

May 2008

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Team Talk

Welcome to this month's edition of the CIPD Newsletter. You will see that in this edition, we have a variety of articles that are hopefully a bit different from what you get in PM or Personnel Today. The Team is always keen to hear what local practitioners in HR, Training & Development have to say - just contact Richard and he will do the rest! We reach 1400 members in the GL post code and often, some articles are picked up by other Branches too. So what of this month? Well, the AGM happens on 21 May and we have vacancies for the following posts: Vice Chair, Council Representative, Membership Advisor and Secretary. As with all the roles on the committee, you can put in the time and the effort that you feel you can and the committee meetings are not formal! In fact, they are a great way to network (some months since that word has been mentioned - Ed.) and get to know your local practitioner colleagues. And as members, the Team hope to see as many of you as possible for the AGM itself and the interesting comments of local businesses after the floods of 2007. As always, enjoy this issue.

The Team

Next Events

Wednesday 21 May 2008

**How they kept their people afloat when they were in at the deep end
The Floods of 2007(and 2008!) - impact on local businesses
Glos Branch AGM**

**Venue - Hatherley Manor Hotel, Down Hatherley Lane, Gloucester GL2 9QA
Buffet and refreshments from 6.00pm, AGM 6.30pm-7.00pm
Presentation 7.00pm-8.45pm**

FREE EVENT

A must for any HR or contingency planning professional who wants to ensure they are better prepared to tackle the next crisis that hits a large proportion of their staff. Whether it will be future floods or a 'flu epidemic, we can all learn lessons from the variety of speakers who will be sharing their professional and personal stories from the floods of 2007.

Paul Davies, Chief Exec of Cheltenham Borough Homes, will cover some of the huge range of people issues his organisation had to deal with. Matthew Clayton, Partner at legal practice Rickerbys LLP, will reveal how they continued to provide legal advice despite being flooded themselves. He will also discuss some of the flood related issues Rickerbys were asked to advise other businesses on. Sue Scrivens, Head of HR and Noel Baker, HR Manager (Business Consultancy Team) Gloucestershire County Council will talk about their business continuity plans, flexibility of staff and what they have learnt from their experiences last July as well as how they kept the communication lines open to keep providing their customers with a service. And Ben Arnold, HR Manager with Nelson Thornes (Cheltenham-based educational publisher) will describe how the company supported its employees during the floods.

Don't miss this free event if you want to benefit from their experiences and be better prepared next time.

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

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Friday 16 May 2008

HR FORUM

Employment Law Strategies for Managing Change

**Venue: Davies & Partners Solicitors, Rowan House, Barnett Way,
Barnwood Gloucester GL4 3RT (near J11of M5)**

Timing: 8.45 am for 9.00 am and ending 11.00 am

FREE EVENT

Managing organisational change, in accordance within employment law principles and keeping the Board or Management Team happy can be a challenge. Employment law in this area can come across as an obstruction to organisations as it can be restrictive and very procedural.

Join us to consider the legal framework in which change takes place and the ways of applying the framework to your organisation's business strategy. Your organisation may want to re-structure, acquire or merge with another organisation, outsource certain work, downsize or increase in size. As Head of HR, how can you best advise the Board or Management Team? How might you give the perceived restrictions a different perspective?

There will be the opportunity to consider an example how an organisation has benefited from considering the employment law issues when developing its strategy.

The meeting will not only be participative, with plenty of opportunity to ask questions.

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

Thursday 29 May 2007
Note change of date!!!

Gloucestershire Coaching Network

Venue: The Forum, Lansdown Road, Cheltenham GL50 2JA

Tea and Coffee 6.00 pm start; 6.30 - 8.30 pm

£5.00 inc VAT CIPD members and non-CIPD members



Mind Mapping is a simple way of visualising information which prompts the user to provide even more. The organic nature of the maps encourages recall and fixes the focus of the map in the creator's mind. In coaching they can be used to bloom a picture of a life or work situation. They can be used for tools or processes such as SWOT or Getting Things Done. Maps can be used to build personal or business strategies. The list is endless!

