

Gloucestershire Branch Newsletter

November 2008



Welcome to the last edition of the Newsletter for 2008. It has been an interesting year and what follows for 2009 is bound to provide us all in HR&D with challenge and excitement. That is certainly one way to look at things. Thanks again to all our contributors and advertisers during the year and enjoy this issue.

*John Hepworth
Editor*

Next Events

Thursday 6 November 2008

"Volunteering - what it could mean for you"

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

Presentation - 4.00pm until 6.00pm

FREE EVENT

Encouraging staff to volunteer to help them gain new skills and complement a company's Corporate Social Responsibility programme is gaining increasing popularity in the South West. Businesses and organisations such as The Commission for Rural Communities, Zurich, Chelsea Building Society, Barclays Bank and the Midcounties Co-op all operate employer supported volunteering schemes, giving their staff time off during work to volunteer in the community. Giving the gift of time can help reinforce new skills learnt in training and provide invaluable opportunities for staff to gain management and supervisory skills.

Join Tony Martin, Zurich Community Trust's Volunteer Development Manager and Sally Davies, Chelsea Building Society's Corporate Responsibility and Community Support Officer, to discover the benefits of introducing an employer supported volunteering programme in your organisation.

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

Diary Dates

Volunteering - what it could mean for you

Thursday 6 November

Develop Yourself as a Professional Coach

Tuesday 11 November

Upgrading Your membership

Tuesday 11 November

Living the Brand

Tuesday 25 November

Mock Employment Tribunal

Wednesday 18 February

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Tuesday 11 November 2008

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



'Developing yourself as a Professional Coach'

Speaker: Lise Lewis - Bluesky

Lise is a Vice President of the European Mentoring and Coaching Council, an author of CIPD coaching publications and a member of the Strategic Steering Group for the Global Coaching Community. Learn about latest developments in how businesses are using coaching and why coaches need to be accredited. Gain an update on what's happening internationally and how you can contribute to professionalising coaching through the Global Coaching Community.

ALSO - the launch of the GCN 'what's hot to read in coaching'.

Next GCN meetings on 11 December and 22 January - check website for details.

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

Tuesday 11 November 2008

"Up grading your membership"

Venue: The Forum, Lansdown Road, Cheltenham GL50 2JA
3.00pm start - 5.00pm finish

#FREE EVENT#

Facilitated by Heidi Sear-Smith, Branch CPD Advisor

The aim of the workshop is to introduce members to the upgrading process and work through the application form. The session will have a workshop-based approach, where delegates will go through their current CPD and further CPD opportunities and what may be used for upgrading, working through the different sections in the form. Delegates will be able to check themselves against the CIPD criteria. The session will look at examples of CV's, giving the delegates time to ask questions and identify what they will go away and do next.

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



Tuesday 25 November 2008

"Living the brand!"



Venue: Stroud and Swindon Building Society,
Head Office, Rowcroft, Stroud, Gloucestershire, GL5 3BG
12.30 pm to 4.30 pm

Stroud & Swindon

£11.75 incl. VAT CIPD/CIM Members; £17.63 incl. VAT non-CIPD/CIM Members
(incl. refreshments & light buffet)

'An interactive and informative presentation, introducing the concept of branding from the HR and Marketing perspectives.'

Paul Walker, Barkers' Head of Employer Branding, who worked with the CIPD on the recent research and CIM head-office representative David Thorpe will inform and provide updates on the CIPD's and CIM's view of branding, while local CIPD/CIM members Fiona & Sandra look at the concept and practical applications of 'Living the Brand'. In addition, Stroud & Swindon Building Society, who is hosting the event, will present their journey and how they are learning to 'Live the Brand'. Sponsored by Business Link, this will be a fascinating insight into the latest take on branding and will be of interest to anybody involved in marketing, HR and good business practice.

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

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#

£5.88 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! Enjoy!!

