



Chartered Institute  
of Personnel and  
Development

# Annual report 2004





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The CIPD's Annual Report 2004 takes you through our activities and achievements in the 2003/4 financial year. Follow the links to find out what we've been doing and how we've performed.

Six highlights from the last year include:

- We won the right to award **individual chartered status** to suitably qualified and experienced members.
- **Membership continued to grow** and we have provided a greater range of learning opportunities to a larger number of people management professionals and their colleagues.
- We successfully launched a new website which delivers **improved access to research and information** and an opportunity for members to network online.
- CIPD **research gained national attention**, through the media and in Parliament.
- **Our strong financial performance** enabled us to continue to enhance services to members and the public.
- Our member survey found two thirds of our members rate us highly for **thought leadership on professional issues**.



## Message from the President

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The CIPD has had a good year in 2003/4.

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Membership has grown to over 120,000. Strong financial performance has allowed us to continue to invest in designated funds for research and IT improvement to enable us to meet our overall objectives. And we've increased reserves, strengthening the foundations on which we can build for the future. All this despite a competitive year that started against a sluggish economic backdrop.

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The improving economy has brought a renewed focus on the importance of people management and development. Recruitment and retention, effective reward strategies, how to address growing skills shortages and the importance of learning and development have all risen up the agenda. The CIPD's strong and practical research base has enabled us to capitalise on these external factors, promoting the crucial role people management and development plays in delivering organisational success. This has brought us both media profile and a growing voice with policy-makers.

The strengthening economy has also helped us to achieve our commercial targets. The revenues these generate enable us to do more. More research to advance the profession. More to promote good people management to the wider public. More tools and practical information. More added value for members. And, of course, our commercial activities - including courses, conferences and people management, deliver real value themselves, raising standards in people management and development.

October 2003 saw us gain the right to award individual chartered status to our members. This is a proud moment for the profession. It will continue progress towards universal acceptance, at the most senior levels of business and government, of the role good people management and development plays in delivering success.

But membership is not just about status. It is also about continuing professional development, lifelong learning and support throughout a member's career.

We've worked hard to ensure that our members get the most from their membership. We continue to invest in developing leading-edge qualifications, tools, research and other support. Our legal and library

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information helplines are as popular as ever. And through our branch network, conferences and exhibitions, professional forums, and online communities, we provide unrivalled opportunities to participate in learning networks. As our recent customer satisfaction survey showed, membership of the CIPD is a real and valued asset for people who work in the field of people management and development.

But the wider public also benefits from our success. Another big development this year has been the relaunch of the website - one reason why we've chosen to make this report available primarily online. This is not just a technical exercise. It has enabled us to make the wealth of information we have more easily accessible around the clock. The growth in the number of people using the site and the range of information they are accessing shows how people have benefited from this investment by the CIPD.

None of our work would be possible without the efforts of our people - whether employees of the Institute or volunteers in our branch networks, forums or at national level. We've continued to invest in their training and development.

We've also used resources wisely to bring our move to a new building in Wimbledon town centre within sight. The building is taking shape, and we'll move there in early 2005.

The CIPD is well managed and well respected. It's delivering for its members and for the public benefit. The rest of this report looks at our performance in greater detail, with links to the rest of our website throughout to provide you with the opportunity to find out more.



**Mike Kinski**, President



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### Overview

The Chartered Institute of Personnel and Development would be nothing without its members. Our mission is to lead in the development and promotion of good practice in the management and development of people. Our members are at the heart of that mission. We derive much of our strength from them and the contribution they make to the Institute. They enable us to ensure the research, advice and guidance we provide for public benefit is of high quality and practical relevance. They are a unique learning network, too, for fellow professionals to share ideas and experience.

This year membership numbers have increased again. We now have over 120,000 members. In October 2003 we formally gained the right to award individual chartered status to members who meet the required Professional Standards and have the necessary experience. On 1 October we awarded this status to over 37,000 Full Members, Fellows and Companions of the Institute. More than 3,200 people have upgraded to either Chartered Member or Chartered Fellow since 1 October.

To make it more convenient for members to upgrade to chartered status, we've recruited and trained 84 new panel members. Working with our branches, we can now offer panel assessments at a local level and we've also provided an advisory service at major conferences and other events. Encouraging eligible members to become chartered remains a key objective.

Chartered status is more than just a badge. It is a signal to others of the independently verified skills and experiences that its holders have accumulated, the rigorous Professional Standards they meet, and of the commitment of each of these members to continuing professional development and a code of professional conduct.

Employers, Government and opinion-formers increasingly recognise that chartered status is the hallmark of a fully proficient, business-savvy and continuously learning professional. We want all who reach the Graduate level of membership to aspire to chartered membership as soon as their professional experience makes them eligible.

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Lifelong learning and development is a critical component of the Institute's work and services. This year we welcomed over 13,000 new studying members, either on to our own courses or those we accredit at leading universities and colleges.

We are working to ensure that people management professionals have the tools and knowledge to operate as strategic business partners, and the development support they need throughout their careers. Our extensive research into people management issues is being used to develop up-to-date practical tools and guidance, to help our members and other professionals deliver the optimum people management policies and processes.

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## Professional qualifications

Our Professional Standards are the basis for all routes that lead to CIPD membership. It's these Standards that provide the firm foundations on which the external credibility and respect for chartered status have been built.

Our Professional Development Scheme continues to be the centrepiece of our qualifications framework. Taken together with relevant work-based experience, the Professional Development Scheme forms the most popular route by which members secure chartered status. This route emphasises the links between people management and business performance. Anyone who completes the Professional Development Scheme has demonstrated a clear knowledge and understanding of how people management and development contributes to meeting the challenges of modern business management. They have also had to show that they can put that knowledge into practice in the real world.

This year we have completely revised the leadership and management component of our Professional Standards. The changes are a response to the increasing need for people management and development professionals to fulfil the role of strategic business partner within their organisations. The new Standards have been set at a higher level. We have consulted widely on the new Standards. They will come into effect for courses beginning after July 2005, with the first examinations based on these new Standards taking place in May 2006.

We also offer four certificates accredited as support-level qualifications, including the new Certificate in Employment Relations, Law and Practice, which is being piloted at three centres. These four certificate programmes provide a route to Associate membership.

This year we finalised the new Certificate in Business Awareness and Advanced Professional Study, which has been accredited as a Level-4 qualification. Nine colleges and universities have already been approved to run the programme. It provides a valuable stepping-stone between our Level-3 certificate programmes and the more demanding postgraduate level of study for the Professional Development Scheme.

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## Accessible learning

We believe in open access to our Standards, for anyone who is prepared to meet them. Ours is an inclusive profession based on merit and capability. To deliver this we have a network of providers. This network is made up of over 300 educational establishments, training providers and assessment centres, all delivering to the same rigorous standards. We are proud of links with this diverse range of approved bodies.

