

Chartered Institute of Personnel and Development



# UPDATE

The regular update for the CIPD members in Merseyside,  
North Cheshire, North Wales and Isle of Man

## Time is Money

Are you getting a return for your investment?

**Skills for Life**

**Avoiding Age Discrimination**

**Bumper Events Diary**

# September 2006

# Letter from the Editor

*Dear Members*

As the temporary editor for this edition of Update I hope you enjoy the articles. My thanks to Marie Easom, Griff Owens and Julie Cotton for their help with this.

The main purpose of this newsletter is the diary of events. You will see a wide choice on offer, providing you, not only the opportunity to update your knowledge or skills, but also the chance to network with like minded people.

All events are organised through the Branch Committee or various Special Interest Groups and are open to CIPD members (of any grade) and their guests. You will find a warm welcome so if you haven't attended events before why not give it a try, if you are a regular we look forward to welcoming back.

*Do check the website for further details of events or to make a booking.*

Regards  
Cathy Blades.



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## Chairs Article

I hope you had a good summer break and are raring to go!

CIPD branch volunteers have been busy planning a full and varied calendar of events for you.

Our aim is for balance – of events, locations and spread through the year. Let us know if we have been successful in our plans and if there is anything else we can provide for you.

For up to date, detailed information on events check out the web site.

**Date for your diary**  
**October 31st 2006 – branch committee/strategy meeting 6.30pm (food from 6.10)**  
**Ramada Jarvis Hotel, Christleton, Chester CH3 5QL**

Given the date we are having a Halloween theme!

Everyone is welcome to see what branch volunteers do, to network, and assess whether HR people are good or bad witches and warlocks!

There will be a prize for the best costume.

I hope to see you there!

Krista Powell Edwards  
Branch Chair



## Tips for the trade:

Have you ever found yourself having to provide advice or debrief about a particular HR topic – Internet and e-mail policies, absence management, whistleblowing, smoking policies and much much more... well look no further – the fact sheets section can help whether you're a new HR starter or novice.

Enter and click the following and you'll be given a wide range of hot topics and issues:

Once you've chosen your relevant topic additional information can be provided. For example for whistle blowing you can have tips on What should a whistleblowing procedure contain?, How should the procedure be implemented? And the CIPD viewpoint.

So go on you know you want to... click on the link!

Bye for now,

Griff Owens Web Editor.

<http://www.cipd.co.uk/onlineinfodocuments/factsheets.htm>

# Time is money – are you getting a return for your investment?

A recent search engine survey found that 'time' was the most searched for word. It's no surprise as time is increasingly the most precious and valuable resource, as the world gets busier and quicker. Effective HR people work smarter, not harder. Below are some ideas to help.

## 1. "First Thing in the Morning eat a live frog"

This is a traditional French saying to help deal with procrastination – putting off what you know you should be doing. What it means is – do the worst job of the day first. If you procrastinate you won't be able to forget the job; it will be there at the back of your mind. When you do the job you feel great! A bonus is that the job rarely 'tastes' as bad as you thought it would be.

Doing this has many benefits - you feel more motivated, and able to manage the rest of the day.

I know one person who has a cut out frog on her desk as a reminder.

## 2. Do your 'To Do' List the Night before

To do lists or day planners are invaluable tools to improve time management. Essentially, used well, they are a road map of the day.

Writing out your 'to do' list the day before gives additional benefits:-

- You have a plan that can be worked with the next day. An emergency or unexpected task first thing can often 'throw' the whole day out of kilter. A day plan worked out previously can minimise the impact of unexpected occurrences

- By writing it the day before you are more objective about what needs to be done and will prioritise time for those 'live frogs' you are likely to avoid doing on the day.

## 3. Have a clear desk policy

The brain will not work most effectively with distractions and a disorganised desk is a major 'no-no'.

An effective storage and filing system will both save time in retrieval and will also enable you to concentrate much more easily on a particular job in hand. This is especially useful if you are easily interrupted.

## 4. Handle every piece of paper only once

The rule is that you should handle every piece of paper only once. It should be either actioned, filed for storage or future action, binned, or referred to someone else.

To see how often you waste time re-handling paper – passing it around your desk – put a dot in one corner of the page each time you handle it. Aim to reduce the number incrementally and your paper handling time will reduce dramatically.

## 5. Cut things down to bite sized chunks

Often we procrastinate because we are daunted by the size or scale of a task. So chunk it – that's how you'd eat an elephant! Our maximum concentration span is 40 minutes so chunking tasks fits in with working effectively.

