

Gloucestershire Branch Newsletter

January 2009



Welcome to 2009 - we all hope that you had a restful Christmas and New Year. Here we are again for the Newsletter 2009 in what promises to be an interesting year for all of us. Not least the CIPD locally, with changes afoot from the AGM in May - so, my normally rallying cry: get yourself involved! And note that we'll be putting out the Events schedule at the start of the new financial year in April. Enjoy this issue.

John Hepworth
Editor

Next Events

Diary Dates

**Coaching Skill
Practice with
Ian Banyard**

Thursday 22 January

**Mock Employment
Tribunal**

Wednesday 18 February

**Business in
Gloucestershire -
BiG Seminar**

Tuesday 3 March

**Coaching with Clean
language**

Tuesday 3 March

**Employment Law
Update**

Tuesday 24 March

Thursday 22 January 2009
Gloucestershire Coaching Network



**"Coaching Skills Practice
with Ian Banyard"**

Venue: The Forum, Lansdown Road, Cheltenham GL50 2JA
6.00pm for 6.30pm start - 8.30pm finish
**£5 inc VAT to include teas and coffees for CIPD members
and Non-members**

To start the New Year, we thought 'what better than a session to brush up on your coaching skills?!' With facilitation from guest speaker Ian Banyard, you will have the opportunity to work in pairs whilst exploring and refining your coaching techniques.

Ian will also introduce the PRISM behaviour profiling tool, which is a revolutionary profiling instrument for identifying human behaviour and enhancing performance. GCN provides a supportive and stimulating environment in which to further your professional development and extend your coaching abilities. This session is suitable for both experienced and not-so experienced coaches. We look forward to welcoming you on the evening!

**To book this event, book via the website
at www.cipd.co.uk/branch/gloucester**

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Wednesday 18 February 2009

"Mock Employment Tribunal"

**Venue: Best Western, The Gables Hotel, Bristol Road, Falfield, South Gloucestershire, GL12 8DL
5.30pm start for 7.30pm finish
#Special Offer#**

£5.75 inc. VAT to include teas and coffees for CIPD members and Non-members

**Speakers: the Employment Team from Thring Townsend Lee Pemberton
NOTE: there is a limit of 50 delegates for this event**

Are you ready to defend your actions before an Employment Tribunal? Have you felt the heat of cross examination? Do you know what questions to expect? Come along and find out! This session will be highly practical. A claim of constructive dismissal and sex discrimination will be heard from start to finish and you will hear evidence from the Claimant and Respondent's witnesses, experience cross examination from Barristers for both parties and participate in a discussion with the Employment Judge about the likely outcome of the case.
At the session, preliminary documentation will be provided, to include the forms ET1 and ET3 and witness statements so that you can form your own view of how the case will proceed!

To book this event, book via the website at www.cipd.co.uk/branch/gloucester

Tuesday 3 March 2009

Business in Gloucestershire - BiG Seminar

"TO BE ADVISED"

**Venue: Chargrove House,
6.15pm for 6.45pm start - 8.30pm finish
#FREE EVENT - SPECIAL OFFER#**

Speaker: To be advised

To book this event, book via the website at www.cipd.co.uk/branch/gloucester

Tuesday 3 March 2009

Gloucestershire Coaching Network



"Coaching with clean language"

**Venue: The Forum, Lansdown Road, Cheltenham GL50 2JA
6.00pm for 6.30pm start - 8.30pm finish
£5 inc. VAT to include teas and coffees for CIPD members and Non-members**

Speaker: To be advised

To book this event, book via the website at www.cipd.co.uk/branch/gloucester

Tuesday 24 March 2009

"Employment Law update"

**Venue: Rickerbys LLP Solicitors, Ellenborough House, Wellington Street, Cheltenham.
GL50 1YD**

**Refreshments from 8.30am, Workshop 9.00am - 12.30pm followed by a buffet lunch
£28.75 incl VAT for CIPD members; £34.50 incl VAT for non-CIPD members**

Speakers: Rickerbys Employment Law team

Rickerbys' employment law team will take us through an update on current employment law, including the new Disciplinary, Dismissal and Grievance procedures and the ACAS Code of Practice.

