outside the organisation (Arnaud, 2010; Jha et al., 2017). There are two main streams in studying ethical climate in the literature; the first stream is the importance of ethics at the organisational level (Wong & Hsieh, 2013; Shafer, 2013, 2015; Cullen, 2003; Martain & Cullen, 2006). The second main stream is the role of ethics in the individual level. Studies have shown different contributions in this stream, including employees' attitude and behaviours. For example, some studies showed that the ethical climate has a positive impact on the ethical behaviours (Hassanian & Shayan 2017) and positive work attitudes (Valentine, et al. 2013). Others have shown the impact of ethical climate dimensions on organisational commitment (Tsai & Huang, 2008; Cullen et al., 2003; Kaur, 2017) and job satisfaction (Okpara & Wynn, 2008). To sum up, although previous studies supported the role of ethical climate to both organisational and individual level, limited studies investigate the role of such climate in enhancing the extra-role behaviours in organisation (e.g., Shin, 2012). Thus, this paper aims to highlighting the role of ethical climate dimensions in

enhancing both in-role and extra-role behaviors, i.e., organizational citizenship behaviors (OCBs).

Design/methodology/approach: The paper is an empirical research paper. Accordingly, a questionnaire was used to collect data. It was distributed to the faculty staff members in large universities located in great Cairo with 370 responses.

Findings: We found some evidence about the impact of the ethical climate on both in-role and extra-role behaviours in work. It seems that the rules dimension was the common ethical dimension that affects both in-role behavior and OCBs. Additionally, caring and instrumental dimensions also positively impact organizational citizenship behaviors.

Originality/value: This study is one of the limited studies that considered the role of ethical climate in enhancing the extra-role behaviours. In addition, it is one of the first studies that considered such a relationship in the Arab region.

Key words: Ethics, Work climate, Extra-role behaviour.

Health and Social Care Work in the Public Sector: 'Professional' or 'Employee'? (Papers)

14:30 New boundaries, New roles: a Search for the 'Soul' of Social work in English Teaching Partnerships, Lucille Allain, Helen Hingley-Jones and Linda Bell

Background:

As social work academics and practitioners involved in a large employer-led teaching partnership (TP), we are at the forefront of multiple changes to the way in which university-based social work education is delivered in England. Compared to other countries in the UK, social work education in England has been subject to critique over recent years about the quality of social work education and graduates (Narey 2014; Croisdale-Appleby 2014). This critique emanates from neo-managerialist and neo-liberal governmental approaches, characterised by the introduction of competing models of social work education, some of which marginalize the role of universities and which question where the 'soul' of social work lies (Higgins 2015).

In contrast, TPs offer a more nuanced and collegiate partnership approach, involving more holistic developments to enhance practice at pre-qualifying levels and beyond. Our partnership with four local authorities and one voluntary agency is a model of transitional practice, involving social workers and academics moving across the academic/practice boundaries, learning and teaching together.

This research captures one aspect of the TP's outcomes; the experiences of 3 key groups: 1. Social workers co-teaching with academics, as part of TP delivery; 2. Academics, who are welcoming TP social workers into the classroom to share their pedagogic and practice skills and; 3. Social work students who educated in this new context.

Methods:

Qualitative research methods are used to capture and explore the experiences of social workers, academics and students, with the aim of analysing their contrasting experiences of this particular innovation. Research methods include semi-structured interviews and focus groups, using thematic analysis (Braun and Clarke 2006).

Results:

This research study is currently underway and we will bring a full set of results to conference. Early indications are that social workers from practice have a strong commitment to teaching and sharing their knowledge, though they find the planning and delivery of teaching a new challenge, given their caseloads. Also students welcome this development. Academics, while welcoming practitioner-teachers, find additional planning and administration time-consuming. The question we are currently considering is how this is impacting on social work academics' potential to complete the research needed to enhance the discipline.

Conclusions and implications :

Tps offer a new opportunity to bring practitioners into universities, however this needs careful planning and ongoing financial commitment so that service delivery is not impacted upon negatively. There is also enormous potential for important psychosocial themes of relevance to practice and to service users, being

researched in partnership. However academics' time to be key drivers in research could be at risk unless research time is valued and protected.

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15:00 By reason of your misconduct your fitness to practise is impaired': how does 'fitness to practise' relate to social work 'values'? Dr Linda Bell, Middlesex University

In this paper I discuss issues of professionalism and social work: how does 'professionalism' relate to social work 'fitness to practise'? How does 'fitness to practise' relate to social work 'values'? I am exploring these issues as part of a wider anthropological study into the nature of social work, its values and practices (Bell, 2019, forthcoming).

There have been many recent examinations of values and how these (are said to) underpin social workers' and other health and social care professionals' practice (see e.g. Banks, 2012; Bell & Hafford-Letchfield (eds), 2015; Hugman, 2005). Underpinning professional values for the 'caring' professions usually include commitments such as taking action (often with other professionals) on behalf of 'disadvantaged' or 'vulnerable' people, and specifically for social workers, commitments towards social justice, and human rights. However, it is often difficult to pin down how these values are translated into actual 'professional' practice. Similarly there is continual and wider debate amongst social workers about how to link professional 'theory' with 'practice', something with which students in particular often struggle.