This year we have added four new universities and three new colleges to this network. A further six have extended their provision of new programmes or the locations at which they are delivered. The new centres include one in Cyprus and one in Greece.

We are also a major provider of training courses and learning opportunities ourselves. These services are used by members and their non-HR colleagues in line management and other management positions. We now offer 12 certificate programmes, including the four accredited as a route to CIPD membership. These provide a comprehensive portfolio of formal qualifications for people management professionals wanting to develop and update their knowledge.

We've strengthened the increasingly popular CIPD employment law portfolio of services, which helps members and non-members alike to keep abreast of the latest developments in this crucial area. We ran 150 employment law courses, training nearly 3,000 delegates. Numbers studying for our Advanced Certificate in Employment Law continue to grow.

The diversity of our learning network allows us to provide high standard, rigorously assessed and properly accredited qualifications in locations that are convenient to the learner. We've accredited 11 of our educational partners as CIPD centres of excellence, reflecting the contribution their staff, programmes and research make in addressing our aims and objectives, and their innovation in the development and dissemination of good practice.





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Our Flexible Learning route to qualification was taken by 1,400 new students this year - enabling them to learn while continuing in their busy professional lives.

We've approved four new Professional Assessment centres this year, providing more accessible opportunities for experienced people management professionals to secure CIPD membership and chartered status through the Professional Assessment route. We now have 15 partners approved to offer professional assessment against our full Professional Standards. This year 532 people followed this route to membership.

We are also an awarding body for National and Scottish Vocational Qualifications. We accredit a portfolio of qualifications at Levels 3 to 5 of the national standards, covering management, personnel, leadership and development, and in recruitment consultancy. This year we added to this portfolio with new Level-2 standards in team leading. In the last year we registered 3,738 candidates and put them on the road to achieving these awards.

We've improved the service we offer to learners on the courses we provide directly, through CIPD Training. For example, we extended our use of online learner support sites so that the learning experience extends beyond the course itself. We are also making wider use of alumnus groups, enabling learners to participate in ongoing learning networks.

### Short courses

In addition to our formal qualifications, we ran 345 short courses assisting 3,389 people with their learning and development needs. We've continued to develop our ability to offer online certificate programmes, enabling individuals to learn in their own time and from their own homes or offices.

CIPD also provides in-company training courses tailored to the needs of individual organisations and their employees. With 562 such courses run this year, we provided in-house training solutions for 4,562 individuals.

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## Professional tools and guidance

The CIPD provides a wealth of information resources for the benefit of people management and development professionals and the wider public. We aim to lead in the development and promotion of good practice in the field of the management and development of people and to be the first port of call for anyone interested in these issues. Our membership satisfaction survey found that 67 per cent hold the CIPD in high regard for thought leadership on professional issues. The website is the first port of call for 58 per cent of our members. We are working to ensure that these indicators of success continue to improve.

This year we launched a set of web-based practical tools for use by members. Topics include Introduction to developing your HR strategy, Managing reward for business performance and Planning the implementation of e-learning. We also offer a wide range of practical factsheets on our website to provide general guidance in a variety of topic areas. These factsheets are regularly updated, and are accessed over 15,000 times every month by visitors to the CIPD website.

One of the key functions of the CIPD branch network is to provide local learning opportunities, networking opportunities and guidance to members. CIPD branches continue to organise a wide range of activities that provide learning support to members.

Our Publishing Department has produced 30 new books and 13 new editions this year, taking the portfolio up to 196 books in print. We've also launched two new subscription-based services, offering regularly updated information in areas of people management that face constant change. Employment Law for People Managers was launched in July 2003, and CIPD Policies and Procedures for People Managers followed in March 2004. These offer template HR policies and procedures, good-practice advice and guidance and regular updates to reflect legislative changes. Our list of textbooks was expanded this year, with the launch of a new series of revision guides to help support students through their exam period.

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The CIPD Library and Information Services have the largest personnel, training and development library in Europe, with a unique collection of resources. In addition to books, reports and journal articles, we also hold special collections including examples of company HR policies. We've introduced new systems that make it quicker to locate books and other materials for people using the library, whether in person or via the website.

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The CIPD isn't just an information and education provider. We are a means by which professionals can interact, solve problems, exchange information and contribute to CIPD research, policy development and external promotion.

## Conferences

Our range of seven major conferences, together with our national conferences in Ireland and Scotland, continue to attract thousands of visitors each year, drawn by the opportunity to learn from top speakers, attend interactive sessions and network with fellow professionals.

Our Annual Conference and Exhibition in Harrogate continues to be our largest and most popular event, attracting over 7,500 visitors. This year, keynote addresses were delivered by Jim Collins, W. Chan Kim and Renée Mauborgne. With 356 exhibitors it also provides an excellent showcase for the latest in HR-related products and services. The Conference is the largest management conference in Europe and is the leading forum for people management and development professionals in the UK, Ireland and beyond.

HRD, our annual learning, training and development conference, attracted nearly 7,500 visitors. The exhibition, which attracted 294 exhibitors, was also redesigned this year to provide greater opportunities for interactive sessions and demonstrations. The results of the latest CIPD training and development survey formed a central focus for the conference, generating much discussion and debate.

The CIPD Ireland annual conference was another success, attracting over 500 delegates. This year's conference focused on people management policies and practices that are making a real impact on the bottom line. In 2005, the CIPD Ireland conference will also host the conference of the European Association of Personnel Management (EAPM). The conference will mark CIPD Ireland's assumption of the presidency of the EAPM for a two-year period.

The CIPD Scottish Conference was organised by the Scottish Partnership, which is made up of all four CIPD branches in Scotland. All sessions at the conference were sold out before the event began. The conference attracted 450 delegates and included a full day on employment law as well as a number of masterclasses and other interactive sessions.

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Our other conferences included:

- the Employment Law Conference - where policy-makers, the Trades Union Congress (TUC) General Secretary and leading HR and law professionals considered the current and planned legal framework of employment relations
- the Reward Conference - extended to a three-day event, with pre- and post-conference update days to provide greater detail on topical issues such as reward strategy
- the Psychology Conference - extended to include a post-conference update day on the psychology of leadership, with top speakers including Aric Sigman
- the HR Software Show - with a greater focus on the links between people, performance and technology
- the Recruitment and Retention Conference - extended across two days, providing a forum for debate at a time when rising skills shortages have pushed recruitment and retention high up the agenda for managers in the UK and Ireland.

Looking to the future, we have been working to develop a Coaching Conference. This new conference is one of the ways we have responded to growing interest in coaching in the workplace from members and the wider business community. It will take place on 22 and 23 September 2004. Our annual training and development survey this year found that coaching had shown the greatest increase in usage of any element of training practice.

