

# Newsletter

Chartered Institute of Personnel and Development



Editor – Claire Smalley

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## You'll Never Know Unless You Try!!

It's so true isn't it? The only way to know if you could have done something or made a difference is if you've tried. And I'd like to challenge you to try influencing and shaping the local face of the CIPD in Derbyshire and Nottinghamshire.

On 11 May you have the opportunity to join the branch team (technically called the "Branch Committee", but in practice it's team players in a team environment) and we would like you to do just that. We need you to contribute your knowledge, skills and experience in personnel and development to support and steer the aims and objectives of this branch. The team needs a cross-section of members so whether you're relatively new to the profession or have many years of experience we'd like to hear from you. *Last year 6 new members joined the team and they've enjoyed themselves so much they're all staying on for another year!!*



But it's not all about what you can do for us. If you decide to come on board you'll gain a great deal of professional satisfaction, excellent CPD and the opportunity to network and share knowledge with a diverse group of personnel and development practitioners.

There is a range of activities that you can become involved in covering membership, education, CPD, events management, logistics, finance, strategy, SME, mentoring, publicity and communications to name but a few.

To be an effective team member we'd ask that you are able to commit to attending most of our monthly 2-hour evening meetings and actively support our branch events whenever possible, which occur most months and are a key deliverable for us.

If you'd like more details on what's available please visit our web site at [www.cipd.co.uk/branch/derby/newsletter](http://www.cipd.co.uk/branch/derby/newsletter) and click on the document called "Branch Committee - Role Profiles" or give me a call on 01332 245160 (daytime) or 01332 679394 (evenings) to discuss further.

Martin Shipley, Branch Chair

### Professional Advisors required for West Nottinghamshire College, Mansfield, Nottingham

Two vacancies exist for Professional Advisors:

- one to support the Certificate in Personnel Practice (CPP), preferably qualified to Graduate CIPD level.
- one to support the Leadership & Management course from the Professional Development Scheme (previously Core Management), preferably qualified to Member CIPD level

These are unpaid, voluntary positions, which offer fantastic networking and continuous professional development opportunities for CIPD qualified HR professionals.

If you'd like to discuss either or both of these posts, please ring Liz Veasey, Education and Development Advisor, on 01623 401214 after 8.30pm, or send your CV with a covering email explaining which post(s) you are interested in to [lveasey@ufi.com](mailto:lveasey@ufi.com)

**Closing date for applications is 17 April 2006**

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# Strikes, Lock-outs And Walkouts Can Seriously Damage Your Organisation

Despite trade union membership declining and the number of days lost by strikes falling dramatically, it cannot be said that union power is greatly weakened. While CIPD research indicates employee relations have changed significantly, leading to many companies wanting to build a new relationship with trade unions, the trade union movement is still capable of giving an employer a "bloody nose" when it feels aggrieved. I also sense that some HR professionals take the view "disputes won't happen here", but there is real danger in being too complacent. HR professionals need to be competent at resolving complex collective bargaining situations.

Here is a potted history of two high profile strikes in 2005 (gained from published sources), showing how demanding it is to manage a dispute and how time consuming it can become.

## GATE GOURMET

The roots of the dispute go back to November 2004 with the company devising a strategy involving planned redundancies of 675 workers. An initial meeting took place with the T&G union in February 2005, followed by many others over several months, culminating in June 2005 with the T&G putting recommendations to their members in a ballot. Union members rejected the proposals. Further meetings followed. In August staff at Gate Gourmet went on strike without holding a ballot. After verbal and written warnings from the company over 600 workers on strike, mostly members of the T&G union, were then dismissed. This prompted sympathetic action by fellow T&G union members at British Airways, who responded with an unofficial walkout. This resulted in 700 cancelled BA flights at an estimated cost to BA of up to £45million.