To book this event, book via the website at www.cipd.co.uk/branch/gloucester

For any queries or further information about an event, please contact Yvonne Baxter, CIPD Branch Administrator, by telephone, 01242 671054, or email, yvonne.baxter@virgin.net. Joining instructions will be sent by email, along with a receipt for payment, a few days before the event. Regrettably invoices cannot be issued by the Branch.

Event Review - STUDENT AWARDS - GLOUCESTER RUGBY CLUB, THURSDAY 16 OCTOBER 2008

Well, here is a thing. Was it really nearly three months ago? Yes, certainly was and nearly as long as the last time that Gloucester played at home in the Premiership too! Anyhow - an excellent evening as these pictures demonstrate. The Rugby Club looked after us really well as befits such a celebration. And our thanks to Ian Mean for his thought provoking and challenging speech - provoked a reaction and that befits a man of Fleet Street! Well done to all our award winners and those who passed the test.

John Hepworth
Newsletter Reporter





Feature - DEPRESSION AND ANXIETY: SEPARATE DISORDERS OR TWO SIDES OF THE SAME COIN?

Rod Booth, Managing Director at Clarity Insight Limited writes:

In the world of mental ill health - where accurate diagnosis dictates treatment - anxiety and depression are regarded as two distinct disorders. But in the world of real people, many suffer with both problems. In fact, most mood disorders present as a combination of anxiety and depression.

The coexistence of anxiety and depression, called "co-morbidity" in psych-speak, carries some serious consequences for a sufferer. It tends to make the course of the disorder more chronic; it impairs functioning at work or in relationships and can substantially raise the risk of substance abuse, self harm or suicide. As a consequence, recent research and clinical study has started to consider a new conclusion: Depression and anxiety might not be two disorders that coexist. They may well be the two faces of the same coin.

The psychological nature of vulnerability to both disorders is extremely similar. It may be the case that

people who are sensitive to life stressors such as change or loss, tend to react anxiously and may go on to develop symptoms of depression as well.

At the core of this double disorder is a shared mechanism that is out of balance. Research seems to point at over-activity of our stress response system. Mental health professionals often have difficulty distinguishing anxiety from depression, so prescribing the correct treatment can be a challenge. Cognitive Behavioural Therapy (CBT) targets the response patterns central to both conditions. The Department of Health guidelines support CBT for conditions such as depressive and anxiety disorders and research has shown CBT is effective in controlling the symptoms associated with such conditions.

Medication and CBT are equally effective in most cases in reducing symptoms of anxiety and depression, but CBT may be better at preventing relapse and creating satisfaction amongst patients.

Event Review - LIVING THE BRAND - STROUD & SWINDON BUILDING SOCIETY, 25 NOVEMBER 2008

This event provided all that local branch networking should be: a fabulous location, a diverse audience and co-operation between local Institutes. The CIPD joined forces with the Chartered Institute of Marketing (CIM) and the Stroud & Swindon Building Society to discuss the importance of Brand in HR and business. The 'great and the good' were expertly supplemented by Fiona Prattley and Sandra Clarke, who provided a structure for the event through their own work examples and facilitated the session. Finally, Barkers Agency gave the group a view from the national CIPD perspective.

Fiona and Sandra set the scene by exploring the link between HR and Marketing. A marketing strategy may be derived from defining a 'proposition' (the functional benefits of a product or service), a 'position' (where the product or service sits in the marketplace) and a 'personality' (the emotional attachment to a product or service). The parallels to HR - in terms of defining mission and value statements as well as 'visioning' a route map for the future culture of the company, say - are clear.

David Rodney from Stroud & Swindon then discussed the approach taken at the Society, in terms of re-focusing staff on what makes the Society different AND in turn, allowing a review of where best to focus marketing to attract new business. David made it clear that the 'customer experience' - in their case

the way that staff interacted with customers - had to match the marketing message.

Brand is about a promised delivered, according to David and to make it work, developing 'brand champions' internally was vital to the success of the programme as a result.

David Thorp of the CIM followed and provided a very honest picture of the challenges that his Institute faces in getting brand awareness. For example, you can access eight CIM websites, all of which are different. Surely, one branded website should be the aim?! David re-iterated the need for brand champions and that the clear advantage of a consistent brand was consistent communication: what every organisation strives to achieve.