© Krista Powell Edwards  
Humanistics Training and Consultancy

## Skills for Life - us and us

Ever been in a meeting, then walked out of the room and promptly forgot whatever you've just heard? Or bought a new video or DVD recorder and been so bamboozled with all the instructions that you watched five minutes of some show or other before you realised with dismay you'd missed your favourite programme? Imagine struggling to compose hand-over notes for a colleague, or to work out how to dilute screenwash for your car, or deciding what are the key facts in an article you've just read. You may be sitting there right now and thinking you do struggle with these!

A survey by DfES in 2003 suggested that in the North West around 1 in 2 people of working age have the level of maths attainment that you might expect of an 11 year-old, and around 1 in 5 have this level of literacy.

With these numbers, the chances are you will have some of these people working for and with you - or it may be you, or your boss, or all of you!

We all have what are known as 'spiky profiles', which means we're good at some things, less so at others. Also, the old 'use it or lose it' does hold true, and if we haven't used a skill for years we get rusty and may need to brush up before we can use it with confidence. People with low levels of these so-called Skills for Life (which also include IT skills and ESOL - people for whom English is not their first language) may be branded as 'stupid'. While many of us may just need a refresher on those skills we haven't used for a while, others may need more specific help and support to 'give it a go' – mainly because they don't want to run the risk of being branded 'thick' as they were at school. Once people have gained confidence though, be prepared: they'll be more willing to speak up and offer their opinions – including suggestions as to how you might do things better, more quickly, for less money. And wouldn't that be a good thing?

Marie Easom.

# AVOIDING AGE DISCRIMINATION

**Currently it might be morally wrong to discriminate against people on the grounds of age, but in the UK it is not illegal. This of course will change from 1st October.**

## New Laws

As of 1st October 2006, British Law prohibits age discrimination and gives a remedy in the employment tribunals to victims, who potentially could be awarded unlimited compensation.

The Employment Equality (Age) Regulations 2006 ('the Regulations') constitute the last of the provisions implementing into our law the EU Employment Directive (2000/78) which has already led to regulations outlawing discrimination on grounds of religion and belief and on grounds of sexual orientation in the area of employment.

## To whom does the act apply?

The Regulations apply to young people, old people and those in between.

### Similarities with previous Discrimination Laws

The Regulations follow the pattern of the earlier discrimination laws:

- They apply to people at work (employees, workers, contract workers) and to job applicants.
- They make direct discrimination unlawful – i.e. unjustifiably treating people less favourably because of their age (or their apparent age).
- They make indirect discrimination unlawful – i.e. treating everyone the same if that unjustifiably creates a disadvantage for people in a particular age group (e.g. requiring all candidates for a job to have grey hair. This would exclude more young people than older people from consideration for the post).
- They outlaw harassment of people at work (whether by management or co-workers) on the grounds of age.
- They prohibit victimisation of someone for relying on the age legislation.

## How should you prepare?

The age discrimination legislation has a vast potential impact because it covers all individuals of all ages who work for you or who apply to you for jobs. Because of this, it may seem difficult to know where to start in ensuring that your practices comply with the legislation. We suggest that, as a starting point, you assess the risk areas within your business and also monitor the age profile of your workforce, so that you can identify how vulnerable you may be to successful age discrimination claims and take appropriate action.

## Risk assessment and monitoring

To assess the potential impact on your business of the age legislation, first consider those areas of your business where the legislation could have an impact. These will include such areas as: retirement, redundancy, pay and benefits, recruitment, performance management, training and promotion and harassment.

You should then review your practices and policies in these areas. If there are any which make explicit reference to age or length of service, you should first check whether there is an exemption under the Regulations permitting your current practice or policy to continue. If not, you need to consider whether you have the evidence to justify your practice i.e. to show that it is a proportionate means of achieving a legitimate aim, which relates to a reasonable need of the business. A difficulty here is that, under EU law, an employer seeking to justify discrimination cannot rely solely on considerations of cost. If the reason you do something that has a discriminatory effect is because it is cheaper than acting in a non-discriminatory way, you are not likely to be able to justify your actions, so you will need to change your policy or practice.