Talks were held involving both ACAS and the TUC. The T&G demanded that Gate Gourmet reinstate the sacked workers. In late September the Company signed a deal with T&G union to re-instate the workers or provide compensation. The great majority of union members either went back to work or took voluntary separation.

## ROLLS-ROYCE

The roots of this dispute are alleged to be the action of a Shop Steward in defending two employees who fell asleep on a night shift, by leading unofficial action, which stopped the sackings. It was also alleged by the shop stewards' committee that the action by management at Rolls-Royce was about the way negotiations were conducted on changes in working conditions and to break the back of the union organisation.

Rolls-Royce suspended the Shop Steward in July 2005, where he was subsequently sacked the following month. Hundreds of AMICUS and T&G staff staged an unofficial walkout in support at this time.

A claim to an Employment Tribunal for Interim Relief took

place in early August, where AMICUS alleged the reason for his dismissal was because of his trade union activities. The Tribunal found in favour of the employee and called on Rolls-Royce to re-instate him. In mid-August Rolls-Royce made their first offer of settlement, but this was rejected.

A strike ballot in the employees' workplace was said to be two to one in favour of strike action and an indefinite strike commenced in August involving 94 workers in that area. The strike grew to national significance with a series of meetings around the country, although a ballot of the entire Bristol manual workforce in September rejected industrial action. The dispute ended with a negotiated return to work in mid-September, without re-instatement of the Shop Steward but with him receiving a financial settlement. The union claims that as a result of the dispute it now has additional shop stewards and a stronger union presence.

These two cases show that a well-publicised and lengthy dispute will not only be very time consuming for all those involved, it will affect production or service delivery, damage working relationships and have a negative impact on the public perception of the business.

Even after a return to work things may not go back to normal; there is often a "bitter after-taste". After any dispute it is essential that HR turn a negative into a positive. Draw lessons from the dispute, concentrate on delivering a constructive message, and consider training implications such as additional coaching in dispute handling for front-line managers and HR staff.

## What are the prospects for 2006?

The TUC in November 2005 launched its "Bargaining to Organise" campaign. Its objectives include promoting the role of the union representative and boosting membership in workplaces, which already have union recognition. The focus is on creating activists to recruit members and maintain workplace organisation. The TUC has made "building union membership and organisation" its most urgent priority for 2006.

So my advice is, while believing in securing individual employee commitment and engagement through direct communication, involving and motivating staff, remember you still have to negotiate with the staff representatives and/or unions on a whole range of difficult issues. I anticipate that 2006 will see further friction as companies address the complex issues of redundancy, age discrimination, pensions and retirement.

Are you up to the challenge? Should the Branch be doing more? What are your views?

**Michael Blake**  
Personnel Consultant and  
CIPD Branch Committee Member

*The views expressed in this article are personal and do not necessarily represent the views of the CIPD branch.*



# Metaphor For The Mind - Tales Can Be Telling For Training Success



Using metaphor can help organisations share knowledge, inspire, motivate and deal with difficult issues engaging the workforce. So, is it true, can telling tales at work be good for business?

## TELLING THE TALE

When was the last time you heard something that rocked your world, or at least made you stop and think? What have you heard recently that you have just had to tell others because it had such an impact on you?

The most thought provoking story I have heard recently came from a Telling Tales audio training resource pack from Zynia about Shushila, an Indian Woman who finds a talent for raising funds through grants for her local Hindu Temple. She decides to become a consultant to help other community groups do the same but hasn't considered how cultural differences would affect business relationships and so is taken aback when on her first meeting she is faced with a difficult situation. The story about her first meeting goes like this.

She arrived early, wearing a smart suit and carrying her new briefcase. The manager came out to greet her. He advanced towards her with his hand outstretched. She was suddenly nervous and unsure what to do. As a well brought up Indian woman, she wasn't used to any physical contact with men - tradition dictated she didn't make any contact with any man who wasn't a close relative. Within her community people respected this tradition, so she hadn't thought about what would happen when she met people from different backgrounds. She didn't offer her hand in return. It was just too foreign an idea. The meeting didn't get off to a good start, as the manager was, in his turn, embarrassed. She got the contract, but had to work very hard to do so, and spent sleepless nights doing a perfect job. When she went back with the final report, Mr Watson didn't offer to shake her hand, but they still had a stilted meeting, as he seemed to think he was doing something wrong.