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 - GLOUCESTERSHIRE COACHING NETWORK



David Clutterbuck on 'Raising the standard of dialogue in coaching and mentoring', Thursday 25 September

The Branch was delighted to welcome Professor David Clutterbuck to a meeting of the GCN and the audience of more than 60 delegates were not disappointed.

David is a leading writer and researcher in the disciplines of coaching and mentoring but above all, he is a practitioner. He is the co-founder of the European Coaching & Mentoring Council and a visiting professor at two universities, whilst also managing his consultancy business. David is active in national CIPD circles too.

What made the evening special were some wonderful insights into his personal experiences with clients that David was able to share. These anecdotes illustrated where he has been able to help individual clients on their own 'personal journey' and international boards of directors develop more effective business strategies. The full

scope of the executive coach was on display!

For David, the core of the presentation was dialogue and he offered Seven Levels of Dialogue:

- Social dialogue - critical in developing rapport, leading to...
- Technical dialogue - meeting the learner's needs for learning
- Tactical dialogue - which helps work out practical solutions
- Strategic dialogue - that builds in a broader perspective
- Self insight - where individuals begin to understand their ambitions etc.
- Behavioural change - the learner is now able to set out a programme of personal change
- Integrative dialogue - learner now gets a clearer view of who they are and how they 'fit in'

He asked the question: as coaches and mentors - either professionally or in our role as a manager - how may we make dialogue happen?

There was a good level of interaction with the audience and some interesting views on the GROW model (...it is a framework for a coaching conversation, not a model. Use it flexibly - why not end with Goals?) and SMART objectives (...good for setting short term targets but poor at getting long term commitment to development and change').

And of course, there was a chance to practice some techniques - scripting an event in your life to learn from it and check out which parts of the story you'd like to change for example.

All in all an excellent evening and the Branch would welcome Professor David back at any time!

Newsletter Reporter

Feature - TOP TIPS FOR PRODUCING A BRILLIANT CV

Jon Lawton writes:

1. Be clear who you are - Lots of CV's are confusing and difficult to understand.

Why? Well, it's because we want our CV to appeal to the widest possible audience. In marketing terms we produce a brochure that has no clear focus or target market because we want it to appeal to everyone.



If you have more than one identity, or more than one career option, create more than one CV. I heard someone on the radio recently talking about those retailers with a clear market offering being the ones most likely to survive the 'Credit Crunch' - take a tip from them, produce a CV that makes it clear what identity you are marketing.

Finally, decision makers are not expecting a totally unabridged account of your whole career. There is no need to include anything that does not support the identity you are marketing.

2. Profiles can make or break - Profiles can be a useful way of helping the reader understand what they are looking at, in terms of professional/managerial identity and experience. The difficulty occurs when we forget the first part and focus entirely on the subjective-superlatives. Do you know how many "charismatic leaders" are currently in the job market?!

Write a profile in the third person and clarify your identity and experience first. Then, perhaps one sentence with one or two of the less clichéd subjective-superlatives sprinkled in. If you satisfy my requirement for a clear identity first, then I will mentally allow you the opportunity to present me with some of your more positive characteristics. If you go for the subjective superlatives first and on mass, you offend me with your apparent arrogance!

3. Let's be clear about what you have achieved - Expressing your career experience in a CV is perhaps the most critical issue which determines your success rate, as measured by CV's out to interview invites.

How many of you have simply updated a CV by taking an old one and then simply updated it by cutting and pasting parts of your job description?

The rules are - Start each achievement with an active verb in the past tense. Then at least I am sure you actually did it.....Have you noticed that most Job Description accountabilities are written in the present tense - bit of a give away, eh?!

Try and illustrate what were the benefits that you brought to the organisation. The more numbers to quantify the benefits, the more powerful the statements but where benefits are less tangible, describe the qualitative elements.

Lastly, eight bulleted points of substance look better on the page than 20 short minimalist statements. There is something about the length and look that influences our impressions of "gravitas". Look and Feel comes a close second to Content.