Finally, Paul Walker from Barkers provided the workshop with an insight into the work they have completed for the CIPD nationally. The importance of brand for employee engagement was demonstrated by the example of Tesco. Where employees were fully engaged in the Tesco brand - advocates of the company, 'going the extra mile', regular two-way feedback, and so on - some stores were up to 35% more profitable. A link to the bottom line and the benefits of engaging staff in brand development and brand behaviours.

So, an interesting afternoon and one that certainly allowed the audience to leave with a new

perspective on where HR can learn from Marketing and the close link between the two for the business. There perhaps should have been more opportunity to test out some of the theories outlined on the day - perhaps a breakout session to help define the links

more clearly? Overall though, I got the message loud and clear and our thanks to all that took part and gave of their time.

John Hepworth
Newsletter Reporter

Feature - CIPD HARROGATE CONFERENCE, SEPTEMBER 2008

One of the winners of our free tickets writes:

I was delighted to win one of the tickets to the CIPD Conference at Harrogate. Having studied CIPD's Advanced Certificate in Coaching and Mentoring, I was particularly keen to see David Clutterbuck, Annie Mckee and Richard Boyatzis in action. Owing to limited return trains mine turned out to be a flying visit and I was glad of an overnight stay in Harrogate beforehand!

David Clutterbuck presented "Developing HR's Toolkit for Coaching at Work". I enjoyed listening to his views on the development of coaching on spectra of mentor influence verses career and performance coaching. It was also good discussing the SMART goal-setting model with him afterwards. I have views on the limitations of this model in coaching and, inspired by David's common interest, my writing on the subject drew particular comment in my CIPD course feedback.

Boyatzis and Mckee presented the concept of resonant and dissonant leadership. This is the subject of "The New Leaders", written by Daniel Goleman and to which they contributed. Annie passionately proposed resonance as the way forward for business success and if I'm honest, I felt that the 'sales pitch' was a little out of touch with the audience. Proposing Bono (from the pop combo U2, not Edward De [Ed]) as an example of a resonant leader was lost on me and I, for one,

wanted more empirical evidence of the attributes of resonance. Unfortunately, I missed much of Richard Boyatzis, as he started delivering this as I had to dash for the last train home (as early as 6pm!).

In between workshops I managed a sprint around the exhibition for some networking and chats with fellow coaches about diagnostics and coaching methods. NLP was prevalent as a brand and course providers were keenly selling their wares. The CIPD's stand was immense and full of information.

This was my first visit to this conference. The standard of presentation was notable and I found the content very thought provoking. The move to Manchester makes it more accessible to those in the West Country. So, if you plan to go, I recommend selecting workshops that fit in with your development needs. After all, I won the ticket based on my account of effect CPD activity!

My thanks to CIPD Gloucester Branch for providing the ticket and providing travel and accommodation.

Richard Barbour

Richard is a CIPD-certified coaching practitioner. He helps mentoring programmes. This includes coaching graduates working towards their Chartered Professional Review for the Institution of Civil Engineers, where he is Membership Development Officer for the South-West. He can be contacted on 01452 618095.

Feature - UNDERSTANDING THE LAW ON SMALL SCALE REDUNDANCIES

In uncertain times, HR professionals may be called upon to advise their organisations about redundancy. Much is written about larger scale redundancies, where consultation with unions or employee representatives is the key; however, the law relating to small scale redundancies is less well understood. Martin Augustus (who used to be an HR Manager!) from Scrase Employment Solicitors guides us through the important principles.

Consultation

For any redundancy to be fair, there must be effective consultation. Consultation is likely to be with recognised trade unions and employee representatives as well as with the individuals affected by redundancy.

The redundancy must be genuine and a fair procedure must be followed. Redundancy is where an employer requires fewer people to carry out work of a particular kind. The requirement must have either ceased or diminished or be expected to cease or diminish.

The first procedural step is to inform employees that redundancies are being considered. The decision to make redundancies should not come as a surprise; a redundancy dismissal may well be unfair if the first thing the employee knows about it is in a letter placing them 'at risk'.