## Communities

The CIPD provides many different ways for members to get together and share ideas - whether locally and regionally, across professional disciplines or over the Internet.

Our 48 branches provide members with local learning and networking opportunities. In the last year, branches ran over 500 events for members in locations across the UK and Ireland. These ranged from evening meetings to half- and full-day conferences. A wide variety of topics were covered, from mock tribunals to creative approaches to people development and from pay and reward to the measurement of human capital.

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Examples included a successful Derby and Nottingham Branch conference on learning and development, which attracted nearly 100 visitors. Over 150 people attended the Getting to Grips with the People Factor event organised by the Birmingham Branch, which covered topics such as the role of employee development in delivering competitive advantage and the link between people and the bottom line.

In Wales our members have set up a special interest group to meet the needs of people management professionals in strategic roles. This group held masterclass-style meetings over the year covering subjects such as high-performance working and organisational culture.

The relationship our Scottish Partnership of branches has built with learndirectscotland resulted in a package of free online development for each of our members in Scotland.

Branches also continue to provide members with assistance with their continuing professional development needs and with upgrading to chartered status.

For members with a particular specialist interest, for example reward or recruitment, we now have five specialist forums which members can join free of charge. During the last year, membership of the forums grew to over 7,000. Between them the forums have run 25 events, bringing together members with similar interests and concerns, and helping the CIPD to ensure that our research and other work continues to meet the needs of practicing people management professionals. For example, the Counselling and Career Management Forum held four meetings around the country to consult members on the new Health and Safety Executive stress standards - with over 100 attending each of the meetings.

We've also developed online Communities as part of the new website. These allow members to share views, advice and experience with fellow people management professionals via their home or work computers. Since they launched in October 2003, over 1,000 members have posted messages in the Communities, generating over 3,000 separate contributions. The Communities continue to grow in popularity. They also give us a continuously

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updated picture of the types of issues our members are facing in their daily lives. This enables us to direct research, information and other resources towards those issues and concerns.

## International

The CIPD holds a unique place on the world stage, where it is seen by many as the foremost institute for people management and development professionals. We are actively involved with international bodies such as the European Association for Personnel Management (EAPM), the World Federation of Personnel Management Associations (WFPMA) and the European Training and Development Federation (ETDF). This year Geoff Armstrong, our Director General, will assume the presidency of the WFPMA, and CIPD Ireland will take up the rolling two-year presidency of the EAPM.

All of this provides us with links with people in countries all over the world, attracted by their respect for our research, our rigorous Professional Standards, our leading edge conferences and other activities. This, in turn, enables us to help our members access contacts and networks around the world, and to find out about practice in other countries.

The International Forum exists to provide networking, information and learning opportunities for people management and development professionals interested in international HR. Given the dispersed nature of CIPD members with an international focus, the forum has concentrated extensively on providing online networking opportunities. We also run exchange meetings with HR associations in other countries, creating invaluable opportunities for those wishing to develop personal international contacts and update their knowledge.

With people management and development professionals having to take an increasingly global perspective, this is an area of great importance for us. This year we published research on HR's Contribution to International Mergers and Acquisitions and a major new book, *Globalizing Human Resource Management*, written by some of the world's leading international HR experts.

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## Phone

We're committed to ensuring that CIPD services are easily accessible for members and the wider public. In August 2003 we expanded our contact centre, which provides a first port of call for anyone phoning the CIPD about membership, the library, help with the CIPD website, and a wide range of products and services. The contact centre has taken 139,486 incoming calls and handled 25,000 emails in the past year, providing members with a swift response to queries and requests for further information, where necessary directing callers to the appropriate person in the Institute to help them further.

## Web

Our aim is to provide members and other professionals with information to help them do their jobs and develop themselves. This information should be accessible 24 hours a day, seven days a week. To help make this happen, we totally redesigned our on-line offering, and in January the new CIPD website was launched.

The new site is intended to become the primary channel we use to communicate with members and anyone else interested in the management and development of people. It allows easier navigation, more consistency and access to a wide range of services. In the last year the website has been visited on 1.9 million separate occasions. Over 90 per cent of our members now use the website and 25 per cent visit the website more than once a week.

## Listening

We regularly survey our members to measure how well we're meeting their needs and expectations. This year's survey of members showed that:

- Eighty-five per cent value the status that CIPD membership brings.
- The average score we receive from members when asked to rate their level of satisfaction with our customer service is seven out of ten - the highest ever.



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- Eight-seven per cent say CIPD membership has helped their career. Over a quarter say membership has helped their career a great deal - the highest figure proportion ever.

Our ratings in these questions compare favourably with benchmark figures from a wide range of organisations providing services in the public and private sectors. But we are working to ensure they continue to improve year on year.



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### Overview

The CIPD has a key role to play in promoting the benefits of good people management to the wider public. The breadth, depth and quality of our research positions us as thought leaders in people management and development.

Our regular surveys cover topics from training and development to recruitment and retention, and from absence to reward. They enable us to provide up-to-the-minute benchmarking information on the key challenges facing people managers and on how to address these challenges. Each month the surveys section of our website receives over 7,000 visits. At the end of 2003 we also published a new summary, Overview of CIPD Surveys 2003-4.

Our status as the foremost professional body for all those involved in the management and development of people ensures that we are regularly approached for comment by opinion-formers, the media and other organisations. We are also proactive in using our position and resources to promote people management and development in the media, to Government and amongst other key audiences. We frequently secure coverage for our work in national newspapers, such as the Financial Times, and on radio and television.

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One of the CIPD's primary aims is to lead in the development and promotion of good practice in the management and development of people, for application by professional members, their management colleagues and the wider public. Our team of professional advisers work with leading academics, our vice-presidents and a wide range of professionals to ensure that we achieve these aims.

Last year, we put a much greater emphasis on increasing awareness and facilitating practical use of our research. We've made more use of case studies and learning sets. Our Scottish Partnership of branches worked to develop local groups to engage people management and development professionals and academics in discussions to bridge the gap between academic theory and the practical application of the latest research.

Full details of our published and ongoing research are available on our website. In the last two years the research pages of the website have seen their usage double to over 5,000 visits per month.

Highlights from the last year include further progress in our work to demonstrate the powerful links between people management and performance. Following on from the launch of Understanding the People and Performance Link, we published Bringing Policies to Life. This research examines the crucial importance of front-line managers in implementing HR policies. It provides a valuable reminder to all: it doesn't matter how good your policies are if the people on the front line of management don't understand them and aren't implementing them properly.

Our research into the links between people and performance has provided the basis for over 30 events and discussions in the branch network. In 2004/5 we'll be launching major follow-up studies in partnership with the Department of Health in the NHS, and with the Employers' Organisation for local government and the Cabinet Office in the wider public sector.