The next stage of the review is to look at the age profile of those affected by your policies and practices. Many employers are already aware of the ages of their employees and of the average age of their workforce. However, as well as looking at the overall make-up of your workforce, you will gain a better understanding of the potential impact of the age legislation if you look, in particular, at the ages of

- job applicants and compare them with those who are ultimately recruited
- those who are offered training or who are promoted and those who are not
- those who leave the employment of the company

The aim is to get an impression of what impact your policies and practices have had on particular age groups. If there is a marked disparity between one age group and others, in terms of who benefits or suffers from a policy or practice, you will need to consider whether your policy and or practises need to be changed to minimise your potential exposure to age discrimination claims.

The above are actions which should be undertaken prior to the Act coming into force and also on an ongoing basis, as would be the case with other areas of Discrimination.

Article supplied by EEF North West, with extracts taken from their guide "A Practical Guide to Managing a Changing Workforce" which provides more detailed guidance on all aspects of the Regulations.

Sheila Shaw – Employment Law Solicitor,  
EEF North West



(EEF North West are a leading Employer Organisation, specialising in helping companies with Employment Law, Employee Relations, and HSE issues.)

# INVESTING IN A 'YEAR IN INDUSTRY'

With ever increasing pressure on overheads, companies are constantly stretched for resource to carry out those essential projects. Placements offer a cost effective means of doing so, yet are often overlooked by businesses.

Reservations include... 'I'm too busy to do the recruitment'... 'the students will need lots of supervision'... and 'I won't see any results... it's more beneficial for the student than the company'.

However, a solution is at hand. 'Year in Industry' (YINI), the UK's largest gap year placement provider, attracts bright pre-university and undergraduate students to companies from SME's to multinationals. Carefully vetting the students prior to placing them in organisations.

Chris Harris, Director for the Northwest explains how YINI can help, "We take the pain out of recruitment by carrying out screening interviews before companies decide who they would like to employ.

The calibre of students is high but we also provide management training, mentoring and on-site visits as part of the scheme, ensuring a successful placement."

Opportunities span careers in science and technology, manufacturing, engineering, and business for project work or as an extra team member. Last year over 8000 students enriched more than 250 companies with regional participants including INEOS Chlor, Shell, Colgate Palmolive and AstraZeneca.

Some 86% of employers saw an immediate impact and YINI student projects

have saved companies millions of pounds through:

- Identifying inefficiencies, reducing waste and improving energy utilisation
- Reducing processing times
- Introducing new technology and improving work practices
- Creating new sources of competitive advantage

The scheme is oversubscribed by students who are keen to develop and enhance their future career prospects. Companies interested in finding out how to address immediate workforce and future development issues can contact:

The Year In Industry in the Northwest on **0161 278 2497** or email **Northern\_Area@yini.org.uk**



## NAP Committee Day

The Branch Committee exists to make sure that our members' needs are met through arranging events and opportunities for development that are interesting and useful. On 23 September a Committee Day will be held in Huddersfield, where Committee members across the North of England can get together to share experiences, ideas and best practice and hopefully, come away inspired with some new friends to boot! As well as an inspirational speaker, this year there will be workshops on communication, the web, improving member services and buddying up with members from other branches.

If you're interested in attending, please speak with Marie on **measom@cflearning.org.uk**, mobile **0777 9091243** for further details. And if you're not yet a member of the Committee and are interested in joining, feel free to contact any of us - we would be delighted to hear from you.



## Upgrading

Congratulations to all those who have qualified this summer! If you have the relevant experience ie 3 years at managerial level for Membership or 10 years (culminating in Strategic Experience) for Fellowship – you can upgrade straight away.

You will find a simple guide to upgrading in the last edition of Update or email me for a copy. Or there is a lot of information on the CIPD website.

As I said then, it is really simple but be sure when you complete the form (which can be downloaded from the web) that you have given sufficient information for the panel to reach a decision as to whether you meet the criteria.

## Need more help?

Although I have taken some individual calls recently, no one has indicated that they feel an evening workshop would be valuable - but – if people would like one, I will arrange it. Simply email at the address below before end of September and I will organise an evening!

Alternatively, you can ring for a chat and I am happy to give feedback on your application if you email it to me.

Best of Luck.