These tools break down the restrictions that lists and tables impose on our brains and enable creativity of complete pictures of what is known or has to be done.

Add another or develop an existing technique in your coaching toolkit

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

Thursday 12 June 2008

Not Euro 2008 !

Venue: Davis & Partners Solicitors, Barnett Way, Gloucester, GL4 3RT

A light breakfast will be served from 7.30am. The workshop will take place from 8.00am to 9.30am.

CIPD Members: £10.00 plus VAT (£11.75) and Non-Members: £15.00 plus VAT (£17.63)

At this breakfast event, Davis & Partners will take a look at the recent employment law issues and opportunities arising from the recruitment and management of employees from Eastern Europe and other countries. There will be a lot to talk about and Gloucestershire has seen its economy benefit from workers from the continent of Europe.

What will it all mean if the supply is cut short? How should employers be dealing with migrant workers to ensure they are legal and fair? Some of these questions - and others! - will be raised in this event.

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

Thursday 3 July 2008

Gloucestershire Coaching Network

Marketing coaching to business



Venue: The Forum, Lansdown Road, Cheltenham GL50 2JA

6.00pm for 6.30pm start - 8.30pm finish

£5.00 inc. VAT to include teas and coffees for CIPD members and Non-members

Check website for further details.

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

Tuesday 23 September 2008

Legal roundup

Venue: Hatherley Manor Hotel, Down Hatherley Lane, Gloucester GL2 9QA

Refreshments and light breakfast from 8.30am

Workshop 9.00am - 1.00pm

£35.25 inc VAT CIPD members

£41.13 inc VAT non-CIPD members

Speakers: BPE's employment team

The best opportunity to network with like-minded HR professionals while receiving an update on key employment law changes.

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

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.

Branch Matters

Chair John Hepworth writes:

Now here is a little poem for you (discovered on the web by Wendy Haigh, the Centre Co-ordinator for the Branch) and as always, it is Anon!

Are you an active member - the kind that would be missed;
 Or are you just content to say your name is on the list?
 Do you attend the meetings and mingle with the crowd;
 Or would you rather stay at home, complaining long and loud?
 Do you give up a little time and help to make things click;
 Or leave the work to just a few and talk about the "clique?"
 There's quite a programme schedule that means success is done,
 And it can be accomplished, with the help of everyone.
 So come to the meetings and help with hand and heart;
 Don't be just another member, but take an active part.
 Think it over, member, are you right or wrong?
 Are you an active member, or do you just belong?

Someone who has answered the call is **BARBARA BRIDGE** - as announced in April's Newsletter - and Barbara has joined the Branch Committee as Advertising Co-ordinator. Her details are on the back page and the Team is now increased to three! Thank you again Barbara - all questions on advertising to her now please.



May Kwok from CIPD Wimbledon writes: Update from the Membership and CPD team!*New member to the Upgrading Team*

Tina Russell is now our Manager, Chartered Upgrading and CPD. Tina joins us from the Institute of Payroll Professionals where she successfully launched a CPD scheme and recruited over 15% of the membership to participate.

Some of the other projects Tina was involved with included development of a competency framework, the implementation of a core membership database and development of an online CPD tool. Prior to that, Tina worked in the Financial Services Industry. She has passed all 3 exams of the Financial Planning Certificate and has studied toward the Advanced Financial Planning Certificate. For the latter, a paper covering CPD was undertaken.

The Financial Services industry has for some time, undertaken compulsory recording of CPD. In her roles as a Manager, Tina was involved in monitoring these records and contributing to improvements in practice. Welcome Tina!

Upgrading at HRD

We are running an upgrading clinic at HRD under the new banner of Professional Development. This year the promotion will be targeted at those upgrading from Chartered Member to Chartered Fellow.