4. Thought comes before action - Start with a blank piece of paper. Never simply update a CV. Tempting I know, especially if you are action orientated and see the CV as a necessary evil to persuade others to meet you.

The truth is that done properly your CV should be a reflection of your thoughts, deliberations and conclusions about who you are, what you have done, what you enjoy, what you want to do next. If you don't know the answer to these questions, you can be fairly sure it will become apparent at interview.

Even worse would be that you accepted an offer that turned out to be a serious career mistake, simply because you had not thought things through properly.

Doing a CV properly from scratch has two key advantages: it presents you to your target market in the best possible light and it prepares you for interview. More critically, it helps you decide which offer to accept and which to reject. It's not the CV itself that's so important, it's the process you go through to produce it that matters even more.

Jon Lawton is a Director at Ezek. He specialises in providing Career Guidance and Outplacement Services to Senior Executives and Professionals - Telephone 01452 733251 or www.yourcareer.co.uk

Event Review - WOW! LEGAL ROUNDUP - 23 SEPTEMBER 2008

"Well attended - Organised well - Worked for me!"

These were just some of the comments made on the event evaluation forms completed at the end of the Legal Roundup, hosted by BPE, held at Hatherley Manor Hotel. This was a joint venture with Business Link and proved that in the Gloucestershire area there are many people who take their legal responsibilities very seriously and appreciate the chance to hear local solicitors speaking on subjects that are clearly up to date and relevant to the audience. BPE gave presentations about Business Restructure - The Employment Bill - the revised Disciplinary and Grievance code - Equality and dealing with agency and foreign national workers.

It is still early for the Employment Bill but in general the comments reflected that it is good to be a little ahead of a government bill rather than trying to catch up. It was obvious from the questions that many delegates are either in the throws of re-organisations or contemplating them so there were many questions around dismissal procedures and processes to ensure fairness and consistency. Delegates were obviously keen to keep their companies working within the framework of the law!

With almost one hundred people attending it was certainly a successful event and "very professional presentation" was a repeated comment on many evaluations. There were some minor comments

around hearing the presenters and these will be taken on board and addressed in the future.



It is always challenging to ensure that a large group not only hear everything clearly but also presenters have the different needs of the delegates to consider too. Speed of delivery against giving detail will always be difficult to balance and again, the comments made will be passed onto the BPE team. All in all, there is no doubt that the event was a success both in the numbers who attended and also the information that was presented. Well done to the BPE team and thank you to all the Business Link helpers as well as the CIPD events team.

Rae Williams
FCIPD

Feature - MYTHS EXPLODED ABOUT THE GENERATION GAME AT WORK

We all have our pet theories about AGE in the workforce - ranging from amusing stereotypes to blatant prejudices which could land you in hot water these days since Age was included in UK discrimination legislation in October 2006.

Some useful tips for employers have recently come from a piece of research into demographics at work by CIPD, Penna and People Metrics, about the preferences of four 'generations' in the Workforce, identified as the:

- 'Veterans' born pre 1948, those who are 60 +
- 'Baby Boomers' born 1948 - 63, aged between 45 and 59
- 'Generation X' born 1964 - 78, aged between 30 and 44 (Thatcher's Children)
- 'Generation Y' born 1979 - 91, aged between 18 and 29

Popular belief traditionally has it that Generation Ys constantly look for new jobs and doesn't plan to stay put, and rate highly an organisation's behaviour toward society; whereas the Baby

Boomers will be loyal to their organisations long-term and are less bothered by matters of Corporate Social Responsibility(CSR).

It's interesting how myths vanish when under the spotlight and facts are collected. Over 5,500 employees were surveyed across Europe, finding for instance that CSR matters much more to the Baby Boomers than to Generation Y - over half of whom plan to stay with their current employer for at least the next five years.

What really surprised the researchers was that there is more similarity in employees' views than there are differences.

Shockingly only one employee in four *felt fully engaged in their organisation* - regardless of their age.