After consulting with her family about the situation they think about why and how she might have felt like this and decide that it is due to her upbringing and primary school education in India. They decide that it will be difficult for her to act differently and come to the conclusion that the only way to deal with the issue is to explain.

At her next meeting with a white, British manager, she tried it out, and felt happy with it. Mr Howard was very interested, and they spent a good fifteen minutes talking about different traditions before they even got

to the finances. Her consultancy went from strength to strength, and last year she won "Business Woman of the Year".

Ok, you might be thinking what has this got to do with me, how does it engage my mind and what is the link to training success? If you are still reading this, then the story has done its job. You are engaged. It has captured your mind and maybe your heart.

## METAPHOR FOR THE MIND

Metaphor in the form of a story is a powerful tool for engaging an audience. This tool has been used for centuries to help make sense of a complex world. Stories appeal to the basic human psychological need to analyse and understand. Albeit that we sometimes dismiss the ancient art form as something for children; adults can and do develop from embracing messages in metaphor and myth. Indeed, most of the fairy tales we tell our children were originally intended for an adult audience to communicate morals about how life should be lived.

So when and why does storytelling work in a business or organisational setting? The use of metaphor, or storytelling, works best when listeners understand that valuable knowledge can be gained from listening to accounts of other people's experiences and when the story is relevant to the issues faced by the individual and the organisation. If an individual is interested in learning about a particular issue, stories can be an effective and entertaining way to transfer knowledge.

The technique of storytelling brings an abstract idea to life. Telling stories animates an idea and gets results quickly. It is interactive in a world where we spend too much time communicating through a keyboard. Storytelling brings issues to life. Storytelling is something we do without realising it in our private lives. "You'll never believe what has happened to Jim and Doreen from number 43....." Not idle gossip, but a way to pass on information, words of caution, or celebration of success; you name it stories can achieve it. If this technique is utilised in boardrooms and training sessions the possibilities for success are endless.

In an article in Training Journal in February 2004, Neil Middleton summarised the power of a good story: "Good stories and poems work their magic by blending structure and logic with imagination and creativity, inviting listeners to suspend reality, opening a place in their minds for new realities, possibilities and strategies".

*continued overleaf*



## STORIES FOR THE BIG BOYS

There are a growing number of organisations who have embraced storytelling as a vital piece of their communications machine. NASA produces a publication full of employee stories as part of a knowledge sharing initiative. Employees are encouraged to tell stories about their experiences in and out of the organisation, using metaphor to unlock an issue and providing the opportunity to look at it one step removed.

In the same way, the World Bank developed from a money lender to the 'knowledge bank' after many months of one man's plight to convince his colleagues of the value of Knowledge Management as the key to the organisation's success. How did he do it in the end? Steve Denning, now an organizational storyteller but then Director of Africa Region for the World Bank, told a story in 1996 about a health worker in a remote village in Zambia who had logged on to an American web site to find a cure for Malaria.

## TOOLS FOR TELLING TALES

There is a small but growing number of organisations and individuals who have made it their business to bring telling tales back to adults and into the corporate arena. With the arrival of books from a variety of authors it is now easier than ever for organisations of different sizes and types, whatever their mission to utilise storytelling as a training and development technique.

Books can help trainers to become more aware of the techniques needed to make storytelling a success and

will even provide prewritten stories to use in a variety of situations. However, in terms of use as an effective training and development tool, the power of the story is in the spoken word and the spirit of oral communication.