Spotlight on "The Changing Face of the HR Function" Conference, 14 May 2008, London

Discover how HR practitioners are meeting the challenges of changes to structure, roles, skills and relationships to become a more strategic contributor to the business. This conference will help you find solutions to key issues including:

- improving HR efficiency and standards
- increasing the business focus of your HR function
- aligning HR's change programme to the wider organisational restructuring
- engaging stakeholders in the change design and execution

Join us to hear from public and private sector organisations including Lloyds TSB, Cabinet Office and Vodafone on how to manage your HR transformation effectively.

www.cipd.co.uk/hrfunction

Claire Landricombe**Marketing Executive, Conferences and Exhibitions**

c.landricombe@cipd.co.uk

Dyslexia and the workplace

Margaret Malpas writes: I am the South East Thames Branch Membership Adviser but also the Chair of the British Dyslexia Association (BDA). At the BDA, we are running courses at cost for employers re. dyslexia and the workplace.

The BDA will be hosting workshops in the south west, so please get in touch with me if your company would benefit. The details are:

margaretmalpas@gmail.com , tel no: 01474 707931.

The Bristol events are on: 20 June 2008 Dyslexia Awareness for Employers; Bristol 10 July Screening for Dyslexia for Employers.

Event Review**Positive Psychology - Gloucestershire Coaching Network, 11 March 2008**

The April edition of this newsletter asked two questions:

1. what is Positive Psychology?
2. who are the "gurus" and key advocates?

Bridget Grenville-Cleave and Lucy Ryan are both experienced management consultants and coaches. They have embraced the concepts of Positive Psychology and with a nod to the modern age, Bridget even produces an online blog on the subject!

The basic premise is that within the profession of HR and Training, managers and employees alike always seek to improve on development needs. This is shorthand for

overcoming your weaknesses and in Positive Psychology, the belief is that this is OK - **but what about developing your strengths?**

The last decade has seen a change in the way some psychologists view personal development. A common phrase - associated with **Martin E.P. Seligman** (if your reporter noted it correctly!) - is that psychologists and professional development consultants should be encouraging their clients to "learn how to flourish". In other words, it is more about learnt optimism and seeking out the good aspects of personality (for example) rather than correcting the defects.



So, what else is new in this approach?

- New angles on existing ideas, e.g. understanding learnt behaviour
- New traits for learning how to be optimistic
- Focus on happiness as a concept

At this stage, your reporter started to get worried - is this Positive Psychology just a vague concept, based on "happiology"? Indeed, the team seemed to sense these thoughts and feelings! Positive Psychology has received criticism in that it could ignore the view that those with clinical depression do need help to understand their issues. Equally, there is an argument that the human brain is not wired for "bliss" (i.e. the whole concept of 'fight' or 'flight').

Yet, the Positive Psychology approach does have a basis of theory. Research into the influences on human behaviour for example has shown that (in rough terms) 50% of who we are comes from our parents (i.e. genetics); 10% comes from the circumstances in which we find

ourselves; and 40% comes from the things that we do. So, if we only see development as understanding our genetic traits, we are missing out on a whole are of development. And why should we scoff at happiness as a concept? Attitude surveys such as the Gallup 12 put an emphasis on having friends at work, having and understanding boss and so forth. We also know that a positive mindset helps creativity, the ability to "stick at" tasks for longer and the creation of a happier atmosphere at the workplace.

Overall, then, Bridget and Lucy provided the audience with an interesting and interactive session on this topic and with the highly entertaining role-plays to boot, a good time was had by all!

What do you think about Positive Psychology? The Team would be keen to hear from any occupational psychologists out there - do you practise it or do you have reservations? Let us know!

Functional Facts

Recognition Schemes - What Difference Do They Make?

Recognition in the form of praise or appreciation for a job well done acts as a powerful motivator in the workplace. Featured in Herzberg's model (1959) and Maslow's hierarchy of needs (1970), recognition is even more relevant and sought after today.