The state of the profession in the UK was put under the spotlight in HR: where we are, where we're heading, published at our Annual Conference in October 2003. This survey of over 1,000 senior HR professionals revealed a growing confidence in the profession. Nearly three-quarters of respondents told us they had more

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influence with senior colleagues than they did three years ago. Over a third said their current role is one of strategic business partner. Seven in ten said their CEO recognised the key role HR has to play in achieving business outcomes.

Age, pensions and retirement have been recurring themes through the year. HR professionals are preparing for new legislation banning age discrimination, due to come into force in 2006. Against this backdrop we published *The challenge of the age*, showing the extent to which age discrimination affects job applicants, young and old.

We also worked with the Tomorrow Project to publish *The opportunity of a lifetime: reshaping retirement* - a detailed analysis of possible solutions to the 'pensions crisis'. This provided the basis for valuable discussions and debates in the branches and at other events, and has supported our work to influence public policy in this key area of current concern.

The UK Government has made proposals to extend reporting on human capital. This is a good opportunity for the Institute and its members to demonstrate the extent to which people management adds value to business performance. We worked with a group of leading experts to develop our Human Capital External Reporting Framework, which will help guide members through this process, as well as explaining it to other professionals.

In the last year we've produced 11 Research Reports, 13 Executive Briefings, 18 surveys and 10 Guides. These are just some of our outputs. We've also run more than 40 research-related events and delivered over 60 external presentations at CIPD branch events and on other external platforms. Regular publications such as *Impact*, our summary of policy work, and *Perspectives*, our in-depth look at key current issues, are both available free on our website.

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## Reaching opinion formers

This year, we stepped up our efforts to raise the profile of the profession with key opinion-formers, and to exert greater influence on behalf of people management and development professionals.

Our report, *A parent's right to ask: a review of flexible working arrangements*, was the first research to review the Government's new flexible working legislation. The findings were quoted approvingly by ministers in Parliament, and the Department of Trade and Industry press release to mark the first anniversary of the new rules included a quote from Mike Emmott, the CIPD's Employment Relations Adviser alongside a quote from Trade and Industry Secretary Patricia Hewitt.

The CIPD responded to the European Union's consultation on the UK opt-out from the Working Time Directive with a comprehensive survey of long-hours workers in the UK, *Working time regulations: calling time on working time?* The findings revealed that the majority of people who work long hours choose to do so, allowing us to inform the debate among opinion-formers and policy-makers and to make a robust case for the retention of the opt-out.

From March 2005 employees in companies employing more than 150 staff will gain new rights to be informed and consulted on changes affecting their working lives. The CIPD has assisted with and contributed to the UK Government's consultation process on the new rights. Speaking at our Harrogate conference, Employment Relations Minister Gerry Sutcliffe MP thanked the CIPD for its assistance, stating that the CIPD contributions have 'informed our thinking' and that our 'input has been invaluable'.

In February 2004, the CIPD was invited to give evidence to the Education and Skills Select Committee of the House of Commons, which was investigating the UK Government's national skills strategy. We have also been represented on the key UK Government group on Accounting for People, as well as other groups examining issues which include skills, pensions, age and race discrimination and corporate social responsibility.

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CIPD Ireland provided input to the process of revising the Excellence Through People Standards. The CIPD Ireland annual conference was chosen as the venue for the launch of the new Standards. The Scottish Partnership was consulted extensively by Investors in People (IiP) Scotland as they worked to produce a new strategy for IiP in Scotland.

CIPD Ireland has been part of the Forum on the Workplace, established by the National Centre for Partnership and Performance at the request of the Irish Government. The Forum considers and promotes ways in which workplace change and high-performance practices can create a high-value added, knowledge-based economy. CIPD Ireland has also been consulted by the Irish Government on other issues including the review of the Employment Agencies Act (1971) and the extension of the Labour Relations Commission's role to include both mediation and arbitration.

We'll continue to seek opportunities to ensure that the views and experiences of people management professionals are heard in the corridors of power.

Joint working with other organisations can also enhance the profile, reputation and influence of people management and development professionals. In the last year we have engaged in joint working with many organisations, including:

- the Health and Safety Executive on new stress management standards
- the Learning and Skills Council and the TUC on an assessment of the effectiveness of union learning representatives
- Business in the Community on corporate social responsibility.

April 2004 saw the launch of the first in our new series, Quarterly HR Trends and Indicators. This is a quarterly assessment of the recent developments and future plans of people management professionals. We'll work to raise the profile of this regular assessment of key trends in people management with the media and key opinion-formers.

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## Media

The CIPD works hard to raise the profile of people management and development issues and related best practice. Media relations plays a key role in achieving this. Last year we secured an average of 275 mentions in the media every month. Of these, an average of 34 appear in the national media each month. Highlights from the last year have included:

- extensive coverage in the news pages of the Financial Times and coverage on BBC Breakfast News, the Today programme and Radio 5 Live, amongst others, for A parent's right to ask, our agenda-setting report on the practical impact of the government's new flexible working legislation in the first six months of operation
- front-page coverage in the Financial Times and Daily Mail for our annual reward survey, Reward Management, together with a further 11 print and broadcast media mentions
- 25 national print and broadcast media mentions for The challenge of the age report
- coverage in every broadsheet newspaper for the CIPD's response to the Government's Budget and the accompanying announcement of Civil Service job cuts
- extensive coverage of CIPD research and views in a special Financial Times supplement called Understanding People Management, published on 17 June 2004.

On the CIPD website, members can access a daily digest of people management and development stories appearing in the national media. The website also contains highlights of recent CIPD media coverage.

## People Management

*People Management* has the highest circulation of any fortnightly business magazine and the seventh highest of any UK business magazine. The magazine is the market leader, with a circulation of 116,432 - twice that of its nearest competitor and growing.

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*People Management* is circulated to CIPD members, who consistently rate it as one of the most popular benefits that we provide. Over the last year, it has included views and experiences from the entire range of people management and development practice and featured some of the world's best regarded business thinkers such as Gary Hamel, and key decision-makers such as Patricia Hewitt.

With significantly improved news pages, special issues like the one devoted to coaching, campaigns on issues such as wellness and an extended portfolio of supplements, the magazine has further strengthened its reputation, significantly increasing its financial contribution to the Institute too as the year progressed.





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All of our work - serving our members, advancing research, raising standards and promoting the profession - wouldn't be possible without a solid base and a business-like approach.

It is people who deliver the results highlighted in this report. We continue to invest time and resources in our staff and volunteers.