The Health & Care Professions Council is the regulatory body currently covering English social work (in addition to some other professions allied to health and social care). There are parallel regulatory bodies for Scotland, Wales and Northern Ireland. The HCPC website points out that fitness to practise is 'not just about professional performance' but also concerns issues of public confidence in the relevant profession. Turning the issue of 'values' around, what can an examination of the very detailed and public 'fitness to practise' hearings held by the HCPC 'competence and conduct committee' add to our understanding of social work value? Which values do social workers seem to be 'transgressing', as revealed by these 'fitness to practise' materials? How are these transgressions then addressed? Previous research on GSCC and subsequently HCPC 'conduct' hearings by McLaughlin and colleagues (2017; 2010) (including interviews with social workers) has demonstrated the effects that 'fitness to practise' hearings can have on individuals and their careers; this work also suggests some flaws as well as strengths in these organisational processes. I wish to explore further what kinds of values these hearings appear to be addressing, and examine how these issues are responded to by practitioners and the regulatory body itself.

Method

I have examined the publically available HCPC documentation about hearings related to registered social workers during 2017 (from January to December), with a more detailed examination of the first 100 cases concerning individual practitioners. I have excluded the small number of cases coming before the 'health' committee rather than the 'competence and conduct' committee, although there is sometimes overlap between the two.

Results

Many individuals come before the committee several times as their own case is reviewed across the year/ from a previous/to the next year. Outcomes from the committee can include the case being dismissed, sanctions (conditions) being imposed for a certain period, or 'striking off' the individual from the professional register. My work is ongoing but suggests that more than 40 English social workers were 'struck off' during 2017. I will discuss how these decisions

reflect issues of 'professional values' in more detail in the presentation.

524 words

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15:30 *The role of emotional intelligence in coping with perceived stress, Dr Phil Bown, Faculty of Business and Law, The University of Northampton.*

Abstract: Johnson, Cooper, Cartwright, Donald, Taylor and Millet (2005) argues that teaching can be one of the most stressful occupations and is associated with emotional exhaustion

Sanders (2006) points out that the Health and Safety Executive identifies the higher education sector in the UK as having an unacceptable level of stress at work. Academics experience considerable pressure in their working environment (Kinman, 1996; 1998; 2001). One of the areas considered to be a concern is the increase in job demand. This has led to increased hours of working, lower job satisfaction, and impact upon psychological health. The increased demands also impact upon the work/ life balance (Kinman, 2008).

Kinman, Jones and Kinman (2006) comments that those employed as academics are twice as likely as

those in the general population of the UK to experience impact upon their psychological health. This is supported by a survey of University teachers (Kinman and Jones, 2004) in which overload of work and work life balance are frequently reported as stressors for university staff and academics.

Khan Siraj, and Li, (2011) find that the “big 5” personality dimensions are significantly related to the way people cope. Those with high extraversion, openness and conscientiousness are more likely to engage with problem focused coping and regarded the experience as a challenge rather than a threat (Penley and Tomaka, 2002). Neuroticism is an exception, as those who are more inclined towards neuroticism are less engaged with the coping mechanism (Khan et al, 2011). Those who are more inclined towards neuroticism are likely to experience stress from interpersonal interactions and regard such experiences as potentially threatening (Penley and Tomaka, 2002).

There is also a greater relationship between personality and coping in those who experience high or chronic stress (Connor-Smith and Flachsbart, 2007; Moos and Holahan, 2003).

Petrides and Furnham (2001) argue that emotion related traits together with perception have been demonstrated to affect psychological and behavioural variables (For example: Beyer, 1998; Beyer and Bowden, 1997; Katz and Campbell, 1994; King and Emmons, 1990, 1991; Taylor and Armour, 1996; Taylor and Brown, 1988). Mavroveli et al (2007) add that those with high trait emotional intelligence may be at an advantage due to greater emotional self-regulation and are therefore more likely able to moderate their emotions when faced with such challenges. Personality traits can also influence the way a person copes (Bolger and Zuckerman, 1995; De Longis and Holtzman, 2005) and is an imperative part of being able to cope (Khan, et al 2011). It can also have an influence on outcomes (Strelau, 2001). However, it is dependent upon the individual; how they perceive, and react to stressful experiences (Terry, 1994). As suggested by Lazarus (1999), emotion, coping and stress belong together, with emotion being placed as a superordinate because it incorporates coping and stress. Therefore, separating

coping from emotion can do a disservice to the complex way emotions are processed (Lazarus, 1999).

In a study of 533 university academics from around the world, Bowen, Pilkington and Rose (2016) find there is an invert relationship between perceived stress and managing emotions. The greater the perceived stress the person experiences the less they manage emotions.

Outcomes: This study provides a little more information to existing literature and provides suggestions and ideas as to how academics may cope with perceived stressful experiences using emotional intelligence.

Thank you to the CMI for sponsoring this conference