So what exactly is a recognition scheme? It is a 'non-cash' reward which recognises accomplishments e.g. going the 'extra mile' for customers or colleagues. Typically it does not form part of pre-set performance targets. It can be as simple as a manager saying thank you or it can be more formal with scope for financial (vouchers) or non financial awards (public recognition from CEO or leader) and it is usually organisation wide. Here we take a look at the advantages and disadvantages:



What are the advantages of recognition schemes?

- Acts as powerful motivator when part of a properly designed and executed scheme
- Motivated staff promotes positive organisational image for staff and customers
- Reinforce the organisation's cultures and values - 'walking the talk'
- Raises employee satisfaction by publicly acknowledging all staff who go the extra mile
- Good fit in today's flatter organisational structures

What are the disadvantages of recognition schemes?

- Unless aligned to culture and values, schemes can produce a negative impact
- Schemes must be used and promoted regularly if they are to create desired results
- Transparency and fairness often get overlooked in complex recognition schemes
- Can be challenging to make schemes inclusive across the whole organisation

As organisations seek to increase the impact of reward practices beyond pay (see last month's newsletter on Total Reward) the value of a well designed recognition scheme that is aligned to the organisation's values and purpose can deliver a return on investment.

Sylvia Doyle

Reward First

sylvia@reward-first.com

EEF survey finds managing sickness absence is a key requirement for an ageing workforce

Effective management of employee rehabilitation and return to work after sickness absence will be a key requirement for manufacturers in their dealings with an increasingly ageing workforce. This is one of the findings of a survey: "An Ageing Workforce-How are manufacturers preparing?" just published by EEF, the manufacturers' organisation.

Companies responding to EEF's survey felt that older workers were more likely to be absent long-term when they were sick, a view consistent with findings reported in EEF's sickness absence and rehabilitation survey, published in 2007. A significant proportion of the manufacturers surveyed (30%) were concerned that the number of days lost owing to absenteeism/sickness was likely to rise as the workforce became older.



However, the loss of specialist skills owing to retirement was a far greater concern, expressed by 76% of respondents. Within just five short years, it is estimated that because of the demographics alone, the West Midlands will be short of 30,000 skilled people.

"The shortage of skilled workers in manufacturing means it is all the more important to ensure that no one falls through the net for want of practical support from their employer in helping them back to work after sickness," said Sayeed Khan, EEF's chief medical adviser.

For more information, contact EEF at www.eef.org.uk

Feature

Boldly going where legal advisers seldom go

In the coming year the challenging economic climate will place added pressure on HR professionals. With employees winning relatively large sums of money because of "gingerism" it is little wonder that HR credibility in the boardroom is being questioned.

The rigid application of employment law, by some legal advisers, has led to an overcautious approach from many professionals. Often commentators are applying legal changes to the "nth" degree in a way that tribunals would never do. The tribunals recognise that the economy must keep turning and businesses must function commercially. In today's climate, it is therefore crucial to start making pragmatic decisions.

Consultation regulations

This year the threshold for consulting employees will reduce to 50 staff. If ten per cent of a workforce presents a petition to an employer, the employer has certain obligations. But it seems few workforces will have the "collective consciousness" to achieve this and the best advice is for an employer to have a contingency plan and not to set up an employment forum unless they need to.

Compromise agreements

While compromise agreements are very useful tools in certain circumstances, they are often overused. For low-level employees such agreements are not always necessary. In addition to unnecessary costs, the employer is actually dragging out the argument and contributing to the fees for the employee to engage a lawyer and negotiate the amount of severance payment upwards.

Statutory dismissal procedures

Another cause for concern is the unwillingness to push the boundaries of the statutory dismissal procedures. While I

would be very slow to suggest that employers act outside the law, there are some occasions where, employees prolong investigation procedures to gain another three months' wages. If there is clear evidence that a tribunal would accept a dismissal was inevitable anyway, and that the employee's conduct was unconscionable, then damages would be reduced to a minimum. Therefore by taking decisive action further damage to the company can be prevented.



