

CIPD Coronavirus webinar series

Using evidence in HR decision-making:
10 lessons from the COVID-19 crisis

17 June 2020

Welcome

Katie Jacobs, Senior Stakeholder Lead, CIPD

CIPD



Today's speakers

Katie Jacobs

Senior Stakeholder
Lead, CIPD

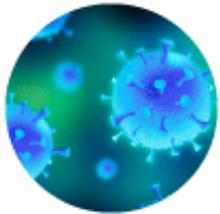
Rob Briner

Professor of
Organisational
Psychology, School
of Business and
Management,
QMUL

David D'Souza

Membership
Director,
CIPD

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resources**



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Using evidence in HR decision-making

Rob Briner, Professor of Organisational Psychology,
School of Business and Management, QMUL and
Scientific Director, Center for Evidence-Based
Management



What is evidence-based practice?

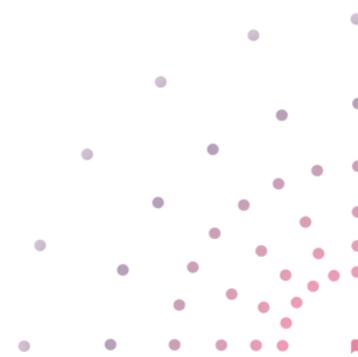
- Used across multiple fields to improve the quality of decision-making so ensure we
 - Focus on important problems/opportunities
 - To do what's more likely to work
- We always use evidence and information in making decisions so how is EBP different?
 - **Approach** to evidence use (conscientious, explicit, judicious)
 - **Multiple sources** (for triangulation *and* to put evidence in context)
 - **Structured process** (stay on track, easily deflected and distracted)



Used **first** to identify problem or opportunity and **if** (and only if) one identified...



Then used to identify possible solution or intervention



Evidence-based practice

Scientific literature
empirical studies

Organisation
internal data

**4
SOURCES**

Stakeholders
values and concerns

Practitioners
professional expertise

**Evidence-based practice
is about making
decisions through
the conscientious,
explicit**

**6
STEPS**

**and judicious use of
the best available
evidence from
multiple
sources by:**



1

Asking

Translating a practical issue or problem into an answerable question



2

Acquiring

Systematically searching for and retrieving the evidence



3

Appraising

Critically judging the trustworthiness and relevance of the evidence



4

Aggregating

Weighing and pulling together the evidence



5

Applying

Incorporating the evidence into the decision-making process



6

Assessing

Evaluating the outcome of the decision taken

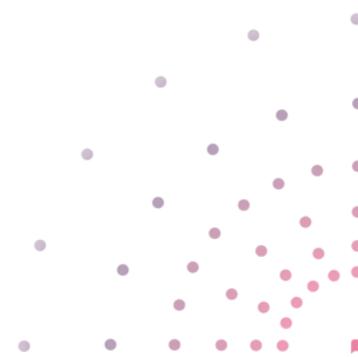


To increase the likelihood of a favourable outcome.



The CIPD's commitment to evidence-based practice

David D'Souza



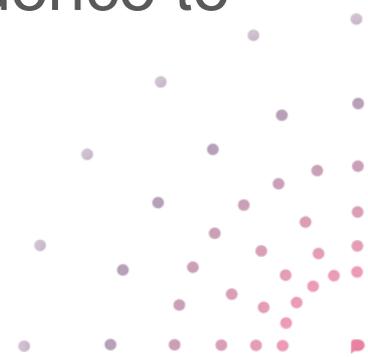
People Management

Comment

10 lessons in HR decision-making from the Covid-19 crisis

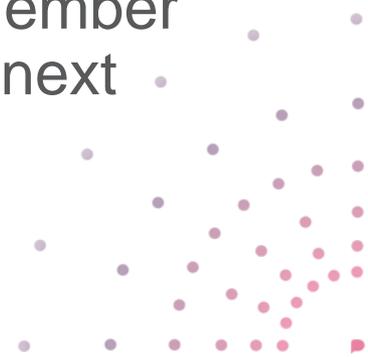
14 May 2020 By Rob Briner

- I wrote this because governments around the world were trying to make use of evidence to manage the crisis
- Observing these more-or-less effective efforts reveal important lessons for how we can best use evidence to inform our decisions



10 Lessons

1. It's all about using multiple sources of evidence.
2. There's always time to collect and use evidence.
3. Get a handle on the problem before you start implementing solutions.
4. Find out what's already known before collecting new information.
5. Let's stop talking about 'The science'.
6. Let's stop talking about being guided by or following the science.
7. Be very wary of over-invested nerds and geeks.
8. Don't stop being sceptical.
9. Don't make comparisons unless you're fairly certain they're valid.
10. If getting hold of evidence is difficult now, remember that there will be a next time.



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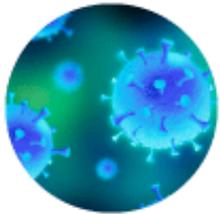
Questions

Please submit your questions for:

- Rob Briner, Professor of Organisational Psychology, School of Business and Management, QMUL and Scientific Director, Center for Evidence-Based Management
- David D'Souza, Membership Director, CIPD

Please use the Q&A function to submit your questions

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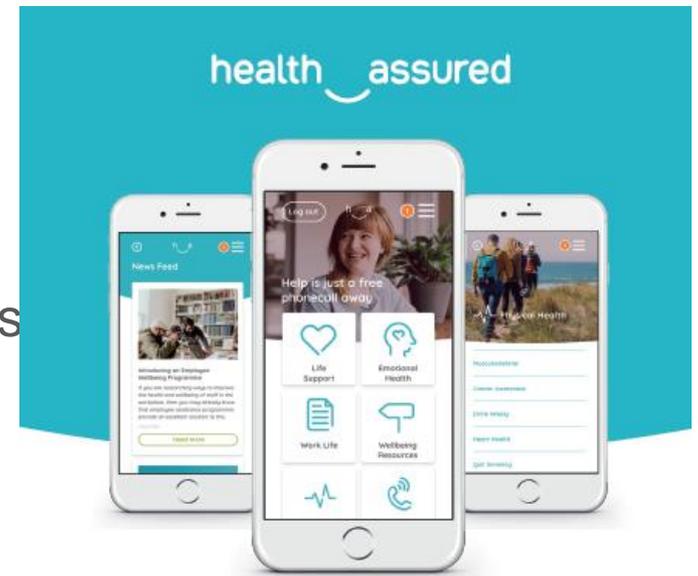
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New Well-being Resources



- We've partnered with **Health Assured** to support members mental health and well-being
- Unlimited free 24/7 confidential telephone helpline, online portal & Health e-Hub app
- The resource provides:
 - Legal information
 - Debt and financial information
 - Manager consultancy and support
 - Information on work and home issues
 - Factsheets, advice, information and self-help tools
 - Links to specialist support organisations
 - A resources area with; programmes, videos, webinars, medical information and mini health checks.



Health e-Hub from Health Assured
Support in the palm of your hand

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Further information

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[CIPD coronavirus hub](#)

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[Center for Evidence-Based Management](#)

[Briner, R \(2019\) The Basics of Evidence-Based Practice, CEBMA.](#)

[Gov.uk/coronavirus](#)