There are several options available to bring audio storytelling into training sessions: train your trainers as storytellers: book professional storytellers to deliver part of your sessions: use a resource that has a series of stories pre-recorded by storytellers as and when you need them.

Listed below are just a few of the storytelling resources on the market:

- Telling Tales: Audio CD & resource packs ~ Zynia ([www.zynia.co.uk](http://www.zynia.co.uk))
- The Story Factor: Inspiration, Influence, and Persuasion Through the Art of Storytelling; Paperback ~ Annette Simmons
- Storytelling in Organizations: Why Storytelling Is Transforming 21st Century Organizations and Management; Paperback ~ John Seely Brown, et al
- Tales for Trainers: Using Stories and Metaphors to Facilitate Learning; Paperback ~ Margaret Parkin

Lisa Came  
Branch Member

## Meet your new CPD and Membership Advisor



Hi, my name is Amanda Solloway and I have recently taken over the role of CPD and Membership Advisor.

First of all a bit about me. I am a Fellow Member of the CIPD and joined the Committee just under a year ago, feeling that the time was right for me to have more involvement with my local Branch. Professionally, I wear two hats - I am Training and Development Controller for a menswear company in Leeds (not exactly on my doorstep, as I live in Derby), and I also have my own management training and life coaching consultancy.

Part of my role as CPD and Membership Advisor, is to support people in their upgrading through the various levels and if you look in the CIPD programme you will see that we have two more panel meeting and workshops planned for this year in June and September.

What I am really hoping to do is encourage more people to join and get involved with the local branch, because the more people we have sharing ideas the more we can do. There is already so much on offer from support from a fantastic team of Professional Advisors, to events (which are usually free), where not only can you have a great time meeting new people but where you will learn new things which as you know will contribute to your on-going CPD. We are also looking at forming a Training and Development Special Interest Group - so watch this space, or contact me if you have some ideas.

**Amanda Solloway can be contacted on 07818 033815 or by e-mail at: [amanda.solloway@btinternet.com](mailto:amanda.solloway@btinternet.com)**





**Karen Brown,**  
HR Director - Diversity  
Rolls-Royce plc

### **What's your background and how long have you been doing this role?**

My background throughout my career has been as a generalist. My first job, after my degree, was at British Rail Engineering as a temporary Clerical Officer in the Supplies Office. I quickly moved across into the personnel team and spent time as an HR Officer, later becoming the Employee Relations Manager across the 2 Derby sites. HR then decentralised into various businesses and I became HR Manager for the Vehicle Repair Division, where I was part of the business team - which I loved.

I was then asked to do a corporate Management Development role, progressing on to be Head of HR for the Car Bodies production unit when we re-organised as a result of Daimler Chrysler taking over. This was a general but more strategic role covering the sites throughout Europe although I had no people working directly for me. I did this for 12 months before being approached regarding a role at Rolls-Royce, where I was HR Director for one of the Operations businesses. I returned to Bombardier to fill the role of UK HR Director and when Bombardier decided to re-organise last year and remove regional HR, I contacted Rolls-Royce and joined them as HR Director - Diversity in June 2005.

### **What made you apply for your current position?**

Due to the re-organisation at Bombardier, I went to a session on networking, which prompted me to make contact with Rolls-Royce, who I'd worked for previously. It just happened that at the same time there were a couple of opportunities - one of which was my current role. I had applied for a similar role in a different company some years ago and was unsuccessful, but had always maintained a passion for the subject, so when this was discussed I jumped at the chance.

### **Why did you enter HR?**

I always had an interest in personnel, as it was known then.. My first boss in the Supplies office was really good - when I said I would be interested in moving into personnel he actually arranged for a swap between myself and someone working there and I never looked back.

### **If you hadn't entered HR what would you have done?**

If I hadn't gone to University, I quite wanted to be a journalist. Nowadays, I would love to be in a position where I could work with animals, maybe own and run an animal sanctuary.