Contact details: Cathy Blades

**07947 817755** or eves **01928 719139**

Email **cathy@blades2001.fsnet.co.uk**

# Business Planning & Performance Management Introducing The Balanced Scorecard Approach

Event 21 September at University of Chester, Warrington Campus (See events diary)

## The Case for Change

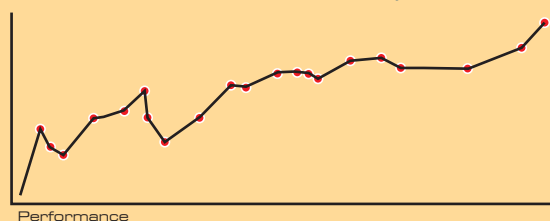
Business managers often tend to focus their attention upon results, mainly financial, as a means to monitor the progress and success of their business. Today, a more service centred approach to doing business means that customer and service related results are measured as well. In such a performance centred environment the budgeting and target setting processes tend to be a time consuming priority along with handling customer issues and unforeseen service problems. 'Fair enough' you might say 'isn't that what managers should do?'

Well of course, however, in our experience, we have often found that important business disciplines such as these are all consuming with insufficient time and attention given to business 'enablers' such as resources, Values driven activities and the processes for doing business that create the results. Vital information about what is being done and how well things are being done is often not measured meaningfully or at all. Internal processes tend not to be seen as a potential source of competitive advantage. Consequently, many managers and employees fail to see the relationship between business results and their day-to-day work activities.

## Enter the Balanced Scorecard

Balanced Scorecard (BSC) is a management process developed by Drs. Robert Kaplan and David Norton in 1992. It provides a framework that helps managers to translate strategy into action. This is achieved by developing a quantitative and qualitative set of related measures through which to plan and manage an organisation's progress towards its vision, mission and strategic goals. In the years since its introduction BSC has been adopted with huge success throughout the world.

If you would like to discover more don't miss the event at University of Chester, Padgate Campus Warrington on 21st September. Here David Porter, a senior consultant of EEF North West and Peter Clancy, Head of HR for Siemens will demonstrate how the Balanced Scorecard can work for your business.



*Book this event via the website*

## Branch Opportunities

### Update Editor

We are looking for an Update Editor to look after layout and content of our quarterly CIPD Branch Update Newsletter: this is a good opportunity for you to raise your profile with CIPD and your branch.



### CONCEPTS OF COACHING with PETER HILL

Wednesday November 1st 2006, 9.45am – 3.45pm  
At the St David's Park Hotel, Ewloe near Chester

Coaching is making an immense impact in the world of work and there are an amazing variety of approaches.

For many years leadership has been the driving force of the world of work. There have been many debates over the differences between managers and leaders, doing the right thing and doing things right and making sure common sense becomes common practice.

The common denominator in every debate is the people- how to get more (output) from less (people), how to motivate them, how to understand them how to help them to achieve for themselves and their organisations.

Peter Hill, author of 'Concepts of Coaching' and expert coach and consultant will take you through his approach to coaching, discuss with you a variety of models and concepts and pass on tools, techniques and sources of reference to assist you in making the most of your journey into and through the world of coaching. Attending this conference will enable you to:

- Identify practical applications for coaching in the workplace
- Position coaching in the first line, middle and senior management arenas
- Develop your understanding of various coaching models
- See where your personal coaching styles fits with current thinking in coaching and leadership
- Identify opportunities for coaching in your own organisation
- Network with like-minded individuals from a wide range of organisations.

If you can get coaching right the rewards are immense. This event offers inspiration and practical guidance whatever your level of knowledge and experience.

#### HOW TO BOOK:

email for further details and a booking form to:  
tinastephens@btopenworld.com or gill.breeze@i-l-m.com or  
g.benzina@btopenworld.com or call Tina Stephens on 01352 714005

COST (including morning coffee lunch and afternoon tea):  
£145 for bookings received before October 6th



### The Art of Motivation

North West - how to motivate and retain your staff

A thought provoking event to explore best practice ideas from a range of companies on ways of motivating and thus retaining your staff.

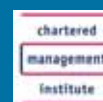
Including: Jonathon Austin who organises the Sunday Times Competition - The Hundred Best Companies

And – Paul McGee, author of the best seller SUMO – Shut Up and Move On – guide to management who is guaranteed to raise your motivational level

Venue – JJB Stadium, Wigan  
9.30 to 4.30 – Tuesday 14 November 2006

£175 +vat for members £225 +vat for non members  
To request further details or book email:

**cblades@eefnorthwest.org.uk**  
or phone **0161 777 2510**



# Events Diary

All Bookings to be made via the  
online booking system on: [www.cipd.co.uk/branch/merseyside/events](http://www.cipd.co.uk/branch/merseyside/events)