Apples and Pears

A selection pool will be necessary unless the role facing redundancy stands alone. The pool of



selection must be constituted fairly. There are no right and wrong answers in deciding upon the pool. You should make sure that a fair comparison can be made between like roles. Make sure that you are comparing 'apples' with 'apples' and not 'apples' with 'pears'.

There should be a balance between objective and subjective criteria. Last In First Out (LIFO) used to be an accepted method of selection, but since 2006 its use is likely to fall foul of age discrimination. Although attendance may be used as a criterion, care must be taken to exclude any absence which is linked to disability. Broad or ill defined criteria, such as 'attitude' should be avoided. Objectivity can be increased by employing more than one assessor, with a neutral third party checking the arithmetic.

'At risk'

Once the selection is complete the lowest scoring employees should be placed 'at risk' of redundancy. If the pool of selection contains only two or three employees then consider placing everyone in the pool 'at risk'. A brief meeting should take place warning the employee they are 'at risk', which starts the process of consultation.

Consultation must be meaningful and focus on ways to avoid the need for redundancy, so alternative employment must be considered. You should provide enough detail about any alternative role, such as salary, for the employee to make an informed decision. The employee should receive a copy of the selection criteria, including their own score and the 'break point' score above which they would not have been selected.

Statutory 3 step procedure

Once consultation is complete, the normal three step dismissal procedure applies. The employee must be sent a letter, inviting them to a meeting and warning them that they may be dismissed, the meeting then takes place and finally the employee is offered the opportunity to appeal. Remember that the three step dismissal procedure applies even when the individual has volunteered for redundancy. A full breakdown of the redundancy and any other payments must be provided on dismissal.

**Martin Augustus, Scrase Employment Solicitors,
0117 985 1025**

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Closing date: 12th January 2009

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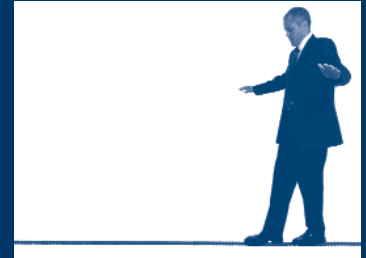
Interested? You can find out more about the coaching or me, Helen Harrison, at

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or, better still, contact me at **01453-835263**
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0117 985 1026
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Committee Contact List

Chair and Newsletter Editor John Hepworth
Tel: 07776 450016 Email: john.hepworth1@btopenworld.com

Secretary and Centre Co-ordinator Wendy Ellis
Tel: 07718 063731 Email: Wendy.Ellis@NOV.com

Treasurer Graham Rosam
Tel: 07796 996009 Email: graham.rosam@highnambband.co.uk

Policy Advisor Jenny Nixon
Tel: 01453 750650 Email: jennynixon@care4free.net

Council Representative Jill Lang
Tel: 01285 653820 Email: jlang@peoplepotentialp.co.uk

Coaching Advisor & GCN Special Interest Group (SIG) Lise Lewis
Tel: 01452 715024 Email: lise@blueskylearning.co.uk

HR Forum SIG Helen Harrison
Tel: 01453 835263 Email: helen@monkswoodassociates.co.uk

Diversity Advisor Heather Ross
Tel: 07939 385409 Email: ha.ross@btinternet.com

Events Lead Fiona Prattley
Tel: 07812 211343 Email: fionaprattley@aol.com

Membership Advisor Ellie King
Tel: 07801 655905 Email: elliejking@gmail.com

CPD Advisor Heidi Sear-Smith
Tel: 07879 456178 Email: heidi@whelfordconstruction.co.uk

Branch Administrator Yvonne Baxter
Tel: 01242 671054 Email: yvonne.baxter@virgin.net

Gloucestershire CIPD Branch Website - www.cipd.co.uk/branch/gloucester

DEADLINES

Information, articles, details of future meetings / events and news items for upcoming issues of newsletter need to be sent in by the dates below at the latest:

15 January

15 February

15 March

Please use e-mail for your copy.

ADVERTISING

This newsletter is sent to approximately 1,400 CIPD members in the Gloucestershire Area.

Advertising is now available at the following rates:

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Quarter Page	£125.00 + VAT
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