### **What is the best thing about HR?**

The variety of things that I deal with each day - you are never really able to plan your day in HR. I am also motivated by the fact that you can really change things for whole groups of people or just one individual and this has a direct impact on the success of the company. We have the opportunity to influence those things, which makes it so exciting and interesting.

### **And the worst?**

Everyone has a perception that HR is easy and don't necessarily recognise it as a specialism - we often find ourselves having to justify our existence.

### **In your view, how important is the HR function to the success of an organisation?**

Absolutely critical! I think it is the differentiating factor between average organisations and world-class organisations. We talk about how easy it is to copy our competitors but if we can get that "extra something" from our people... People are capable of so much, they do so much outside of work - if we can just harness that - that's what makes you an excellent organisation.

### **What key skills do you have which you think make you successful in HR?**

Tenacity, pragmatism and being focussed on getting things done even when dealing with lots of complex issues at the same time. Relationship management is another key one - without the ability to influence people you aren't going to get very far!

### **What are the leadership values that are important to you?**

I think you must have a passion for your subject, the skills to motivate your team and also be prepared to really put the effort in yourself and be a role model to others.

### **How do you think HR will change over the next five years?**

There's clearly a huge focus on moving to Centres of Excellence and the Business Partner role. I think this will reinforce the 2 key elements that HR can bring to the party - the HR technical knowledge, together with organisational change and development. This will also enable the business to better assess the value of HR.

With more emphasis on clearer processes/better systems - we should also become a function that is not seen as "soft" and attract more professionals who are analytical and process driven - this could mean more men entering into the profession!

### **What advice would you give to people starting out in HR?**

Try to get as many different "expert" inputs into your career and undertake secondments or project work, so that you experience as many specialist areas of HR as possible. Also build up as much general business knowledge as possible - after all, this is the time when it's ok to ask those stupid questions. I would also recommend making sure you have a couple of mentors, one of which should be in HR, but also have a general business based mentor.

### **Who do you most admire, and why?**

At the moment I would say this person is Anita Roddick, founder of The Body Shop. The reason is that she has created such a great well-known example of how business success can be combined with ethical behaviour and she has incorporated community services, ecological concerns and social justice into the way she runs the business. She also talks about words like "community, social justice, human rights, dignity, love, spirituality" as being the emerging language of business. I find these kinds of words really inspiring and a positive vision for the future.



## **Who learns at work? Employees' experiences of training and development**

The eighth annual CIPD learning and development survey (formerly 'training and development') will be launched at HRD 2006 in April. Once again, the survey presents a comprehensive picture of learning and development from the practitioner perspective, but what about the employee perspective?

Who learns at work? investigates what 750 employees - the customers - thought of the training they had received in the past 12 months. The results present a positive picture of both the percentage of employees receiving training and its perceived success. Seventy-eight per cent of those interviewed had received some form of training in the past 12 months and the overwhelming majority stated that it had helped them to do their job better.

What are the barriers to training? Encouragingly, only 16 per cent of respondents had declined the offer of training in the past 12 months. As found in CIPD member surveys, the main reasons given by people for turning down training was that they were too busy (43 per cent) or that the training was not relevant to their job. Ensuring that employees have enough time to learn at work and that learning is available in manageable chunks, therefore, remains a priority.

Taking into account individual learning preferences is also critical to facilitating learning within organisations. Employees responding to Who learns at work? expressed a clear preference for active rather than passive learning. Over half (54 per cent) said that their best method of learning is being shown how to do things and then practising them. Only 19 per cent expressed a preference for being taught in a meeting room or classroom. This

contrasts to the 54 per cent who had received training held in a meeting room or classroom in the previous 12 months.

If time is an inhibitor of learning, line manager support is a key facilitator. Line managers initiate a high percentage of the training that takes place. They are also responsible for over half of the discussions with employees on the effectiveness of training that takes place. The CIPD Survey Report, Training and Development 2004, found that 94 per cent of respondents agreed that employees should take more responsibility for their own learning and development. Yet this shift towards individual responsibility for learning will still require extensive support from the HR/training department and the line manager.