## SEPTEMBER 2006

### Tuesday 12th

**Event:** **Delivering Value For Money Learning**  
**Speaker:** Sue Gee, MD of TLC Business Solutions  
**Venue:** Keyll Darree, Nobles Hospital, Strang, Douglas, Isle of Man, IM4 4RN  
**Time:** 5:30pm for a 6:00pm start  
**Cost:** Members £5, Non-Members £10.00, Students Free  
**Contact:** Ann Anderson on 687 585, Email: [cipd@manx.net](mailto:cipd@manx.net)

### Thursday 21st

**Event:** **St Helens & Warrington SIG. The Balanced Scorecard.**  
How many organisations are now using the balanced scorecard model to manage their business. Discover how it can help businesses to measure their success and keep them on track  
**Speaker:** David Porter & Peter Clancy  
**Venue:** Padgate Campus, Chester University, Fearnhead, Warrington, WA2 0DB  
**Time:** 6.30 p.m. for 7.00 p.m. start  
**Cost:** Free Event  
**Closing Date:** Monday 18th September 2006  
**Contact:** Cathy Blades, Email: [cathy@blades2001.fsnet.co.uk](mailto:cathy@blades2001.fsnet.co.uk)

### Tuesday 26th

**Event:** **St. Helens & Warrington SIG Employment Law Update**  
**Speaker:** Phil Bramhall  
**Venue:** Daresbury Laboratories, Warrington, WA4 4AD  
**Time:** 6:30pm for 7:00pm start  
**Cost:** Non-Members £40.00, Members £35.00, CIPD students with CIPD membership number 2006/7 £30.  
**Contact:** Cathy Blades, 07947 817755

## OCTOBER 2006

### Wednesday 4th

**Event:** **Leadership & Management**  
It's all about how you look, talk and sing it  
**Speaker:** Peter Cureton  
**Venue:** University of Chester, Binks Building, Chester Campus, Parkgate Road, Chester CH1 4BJ  
**Time:** 6.30 p.m. for 7.00 p.m. start  
**Cost:** Free Event  
**Contact:** Sarah Williams, 07977 542828

### Tuesday 10th

**Event:** **The Human Rights Act**  
**Speaker:** Andrew Corlett, from Simcocks Advocates; Michelle Norman from the Attorney General's Chambers  
**Venue:** Keyll Darree, Nobles Hospital, Strang, Douglas, Isle of Man, IM4 4RN  
**Time:** 5.30 p.m. for 6.00 p.m. start  
**Cost:** Members £5, Non-Members £10, Students Free  
**Contact:** Ann Anderson on 687 585, Email: [cipd@manx.net](mailto:cipd@manx.net)

### Saturday 14th

**Event:** **Communications & Events Group Planning Meeting**  
**Speaker:** Followed to meeting held in June – See website for details  
**Venue:** Ramada Jarvis Hotel, Whitchurch Road, Christleton, Chester CH3 5QL  
**Time:** TBC  
**Cost:** No charge  
**Contact:** Griff Owens, 07880 521704

### Thursday 9th

**Event:** **Managing Absence**  
including full coverage of the Bradford Factor  
**Speaker:** Kerstie Skeaping from Haliwells Solicitors  
**Venue:** Merseyside Police HQ, Canning Place, Liverpool, Merseyside L1 8JX  
**Time:** 6.00 p.m. for 6.30 p.m. start  
**Cost:** Members Free, Non-Members £20  
**Contact:** Dave James, 0151 228 088.

## NOVEMBER 2006

### Tuesday 14th

**Event:** **Pensions**  
**Speaker:** TBC  
**Venue:** Keyll Darree, Nobles Hospital, Strang, Douglas, Isle of Man, IM4 4RN  
**Time:** 5.30 p.m. for 6.00 p.m. start  
**Cost:** Members £5, Non-Members £10, Students Free  
**Contact:** Ann Anderson on 687 585, Email: [cipd@manx.net](mailto:cipd@manx.net)

### Wednesday 15th

**Event:** **Employment Law Update**  
Includes a 2 course lunch  
**Speaker:** Phil Bramhall  
**Venue:** Ramada Jarvis Hotel, Whitchurch Road, Christleton, Chester CH3 5QL  
**Time:** 12 noon till 5.30 p.m.  
**Cost:** Members £60, Non-Members £80, Students £25  
**Contact:** Pauline Brown or Sarah Williams, 01244 317722

### Thursday 23rd

**Event:** **Understanding Me & My Role In Organisational Change**  
An exploration of how emotionally intelligent leadership improves results  
**Speaker:** Christine Williams & Trish Nancollis  
**Venue:** EEF North West, Glazebrook, Warrington WA3 5BN  
**Time:** 6.30 p.m. for 7.00 p.m. start  
**Cost:** Free Event  
**Contact:** Cathy Blades, 07947 817755