For members of all generations to feel engaged the research revealed that:

- People must gain a sense of purpose from their work
- People must be treated with respect in their

- workplace
- People must have a 'good employer' that has a good reputation in its sector

All groups rate an employer for:

- The job itself
- Benefits
- Career opportunities
- The working environment
- The organisation as a potential employer

Against the odds the most disaffected group was discovered to be the Baby Boomers - feeling overlooked as they get older as employers focus attention on the X's and Y's. The Boomers reported that they want more challenging work; access to development and to feel more engaged with socially responsible organisations.

Representing 30% of the current workforce employers would do well to pay them some attention quickly to make full use of their skills and experience, particularly in the light of a recent McKinsey report that shows the single biggest

managerial preoccupation in the next five years is finding talented people and that the cost and availability of talent is a significant constraint on growth - perhaps employers should re-focus on one-third of their home grown talent and show more appreciation for those employees 'already in stock' before they have moved on to someone else who does recognise their worth?

Isn't it interesting that we seem to need research evidence to confirm that 'people are people' and our needs as employees are more similar than they are different when we are 'sliced and diced' by criteria such as age, gender, race, religion, dis/ability etc.

**Jill Lang CFCIPD
People Potential**

Reference 'Gen up: how the four generations work' Penna in partnership with CIPD and People Metrics. This Article first appeared in Lasa Development Newsletter No. 11 www.lasadev.com

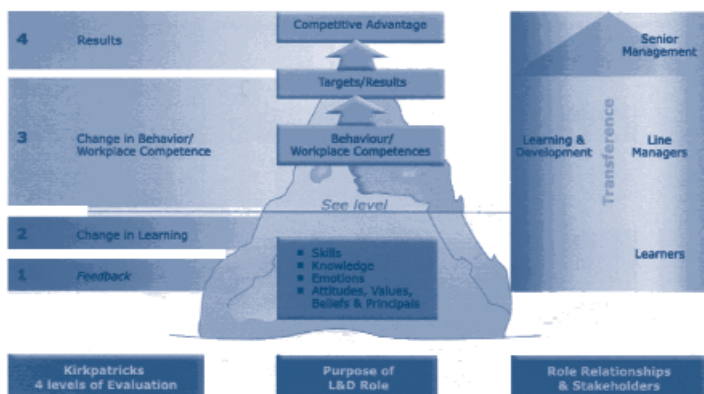
Feature - MEASURING AND EVALUATING TRAINING - 8TH OCTOBER 2008

Over 30 attendees gathered at Seasons Conference Centre, Swindon Village on a surprisingly sunny October afternoon. Following a light lunch and a chance to network, Sara Reader introduced our guest for the next few hours, Isobel Heaton. Isobel brought the room to order with her impressive career history - 22 years as a consultant, an L&D specialist sitting on the CIPD L&D board and editorial functions.

To ensure the session met our needs, in small groups we were asked to list our "Top 3 takeaways" from the session. Aside from the humour of Chinese, pizza and fish & chips the room proffered needs of give us some practical quick hits, line manager engagement, applying techniques in practical environments and creating an impact with our evidence, to name but a few. Clearly we were an audience who knew what we wanted and Isobel

had to be thinking on her feet and adding to her extremely well prepared session and support documents. We were not disappointed!

Isobel took us on a journey of evaluation that I would like to suggest will make a difference to our approaches to training evaluation and to enable us to give a greater focus to the impacts of our activities from the business perspective, hopefully even giving us a louder voice with which to shout about our successes to the budget holders in our businesses. No event would be complete without inclusion of proven models, as a benchmark for practical application. This was no exception. Isobel introduced to some, and reminded others, of Kirkpatrick's' four levels of evaluation using clear business terminology through a wonderful iceberg illustration, which I cannot recreate but offer a similar illustration for visual effect.