So employees appear positive about learning in the workplace and the opportunities they receive. But there are lessons to be learnt from the employee viewpoint and further work to be done in investigating the important role that line managers play in facilitating learning. This will be the focus of a new CIPD research project that will be launched in the summer. If you are interested in contributing to this project please email me at [v.winkler@cipd.co.uk](mailto:v.winkler@cipd.co.uk).

**Victoria Winkler**  
CIPD Adviser, Learning, training and development

The report 'Who learns at work' is available at [www.cipd.co.uk/surveys](http://www.cipd.co.uk/surveys)

### **Managing Sickness Absence - Support For Employers.**

People Management reported that "UK workplaces poor bill of health costs £12bn a year" and that "stress is one of the biggest contributors", costing "the UK an estimated £3.7 bn per year" (People Management 9 February 2006).

Following the introduction of the Disability Discrimination Act, we find that employers are often confused about individual's and employers' rights, and unsure of what support is actually available to help them.

The Ready4Work team can assist and support your organisation - you can access this free service, and we can visit you and discuss your organisations needs and requirements. For more information contact the Ready4Work Team on 0115 9773278 or by e-mail at: [supported.employment.programme@nottsc.gov.uk](mailto:supported.employment.programme@nottsc.gov.uk)

### **Are you interested in undertaking short-term assignments?**

Assignments would be on practical HR issues, such as recruitment, disciplinary & grievance, etc.

If you are interested Paul Wilkinson, Personnel Manager at Fisher Scientific UK Ltd, would like to hear from you. Contact Paul on 01509 555 005.



# Cross Boundary Partnership - East (meets?) West on Valentine's Day

Management are increasingly finding they are working beyond the domestic organisational boundaries. To survive and grow, western companies are increasingly forming joint ventures or strategic alliances with foreign organisations. The results are not always positive; often due to misunderstandings when people working together are from different cultures.

Elisa Kuang explains how everyday people interactions and communication can reflect the impact of cultural differences on the way things are done and perceived in Western and Chinese minds, based on her own experience on Valentine's Day.

"It is easy to think that the way that Valentine's Day on the 14th February is celebrated will be with flowers, wine, a meal, romance and romantic cards. In China, however, most of us celebrate with flowers through to romance but not necessarily with a Valentine's card. Although I have lived in the UK for nearly 8 years and have adopted most British customs, like holding a Tesco loyalty card, I did not buy my British born partner, who works away from home, a Valentine's card. It was not that I had forgotten. It was that in the eyes of a Chinese person this can often be perceived as a matter of fashion and of being superficial. Naturally, I received a card from my partner because in the UK this has a more significant meaning, illustrated by my partner saying on the telephone "it is a custom here in the UK".

Customs, cultures and social practices often guide the way we think and interact with each other. Working and dealing with people from different cultures in an international organisation is just like handling a mixed couple relationship. In the days of working in China, I personally experienced and witnessed many issues, conflicts and confusions arising from western business operations in China. The phrase: "it's the cultural difference" was often cited as the generic explanation for stories and complaints regarding "mishandling" of various types of business relationships; and misunderstanding of each other's cultures. In most cases, companies' concerns have always been centred on the questions of "what are the issues that cause Chinese and Western people to view ways of handling things differently?" and "How can we resolve issues and tensions caused by cross cultural factors in interactions between business partners from different countries." When handling communication and cross boundary team working, have we been emphasising quick results before considering the impact on our relationships with others from diverse cultures? When we are lucky, our other half from a different culture may forgive our "bold" behaviour once, twice and even three times but how far can you stretch their patience without endangering the long-term partnership?

Although handling a team with diverse cultures might not be easy, understanding how cultural differences can affect communication and the resultant impact on the level of

performance in business operations, is a key issue to modern management.