### Wednesday 29th

**Event:** **How To Plan A Presentation**  
Including tried and tested methods for quick planning  
**Speaker:** Joe Bradley  
**Venue:** Ramada Jarvis Hotel, Whitchurch Road, Christleton, Chester CH3 5QL  
**Time:** 6.30 start  
**Cost:** Members Free, Non-Members £10  
**Contact:** Lynn Maple, 07810 163527

All charges are inclusive of VAT

## BRANCH

BRANCH CHAIR Krista Powell Edwards 01978 753026 (h/w)  
Krista@humanistics.org.uk

## EVENTS &amp; COMMUNICATIONS GROUP

CONTACT Griff Owens 01248 362516 (w)  
griff.owens@watkinjones.com

## CHESTER SIG

CONTACT Karen Cregan 01244 375444 (w)  
k.cregan@chester.ac.uk (w) ext 2044

## EUROLINX SIG

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eclipseexecutive@btconnect.com

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Jan Newland  
jnewland@sthelens.ac.uk (w)

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Michael.Bennett@gov.im  
Ann Anderson 01624 687585 (w)  
01624 488905 (m)  
Ann.Anderson@gov.im

## NORTH WALES HR NETWORK SIG

CONTACT Marilyn James 01492 877083 (w)  
mari.james@dnaglobal.com

## ST HELENS &amp; WARRINGTON SIG

CONTACT Cathy Blades 01928 719139 (h)  
cathy@blades2001.fsnet.co.uk (h)  
Jan Sherlock 07951 282446  
Jan.sherlock@ntlworld.com

## TRAINERS SIG

CONTACT Lynn Maple 07810 163527  
lynn.maple@btinternet.com

## CPD CONTACTS

Cathy Blades 01928 719139 (h)  
cathy@blades2001.fsnet.co.uk (h)  
Nadine Taylor 07763 651120  
taylornay@yahoo.co.uk

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## PAGE SPECIFICATIONS AS FOLLOWS:

Full page: 230 x 174 mm Full page £1000 + vat

1/2 page portrait: 230 x 84 mm Half page £550 + vat

1/2 page landscape: 112 x 174 mm

1/4 page 112 x 84 mm Quarter page £350 + vat

We do not publish advertorial copy (see advertisement costs per page which will apply).

## INSERTS

Single page flyers will be inserted at £400 + vat. Inserts, over 90gsm will be £450 + vat. 2 sheet inserts, (4 sides) will be £800 + vat. There will also be a limit placed on the number of inserts allowed within each edition, therefore it will operate on a 1st come 1st served basis. Please ensure you book your insert or advertisement directly with the Editor who will confirm costs and deadlines.

Circulation currently stands at 4000+. We require you to provide 4500 copies of your insert. Delivery details will be confirmed by the Editor or Branch Administrator at the time of booking. Please note:- inserts and advertisements must arrive by the deadline to guarantee insertion. Editorial reserve the right to delay distribution to members if required.

## Special prices for CIPD members

**For a competitive quote and quick turn around on print, design and production of advertisements or inserts contact: Melanie MacNab or Natasha Alaimo at Enlighten on Tel: 01625 855980 Fax: 01625 856941 Mobile: 0776 2432099 email: natasha@enlightencommunications.co.uk**

**Copy deadline: articles, contributions and bookings for inserts and advertisements must be received by Friday 27th October 2006.**

Contact: Cathy Blades

E-mail: updateeditor@yahoo.co.uk

Tel: 07947 817755

Branch Website:

<http://www.cipd.co.uk/branch/merseyside>

Organisations or individuals wishing to write copy for the UPDATE must respect the following guidelines:

Articles must reflect research, novel approaches, best practice and be of sufficient depth to be of interest to our membership.

Anything pitched at the subject area of the Professional Qualification Scheme (excluding option modules) is unlikely to warrant publication unless it meets the above criteria.

We require copy to be sent via e-mail or on disk, with hard copy back-up provided as Microsoft Word or text document. Company logos & images must be provided as Illustrator eps or Jpeg files.

## Update schedule for 2006/7

### Recommended Deadlines for articles

Friday 27th October 2006

Friday 26th January 2007

Wednesday 25th April 2007

### Delivery to members

Friday 1st December 2006

Monday 5th March 2007

Monday 4th June 2007