I'm not suggesting that in every case procedure can be cast aside. Rather that much business time and money is wasted on inevitable cases when the cost benefit analysis of the situation is not done.

The real question should be whether or not the employer can prove the reason for proposing to dismiss the employee. For years, HR professionals have maintained a paper trail of the decisions that are being made. What seems to have been forgotten is why those records have been kept. One of the most compelling reasons is so robust business decisions can be taken and their legitimacy can be proved. This usually has nothing to do with someone's race, religion, orientation or "hair colour".

More than ever legal advisers should be giving pragmatic commercial advice to business and HR professionals, guiding them through the difficult maze of employment law.

Darren Sherborne
BPE Solicitors, Cheltenham
www.bpe.co.uk

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Our client has a vacancy for an
Interim Senior Human Resources Manager
Scale 12:13 - £34,950 to £41,550 per annum

Our client, an independent educational establishment based in Gloucestershire, requires a high quality HR professional to fill this key position within the Human Resources Management Team.

The successful candidate will contribute to the development of our client's human resources strategy and will lead on the operational delivery of the human resources business plan. He or she will manage, develop and motivate an effective and professional team to ensure that it delivers an efficient, and effective human resources service that pro-actively supports the organisation to achieve its goals and objectives.

The generous salary reflects a requirement of the post holder to travel between the organisation's various sites and to and from other places as reasonably required. Some overnight stays will be required, as will some evening and weekend work.

Our client believes in a pro-active approach to human resources management, and so the right candidate can expect full managerial support in what promises to be both a challenging and rewarding position. This vacancy will ideally suit a CIPD qualified Human Resources Manager who is confident across all aspects of employment legislation and HR policies and procedures. Demonstrable experience in Change Management will score highly, as will a proven ability and enthusiasm for building effective working relationships and conducting negotiations. The position presents an excellent opportunity for someone who is ready to grow professionally.

Applications by e-mail only please. Send your CV and a covering letter as attachments to vacancies@hrchampions.co.uk

Applications received after 12:00 noon on Friday 9th May will not be considered

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CIPD REWARD GROUP

Are you looking to network with fellow HR and reward professionals?

Did you know that the CIPD Central London Branch runs a successful professional reward network? Launched nearly 3 years ago in June 2005, the CIPD Reward Special Interest Group (SIG) group generates interest from a wide range of HR and reward professionals for networking and discuss experiences of making reward central to effective people management.

CIPD Reward SIG events

Run by Sylvia Doyle of Reward First People Consulting, the Reward SIG holds 3 to 4 events held every year where an expert guest speaker will cover a topical issue such as managing performance pay or communicating reward effectively. The group aims to be informal and participative with a guest speaker at each event to create the opportunity for discussion and debate as well as networking.

Events are free of charge to all CIPD members and past speakers have included reward gurus such as Duncan Brown of PricewaterhouseCoopers and Helen Murlis of Hay Group. Events for 2008 will cover 'real life case' studies on Total Reward; Mergers & Acquisitions and rolling out Global Reward Programmes.

Look at http://www.cipd.co.uk/branch/clondon/_groups/reward.htm or <http://www.reward-first.com/news.htm> for more information on the 2008 CIPD Reward SIG events calendar.

It sounds interesting - how can I find out more?

The Reward SIG was set up by Sylvia Doyle and you can contact her on 07989 383 491 or sylvia@reward-first.com

If you are interested in being informed of future events, contact Jennie Cochrane, CIPD Central London Branch Administrator on centlon1@hotmail.com or by phone on 07847 857 111 and ask to be included on the Reward SIG mailing list.

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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 May

15 June

15 July

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:

Full Page £500.00 + VAT

Half Page £250.00 + VAT

Quarter Page £125.00 + VAT

Eighth Page £65.00 + VAT

You can also have a flyer inserted into the mailing envelope. Flyer less than 10g from £300 +VAT depending upon weight and size of flyer.

Special rates apply for inserts in excess of 10g, just ask for details

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



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