This year has seen considerable progress on the project to relocate the CIPD to its new building. The restraints imposed by our site on Wimbledon Common had begun to threaten our ability to deliver a high quality and improving service to our members. We're on course to move to our new building in Wimbledon town centre in early 2005.

To continue to achieve our business objectives it's important that we deliver consistently strong financial performance. This year's results show we've once again met our core financial objectives. We've also financed the building of our new headquarters without having to raise additional funds for our members or by borrowing.

We now have a firm base on which to build a stronger CIPD that's fit for the future.

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We have 277 staff, or 254 full-time equivalents. Many of our staff work flexibly, matching their needs with the Institute's. Twenty-one per cent of our staff work on a part-time basis, including some job-shares. This year, we promoted 15 staff and 21 staff have been given the opportunity to develop through internal secondments or transfers to new roles. We endeavour to grow jobs to suit the growing capabilities of the people doing them, supported by appropriate training and support.

Our people strategy is designed to support our business objectives. We aim to attract and develop talented and motivated staff who add value to our business and deliver our goals. Our culture plays an important part in our efforts to maximise customer satisfaction. We have a culture that encourages coaching, listening and consultation in a flexible and friendly working environment.

There are four key strands to our people strategy:

## Leadership

We have developed a leadership development programme, working with our managers to agree a clear set of competencies. The aims of the programme are to enable CIPD managers at all levels to:

- Think strategically with an Institute-wide mindset.
- Work effectively with colleagues in a team context.
- Work creatively in a changing business environment.
- Work with a truly customer-focused approach.
- Operate as effective business managers with commercial and financial acumen.
- Grow their roles and become capable of developing into more senior positions.
- Develop staff and ensure ready availability of talented people to take forward the Institute's strategies.

We are committed to delivering a positive learning environment where accountability, risk-taking and innovation are encouraged throughout, and leadership is seen as a universal skill, not just a hierarchical one.

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Forty managers have been involved in creating the leadership development programme, and have been included in its first phase of implementation.

## Learning and development

It's vital that we attract, develop and retain talented people. We achieved liP status back in 1996, and have maintained this by extending our initiatives each year. Our comprehensive induction programme is provided to all new staff.

The CIPD is committed to the education, training and development of all staff in order to achieve its long-term strategy and for staff to realise their fullest contribution and potential.

We undertake to review regularly both current and future training opportunities and our investment in them, to assess their effectiveness in achieving our planned objectives. Staff are assessed against their development plans, separately from performance reviews, in order to give these a real focus.

We provide a range of skills training, support for professional qualifications and personal development. We run an in-house National Vocational Qualification programme in Customer Service.

- 3.2 per cent of staff payroll was spent on training, and this is budgeted to rise to 4 per cent in 2004/5.
- Staff attended 800 formal training days, away from their normal jobs.
- Staff completed a further 420 PC- or web-based training sessions.
- We developed and ran a training programme to ensure all our staff are fully aware of their obligations under the Data Protection Act.
- Fifteen members of staff were sponsored on professional qualifications relating to their roles.
- Sixty members of staff took advantage of the personal development allowance by undertaking a range of qualifications and courses, including sign language, accounting skills and foreign languages.

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## Performance and reward

Performance management is key to our success. By ensuring individual objectives and targets are geared towards overall business goals, we give people a clear understanding of how their contribution is assisting the entire organisation. We measure our staff by assessing them against individual objectives and in some cases team or project group objectives. People also have to demonstrate how well they're performing against a set of generic performance indicators and identified competencies for their role.

We have a proactive absence management policy and sickness absence has reduced each year for the past three years. Sickness absence currently averages 5.1 working days per employee, down from 6.0 working days in the previous year.

We have a clear and transparent reward strategy. Our jobs fall into one of three broad bands and pay is determined by:

- the size of the job (defined through the job evaluation scheme)
- the market rate for the job
- the experience and performance of the individual.

We conduct equal pay audits each year. Our last audit confirmed that we are consistent in the way salaries are determined and that we do not discriminate against any particular groups.

## Culture

We have an inclusive and coaching management style and a commitment to excellent customer service. We strive to work as one organisation, rather than in functions, to provide a seamless service.

We conduct employee opinion surveys - the most recent one took place in April 2004 and responses came from almost 70 per cent of our staff. The survey found that:

- Particularly positive views were held by staff on management, their team and the CIPD as an organisation.
- The vast majority of our staff feel well informed and encouraged to suggest ideas for improvement in their area of the business.

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- Comparison of our results against benchmark figures from a wide range of other organisations revealed that we exceeded the highest previously recorded figures in three areas:
  - recognition of and praise for good performance
  - regular performance and development discussions with managers
  - the priority given to customer service.
- We exceeded the average benchmark figure for 22 of the 25 indicators we assessed.

The survey showed that we have more to do in helping staff to do their work without excessive hours or pressure, in working across teams and in encouraging all staff to take initiatives safe in the knowledge that we have a genuine no-blame culture.

## Volunteer input

The CIPD also benefits from many people who give their time on a voluntary basis. This includes 15 members of the Executive Board, who are the CIPD's directors and trustees. We also have 7 vice-presidents and 48 Branch Council representatives who, with the Executive Board, form the CIPD's Council. A further 50 people are involved in the Membership and Education Committee and its subcommittees. Over 100 people are members of upgrading panels.

In addition, there are over 750 people who serve on branch and group committees running local learning events, supporting members in upgrading, making links with centres offering CIPD courses and enabling member networks. On average, they spend upwards of 10 days a year on their various voluntary CIPD activities, and many give much more than this.

We run formal induction events for all these people, together with ongoing training and development. This includes an annual development day at which the Executive Board reviews its own collective effectiveness and seeks ways to do things better. During the last year the Board has also reviewed the arrangements for appointing Board members, including the competencies required and improved information made available to Council when it exercises its judgement on who to elect to the Board.

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During the year, we sold the Camp Road site, where we currently have our headquarters, for £10 million, and this is now occupied on a short-term lease until our new building is ready.

Work began on the construction of our new headquarters building in Wimbledon town centre. All costs associated with this project, from the acquisition of the site in 2000 to the construction and related works, have been met from the proceeds of the sale of Camp Road or from reserves previously accumulated for this purpose. We have not needed to call on our members or borrow to fund the building.

The need to move became clear some years ago. It was evident we had outgrown the space in the Camp Road building and needed a new building which could give us the working space and IT infrastructure which is so important to providing enhanced, modern services to members.

The new building has been designed and is being built to our brief. It will be an employee and environmentally friendly building which is flexible and enables cross-functional working. It includes much more meeting space and a new library. The new building will be more accessible for members and the wider public, and will be used to host more of our working group meetings.

We'll move into the new building in early 2005.