So what can we do as HR professionals to bridge the gap? Make a point of becoming more aware and aim to improve the quality of cross culture communication and team working. If you would like to share your views and concerns on this subject, please get in touch - we would love to hear from you, but now, my priority is to hunt for a belated valentine card and if you know where to get one, please drop me an email.



Elisa Kuang, AB Associates Ltd

Elisa can be contacted at [info@abassociates.uk.com](mailto:info@abassociates.uk.com) or visit ABA's web-site at: [www.abassociates.org.uk](http://www.abassociates.org.uk).

## Have You Visited The Branch Website?

[www.cipd.co.uk/branch/derby](http://www.cipd.co.uk/branch/derby)

### New Derbyshire & Nottinghamshire Branch Website



We have been working hard over recent months to update the local branch website. Our new look website now contains up to the minute

event details, with a new automated booking system, details of our Special Interest Groups, latest copies of our Newsletter and more...

We would really like your feedback on this site and what you would like to find there.

You can go directly to our site, by following the new link at: <http://www.cipd.co.uk/branch/derby>

You can also get there in the usual way by visiting the CIPD home page at: [www.cipd.co.uk](http://www.cipd.co.uk). Simply click on the scroll bar part way down the page until you get to Derbyshire & Nottinghamshire. Then click "go" - Take a look today!

Claire Smalley, Branch Web Editor



### **Annual General Meeting**

Followed by

### **Raising The Profile Of Training Within The HR Function**

The AGM itself is only open to members of the Institute, but guests are welcome to join us for the branch event that will follow at 7.30pm.

**Speaker:** Professor Phil Race, Leeds University  
Phil Race is an independent training and education consultant, working on three fronts: helping trainers develop their training skills, helping lecturers to develop their training methods and helping learners of all ages to develop their learning skills. He runs highly interactive workshops around the UK and abroad on all three areas and publishes widely. Phil's presentations are imaginative and interactive and will be of great value for both specialists and non specialists alike.

**Date:** Thursday 11 May 2006

**Time:** AGM starts at 6.30pm, with event starting at 7.30pm - 9pm  
(buffet available from 6pm)

**Venue:** Novotel, Bostock Lane, Long Eaton

Anyone wishing to book a place on this event should contact Sarah Barnes on 01332 557860 or by e-mail at: [sbarnes@onetel.com](mailto:sbarnes@onetel.com). Alternatively, you can now book your place on-line at the following address: [www.cipd.co.uk/branch/derby/events](http://www.cipd.co.uk/branch/derby/events)

#### **SURROUNDING BRANCHES - EVENT INFO**

For those of our members travelling between this branch area and others, we have provided a brief round-up of events at neighbouring branches. For further information on these, and other events, please log on to the CIPD website at:

[www.cipd.co.uk/branches](http://www.cipd.co.uk/branches)

to find the branch you are interested in contacting.

#### **South Yorkshire & District**

**6 April 2006** - Building strategic HR functions in the Public sector

#### **North Staffordshire & South Cheshire**

**6 April** - Reward Management & Job Evaluation

#### **Leicestershire Branch**

**27 April** - Performance Management

#### **REACH OVER 3,000 HUMAN RESOURCES PRACTITIONERS!**

Did you know that this newsletter, and our monthly mailshot, is circulated to over 3,000 HR practitioners from students and those new in the profession, to experienced professionals engaged in support roles through to HR Directors, living in the Derbyshire and Nottinghamshire area?

If you are looking to recruit, advertise a service, or promote an event through our monthly mailshot service, please contact our Branch Administrator, Sarah Barnes on 01332 557860 or by e-mail on: [sbarnes@onetel.com](mailto:sbarnes@onetel.com)

Contributions for the next issue are welcome by e-mail to Claire Smalley at [claire.smalley@rolls-royce.com](mailto:claire.smalley@rolls-royce.com) Charity No 1079797