We were then advised that 93% of organisations use Level 1 feedback; sadly the figures are less bright as we progress to Level 4. Training is generally costly to implement but we appear to be less interested in demonstrating its long term actual impact. We then were introduced to key terminologies Projected Return on Investment (ROI) - in laymen's terms what the investment in training is projected to deliver in future - and Cost Benefit Analysis (CBA) - the cost of the intervention against the benefits / costable returns, the impact against the cost.

A game, or assessment, as it felt like, (although Isobel assured us it was not the latter), brought to us the idea of an L&D consultancy cycle, (shown below) a move on, as many people now suggest is vital from the traditional systematic training cycle approaches as suggested by Kolb and Sisson & Storey, to a far more strategic approach.

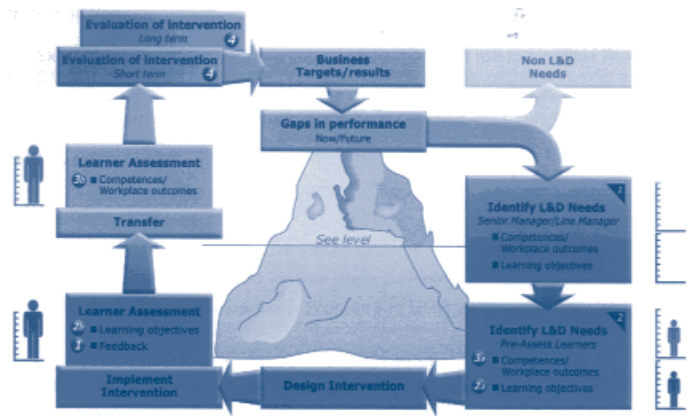
Our final venture introduced SPuSTAC, a framework for building an evaluation plan which raised a variety of questions/prompts at each stage:

- Situation - where are we now in terms of evaluation activities? & what resources are available to us? Including PIE Prove Improve Enhance.
- Purpose - why & for whom are we evaluating?
- Strategy - how will we achieve the purpose?
- Tactics - what are the specific data needed, methodologies & timescales to be employed?
- Actions - who does what, when?
- Checking - how is the data we receive improving our activity?

As we delved into strategy it became clear that this was the data gathering section that needed our calculators. Initially, seeing an evaluation report containing so many figures may have appeared daunting. Further discussion presented two approaches; wherever possible include evidence, that is to say impacts that can be demonstrated and secondly to carry out some basic numeric calculations using "broad brush strokes", or approximations of believed impacts in pound shilling and pence format.

To assist with these we were given a calculation:

$$\frac{\text{£ Benefit} - \text{Cost}}{\text{£ Cost}} \times 100 = \text{ROI \%}$$



So what were the key messages?

- In the current economic climate, L&D are having to compete for internal budgets and need to demonstrate their impact. As one of the attendees stated "You have to invest to save" but we have to show what we have done with the money, ultimately what it has done for the business
- A factor in this has to be utilisation of appropriate evaluation techniques which Isobel stated "is not a science but an art form with a political agenda"

Many thanks Isobel for an interesting and inspiring time and some great resources that I am sure will be greatly used.

Further reading might be attained from <http://www.cipd.co.uk/subjects/Irnanddev/evaluati> on where factsheets, podcasts and reports can be located

Penny Adshead, FCIDP, MCM1
CIPD PDS Leadership & Management course leader, University of Gloucestershire

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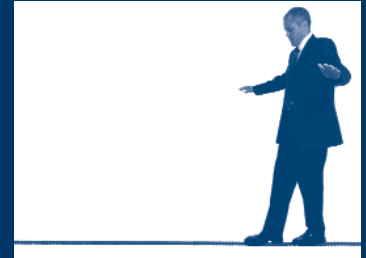
- 24 - 27 November 2008 (Cheltenham)
- 2 - 5 December 2008 (Scotland)
- 2 - 5 February 2009 (Cheltenham)
- 21 - 24 April 2009 (London)
- 16 - 19 June 2009 (Cheltenham)
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DEADLINES

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 December

15 January

15 February

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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Eighth Page	£65.00 + VAT

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