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Our financial results have continued on a sound basis. We met our core financial objectives of having sufficient reserves in our general fund to meet at least one year's operating costs, and of financing membership services through subscriptions and other core income. At the end of the year our general funds stood at £20 million.

Members' subscriptions made up around one-third of our total income of £32.5 million. Our commercial activities, operated through CIPD Enterprises Limited, account for the majority of the balance and this year saw a good improvement in results - particularly from our magazine *People Management* as confidence returned to the recruitment advertising sector. Our courses, conferences and publishing activities also produced much stronger results than the previous year.

We have a robust budgeting process. This has allowed us to plan for and invest in the provision of web-based services, our programmes of research work and IT systems to support staff in their day-to-day roles. Under charity accounting conventions, these long-term investments are shown within current year expenditure in our statutory accounts.

Our forward-looking financial planning has also helped us to fully finance the land purchase, construction and fit-out of our new building from internal sources - without the need to borrow from banks or ask for extra money from members. Up to the end of June we'd spent £5.5 million on the construction of the new building.

In a competitive labour market, pensions play a key role in recruitment and retention. During the year we implemented actions to help sustain our staff retirement scheme, which is a final-salary defined benefits scheme. From October 2003, employees increased their contributions by a fifth to six per cent of their salaries and we revised benefits to contain costs. We also set up an alternative money purchase scheme. The CIPD had already committed itself to making three additional annual contributions of £250,000 and we paid the second of these in June 2004. Taken together with the recovery in the scheme's investments in line with market

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performance, these actions helped reduce the scheme deficit by a third. The deficit of £3 million is in line with the actuary's expectations.

For more information on our financial performance, governance, risk management and audit arrangements, please see our full financial statements and statutory directors' report.



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### Summary consolidated statement of financial activities for the year ended 30 June 2004

	<b>2004</b>	2003
	<b>£'000</b>	£'000
<b>Incoming resources</b>		
Charitable activities		
Members' subscriptions and other professional fees	<b>13,340</b>	12,531
Branch activities	<b>1,329</b>	1,310
Activities for generating funds		
Commercial income	<b>16,965</b>	15,869
Investment income		
Income from listed investments and bank interest	<b>949</b>	723
	<b>32,583</b>	30,433
<b>Other incoming resources</b>		
Exceptional item:		
Net gain on sale of CIPD House	<b>7,600</b>	-
<b>Total incoming resources</b>	<b>40,183</b>	30,433

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	<b>2004</b>	2003
	<b>£'000</b>	£'000
<b>Resources expended</b>		
Cost of generating funds		
Commercial expenditure	<b>(11,830)</b>	(11,570)
Charitable expenditure		
Membership and educational costs	<b>(3,485)</b>	(3,764)
Branch activities	<b>(2,372)</b>	(2,398)
Professional Knowledge	<b>(1,638)</b>	(1,633)
Library and Information Services	<b>(1,089)</b>	(1,065)
Communications	<b>(2,174)</b>	(1,909)
Support costs (including IT and website support costs)	<b>(6,893)</b>	(5,503)
Management and administration	<b>(2,662)</b>	(2,656)
<b>Total resources expended</b>	<b>(32,143)</b>	(30,498)
Net incoming/(outgoing) resources	<b>8,040</b>	(65)
<b>Other recognised gains and losses</b>		
Net gains/(losses) on investment assets	<b>906</b>	(1,075)
<b>Net movement in funds</b>	<b>8,946</b>	(1,140)
Fund balances brought forward at 1 July 2003	<b>22,237</b>	23,377
Fund balances carried forward at 30 June 2004	<b>31,183</b>	22,237

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### Summary consolidated balance sheet at 30 June 2004

	<b>2004</b>	2003
	<b>£'000</b>	£'000
<hr/>		
Fixed assets		
Tangible assets	<b>9,746</b>	4,183
Investments	<b>13,735</b>	10,555
	<hr/>	
	<b>23,481</b>	14,738
	<hr/>	
Current assets		
Stocks of goods for resale	<b>510</b>	674
Property awaiting disposal	-	1,782
Debtors	<b>5,238</b>	4,239
Cash at bank and in hand	<b>14,483</b>	11,344
	<hr/>	
	<b>20,231</b>	18,039
	<hr/>	
Creditors		
Amounts falling due within one year	<b>(12,529)</b>	(10,540)
	<hr/>	
Net current assets	<b>7,702</b>	7,499
	<hr/>	
Net assets	<b>31,183</b>	22,237
	<hr/>	

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	<b>2004</b>	2003
	<b>£'000</b>	£'000
<b>Funds</b>		
General fund	<b>19,698</b>	17,119
Designated funds:		
Building fund	<b>9,334</b>	2,496
Information technology fund	<b>933</b>	1,891
New learning fund	<b>194</b>	-
Property maintenance fund	<b>374</b>	382
Research and development fund	<b>450</b>	349
Strategic initiatives funds	<b>200</b>	-
<b>Total designated funds</b>	<b>11,485</b>	5,118
<b>Total funds (all unrestricted)</b>	<b>31,183</b>	22,237

At 30 June 2004 cumulative unrealised losses on investments of £514,000 (2003: £1,393,000) were included in the general fund.

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### Summary consolidated statement of cash flows

	<b>2004</b>	2003
	<b>£'000</b>	£'000
Net cash inflow/(outflow) from operating activities	<b>1,032</b>	(179)
Returns on investments	<b>808</b>	736
Net receipts from sale of CIPD House	<b>9,382</b>	-
Capital expenditure and financial investment	<b>(8,083)</b>	(436)
Increase in net funds	<b>3,139</b>	121
Funds placed on long-term deposit	<b>5,000</b>	-
(Decrease)/increase in cash and bank	<b>(1,861)</b>	121

The summary financial statements were approved by the directors on 25 August 2004 and signed on their behalf by Mike Kinski, President, and Peter Purdom, Honorary Treasurer.

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## Independent auditors' statement to the members of the Chartered Institute of Personnel and Development

We have examined the summarised financial statements of the Chartered Institute of Personnel and Development. This statement is made solely for its members and to the fullest extent permitted by law we do not accept or assume responsibility to anyone other than its members for this statement.

## Respective responsibilities of the directors and auditors

The directors are responsible for preparing the summarised annual report in accordance with the applicable law. Our responsibility is to report to you our opinion on the consistency of the summarised financial statements with the full financial statements. We read the other information contained within the annual report and summary financial statements and consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies within the summarised financial statements.

## Basis of opinion

We conducted our work in accordance with Bulletin 1999/6 *The auditors' statement on the summarised financial statement* issued by the Auditing Practices Board for use in the United Kingdom.

## Opinion

In our opinion the summarised financial statements are consistent with the full financial statements of the Chartered Institute of Personnel and Development for the year ended 30 June 2004.

RSM ROBSON RHODES LLP  
Chartered Accountants  
Registered Auditor

186 City Road  
London  
EC1V 3NU

25 August 2004

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## Summary directors' report

CIPD is established to advance the art and science of the management and development of people for the public benefit. It is the leading professional body in the United Kingdom and Republic of Ireland for all those specialising in the management and development of people.

The document in which this summary report is published contains an overview of the Institute's key activities and achievements during the year, including: membership growth; individual chartered status; a wide programme of activities and new publications; the relaunch of our website and an increased emphasis on raising awareness and facilitating practical use of our research.

This financial statement and directors' report gives a summary of the information contained in the directors' report and financial statements for the year ended 30 June 2004. The report and financial statements were approved by the directors on 25 August 2004, have been audited and received an unqualified audit report and will be sent to the Charity Commissioners.

The summary financial statement is not the Institute's statutory accounts. For a full understanding of the results of the group, you can access the annual review, statutory directors' report and financial statements on the web or obtain a hard copy from the enquiry team on 020 8263 3355 or [annualreport@cipd.co.uk](mailto:annualreport@cipd.co.uk).

By order of the Board

Kristina Ingate  
Secretary  
25 August 2004



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### Executive Board membership at 30 June 2004

#### Sue Adams Chartered FCIPD

Sue is currently Head of Human Resources for the Northwest Development Agency. She has previously held senior HR roles within the health sector, including NHS trusts and a charity.

She is a non-executive director of North Area College, Stockport.

She has served as Manchester branch chair, Council representative and branch treasurer, and also on the national Membership and Education Committee.

She was elected to the Board by Council in May 2004.

#### John Ainley Chartered CCIPD

John is currently HR Director, Norwich Union Life. He was previously Group HR Director, Norwich Union plc and WHSmith plc. His experience covers a wide range of sectors - computing, engineering, defence electronics, retailing and financial services. He has also served as a non-executive director in the private healthcare sector.

John was the CIPD's Vice-President, Organisation and Resourcing, from 2001 to 2003. He has served as a governor of Norwich City College.

He was elected to the Board by Council in May 2004.



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### Geoff Armstrong Chartered CCIPD

Geoff Armstrong has been Director General of the CIPD (and its predecessors) since 1992.

He was previously a main board director of Standard Chartered plc and of the Metal Box Group, in both cases with international, line and staff responsibilities. For 17 years he held a number of personnel posts in British Leyland, leading all negotiations in the BL Cars companies from 1979 to 1984. He has also served as a trustee of a number of pension schemes, including for the CIPD.

Geoff is currently Secretary General of the World Federation of Personnel Management Associations (WFPMA) and became its President this year. He is a member of the Board of the European Association of Personnel Management (EAPM).

As Director General, Geoff is a member of the Executive Board.

### Don Beattie Chartered CCIPD

Don was previously Chief Executive, HR, for the BOC Group. Before that he was Personnel Director for ICL plc.

He has served as a director on the boards of major companies (ICL plc, Afrox, South Africa) and in smaller organisations (CIPD Enterprises - Chairman). He has also been a director of Pension Fund Trustee Boards for the last 20 years.

Don's involvement with the CIPD includes two years as Vice-President, International, as Chairman of CIPD Enterprises and as CIPD President 2000-2002.

He has served on the Executive Board since 1999.

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### Ken Boyle Chartered FCIPD

Ken is currently Director of Human Resources, Operations, for Rolls-Royce plc. Previously he held various HR director roles within the Rolls-Royce group, including responsibility for employee relations and management development.

Before this, Ken was Director of Human Resource Strategies for the Northern Regional Health Authority and Personnel Manager - Europe, Middle East and Africa for the Ingersoll Rand Company Limited.

Ken is the CIPD's current Vice-President, Membership and Education, serving from 2003 to 2005. As such, he chairs the Membership and Education Committee and is a member of the Executive Board.

### Sarah Comer Chartered FCIPD

Sarah is currently an HR consultant. Previously she was Head of Personnel, Policy and Resources Department, with Nottinghamshire County Council.

Sarah has been an active branch committee member since 1992, serving as branch chair and branch Council representative. She has served on the Core Management Standards Working Party.

Sarah was elected to the Executive Board by Council in 2003.

### Katrina Easterling Chartered FCIPD

Katrina has a portfolio work profile as an executive coach and university lecturer. She has also served as an associate non-executive director of a primary care trust.

She was previously Head of HR (EMEA) for Hollister Europe Limited, HR Director with Vernatis plc, and International HR Manager (UK, Scandinavia, Eastern Europe and International) for Guidant Limited. She has also worked for Bayer plc as an HR adviser.

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Between 1989 and 2001, Katrina held a number of branch offices including chair, treasurer, external moderator, policy adviser and Council representative.

Katrina was elected to the CIPD Executive Board in 2000 and re-elected for a second term in 2003.

### Chris Garcia Chartered FCIPD

Chris is Chief Executive of CN Resources, a consulting business. Chris is also actively involved in the field of new and emerging information and communication technologies.

Chris was previously Managing Director, BNB MC&T Limited, and before that a Partner at KPMG.

Chris is on the Board as Company Secretary of Business West, which delivers the Business Link services for the West of England. He is a qualified chartered accountant.

In the past, Chris held a number of branch roles. He was elected to the Executive Board in 1997 and re-elected in 2002. He is a Director of CIPD Enterprises Limited.

### Frank Hogan Chartered FCIPD

Frank is People and Organisation Development Adviser, Royal Mail, Manchester.

He has held a range of operational, personnel management and industrial relations roles with Royal Mail. He has acted as principal consultant to Correo Argentio and Moscow International Post Office

He is a director and trustee of Skylight Circus Arts, a charity, and a director of Solutions in Mind, a start-up business in Sweden.

Frank has served as chair and as branch Council representative for the Merseyside, North Cheshire and North Wales branch.

He was elected to the Board by Council in May 2004.

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### Robin Jordan Chartered FCIPD

Robin is currently Senior Partner, Robin Jordan Associates.

He was previously Head of Workforce Planning and Head of Pay and Benefits Britoil. He has also held senior personnel roles at Collins Publishers and Ferranti Scotland.

Robin is an independent assessor for public appointments in Scotland.

Robin has held a number of branch committee roles, including branch chair and Council representative. He has chaired the Scottish Partnership (the four Scottish branches working together).

He was elected to the Executive Board in 1997 and elected by Council as Chair, Executive Board, in 2003.

### Mike Kinski Chartered CCIPD

Mike Kinski is a managing director with Terra Firma Capital Partners, a large private equity business operating in the UK and Europe.

Mike was previously Group Chief Executive of Stagecoach Holdings plc. Before joining Stagecoach he was Chief Executive of Power Distribution and Water Operations and a member of the board of Scottish Power plc. This included being Chairman and Chief Executive of Southern Water plc, and Chairman and Chief Executive of Manweb Electricity plc. He spent a large part of his early career with Jaguar Cars, rising to main board director and Personnel Director.

Until recently he was a non-executive director of Consignia plc (UK Post Office) and Chairman of the Advisory Group for the Government Taskforce on Workforce Development. He is a member of the TUC Partnership Advisory Board. He is a Visiting Professor at Middlesex University Business School, where he was recently awarded an Honorary Doctorate.

Mike is currently President of the CIPD. He has served on the Executive Board since he became President Elect in 2001.

## Board directors

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### Jayne Owen Chartered FCIPD

Jayne has been a director of Proteus Change Management Limited for the past ten years where she is an executive coach for teams and executive boards.

Before this she was Operations Director of GSR Engineering Limited, a technical recruitment agency providing chartered engineers to the oil and gas sector. She negotiated a management buyout of the business.

Jayne was elected to the Executive Board in 1999 and re-elected in 2002. She has held a number of branch committee roles.

### Peter Purdom Chartered CCIPD

Peter is currently a Client Partner with Penna Consulting plc.

Previously he has been a director of his own recruitment and resourcing business, a director for Working Futures; a management consultant for Sanders and Sidney and KPMG as well as holding a variety of roles in the public sector.

Peter was Vice-President for Education in the IPM days, has been chief external verifier for the CIPD and has been branch chair on more than one occasion.

Peter is Honorary Treasurer, a role he has held since 1999, and as such he chairs the Audit Committee.

Peter was elected to the Executive Board as an 'ordinary' member in 1998 before becoming a member by virtue of his office as Honorary Treasurer.

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### Susan Reid Chartered FCIPD

Susan is currently a management consultant, working in leadership development and coaching.

Previously, she was a senior HR manager with Diageo plc, a development manager with the North Ayrshire and Arran NHS Trust and head of HR for a private retail business in Scotland.

Susan has been involved with branch activities since 1990, including taking on the role of branch chair.

She was elected to Executive Board in 2000 and re-elected in 2003.

### David Slingo Chartered FCIPD

David is currently Head of BT Academy, BT Group plc.

He has worked in a range of industries covering manufacturing, construction and hospitality. He has operated at both business unit and group level across a range of functions, including resourcing, employee relations, and training and development.

David holds roles as Director, Buckinghamshire Economic Partnership, and Chair, Workforce Learning Group, the Buckinghamshire Lifelong Learning Partnership.

David has held a number of branch roles, including branch chair.

He was elected to the Executive Board in 2002.

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### Richard Wilson (Lord Wilson of Dinton) Chartered FCIPD

Richard Wilson originally qualified as a barrister but joined the Civil Service as Assistant Principal in the Board of Trade in 1966. He subsequently served in a number of departments including 12 years in the Department of Energy where his responsibilities included nuclear power policy and the privatisation of Britoil. He was in charge of personnel and finance from 1982 to 1986 when he moved to the Cabinet Office to run personnel management policy for the Civil Service. He was promoted to head the Economic Secretariat under Mrs Thatcher from 1987 to 1990. Then, after two years in the Treasury, he was appointed Permanent Secretary of the Department of the Environment in 1992. He became Permanent Under Secretary for the Home Office in 1994 and Secretary of the Cabinet and Head of the Home Civil Service in 1998.

Since retiring from the Civil Service in 2002, he has been Master of Emmanuel College, Cambridge. He is a non-executive director of BskyB, and also of Xanxa.

Lord Wilson became President Elect at the CIPD AGM in 2003 and will take office as President of the Institute in October 2004. He has been a member of the Executive Board since October 2003.

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### Members of council as at 30 June 2004

#### Executive Board

Mike Kinski  
President

Robin Jordan  
Chair, Executive Board

Peter Purdom  
Honorary Treasurer

Geoff Armstrong  
Director General

Don Beattie  
Immediate Past President

Ken Boyle  
Vice-President

John Ainley  
Elected Director

Sarah Comer  
Elected Director

Katrina Easterling  
Elected Director

Chris Garcia  
Elected Director

Frank Hogan  
Elected Director

Jayne Owen  
Elected Director

Susan Reid  
Elected Director

David Slingo  
Elected Director

Richard Wilson  
President Elect

#### CIPD Vice-Presidents

Ken Boyle  
Vice-President, Membership and Education

Mark Childs  
Vice-President, Reward

Keith Handley  
Vice-President, Diversity

Philippa Hird  
Vice-President, Employee Relations

Bob McCall  
Vice-President, International

David Smith  
Vice-President, Organisation and Resourcing

Michael Stanton  
Vice-President, Learning, Training and Development



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## Branch Council representatives

<b>Name</b>	<b>Branch</b>
Bedfordshire and Milton Keynes	Anjum Gray
Birmingham	Vicki Valsecchi
Black Country	Nick Ioannides
Central London	Chris Haselden
Central Southern	Jo Reynolds
Chiltern	Hilda Stearn
Coventry and Warwickshire	Chris Wood
Cumbria	Andrea Bell
Derbyshire and Nottinghamshire	Martin Shipley
Devon and Cornwall	Joyce Capello
Essex, Ipswich and East London	Helen Smith
Gloucestershire	Andrea Moffat
Hereford and Worcestershire	Alwyn Rea
Hertfordshire	Mike McAndrew
Humber	Geoff Hirst
Ireland	Paul Smyth
Kent	Peter Cook

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Lancashire	Angela Drury
Leicestershire	John Kenney
Lincolnshire	Eric Dean
Manchester	Lynn Clarke
Merseyside, North Cheshire and North Wales	Krista Powell-Edwards
Mid and North Anglia	Neil Barlow
Mid Scotland	Ron Skea
Northamptonshire	Jacqui Burdock
Northern Ireland	Lynne Stevenson
North East of England	Moira Rankin
North London	John Dempsey
North of Scotland and Islands	Dave Mackintosh
North Staffordshire and South Cheshire	David Kruze
North Yorkshire	Lesley Bers
Shropshire and Mid Wales	Paul Brennan
South East Scotland	Sandra Stewart
South East Thames	John Campbell

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<b>Name</b>	<b>Branch</b>
South East Wales	Chris Selby
South London	Peter Stanyard
South West London	Mary O'Shea
South West Wales	Tim Jones
South Yorkshire and District	Alec Kokinis
Sussex	Gill Whensley
Swindon and North Wiltshire	Duncan Reynell
Tees Valley	Christine de Caux
Thames Valley	Tony Attew
Wessex	David Hedley
West London	Peter Sell
West of England	Ivor Harland
West of Scotland	Lesley Wilson
West Yorkshire	Doug Rea

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