



Chartered Institute
of Personnel and
Development

Annual report

2004–05





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The CIPD in 2004–05

It's been a busy year of growth and change for the CIPD.

In all we do, we set out to lead thinking and practice in the field of people management and development. We aim for a high profile, influence and impact. We strive to offer real expertise and value to specialists in people management and development, to line managers, and to the organisations that employ them. We aim to be the first choice for anyone who wants to improve their management of people – through membership of the CIPD and through the many services we offer.

We're also leading advocates for the profession. Through our research, we've demonstrated the key role that people management and development plays in delivering performance and business success. Our qualifications are designed to equip professionals with the systematically learnable body of knowledge that underpins people management and development in the modern world. Careers in HR are more valued and more varied than they've ever been. We're committed to providing professionals, whatever stage in their career they have reached, with the tools to continuously develop their own knowledge and skills and to keep up with the changes that surround them.

Growth is a measure of our success. Our membership now stands at over 124,500, an increase of 2.8 per cent on last year's figure. People continue to choose the CIPD as the professional institute that meets their needs and helps them further their career.

But we're not complacent. We already offer real value to our members, but we're committed to doing more in the future. We continuously review and add to the services we provide for our members. This process is at the heart of our strategy for membership growth. We work hard to attract new members, and have also taken steps to improve the retention of existing members. The success of this approach is reflected in this year's growth in membership.

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We've set ourselves challenging targets for the future. We want membership to have reached 150,000 by 2010, half of them chartered. We'll achieve this through organic growth and by providing Professional Standards, qualifications and services that are relevant to all those involved in the management and development of people.

The volunteer contribution provided by so many of our members plays a valuable part in helping us achieve our objectives. With roles in expert groups covering everything from overseeing our Professional Standards and the quality of their delivery, through to our specialist forums, our governance structures and the branch networks, volunteers give their time and expertise to ensure that the Institute is well run, well informed and responsive to the needs of members. We are grateful for their willing contribution.

We're also in a position of financial strength. Income for the year was up by £1 million to £33.5 million. One-third of this came from members' subscriptions, with the majority of the balance coming from our commercial activities. Our reserves and funds designated for specific projects remain strong. And our new building in the centre of Wimbledon represents both a significant financial asset and an excellent base from which to build value for our members.

From this position of strength, we're well placed to face the challenges of the future. For some, career paths in people management and development are changing. While many continue to pursue traditional paths, for others careers are becoming more fragmented. More people are zig-zagging through their working lives – switching not only between organisations, but also between job roles and functions. Whatever shape of career they are pursuing, people want more. They want services tailored to their needs, and delivered in ways they find convenient.

At the CIPD, we're responding to these trends. We're working to make services more integrated and more responsive to the needs of our members. The past year saw the introduction of new courses, qualifications and services. And the significant growth in traffic to our website confirms its popularity. We're committed to the continued use of the website as a dynamic means of sharing our research, knowledge and experience with our members and the wider public.

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We're also engaging more with the most senior members of the profession. They are thought and practice leaders. Their input is valuable for the profession as a whole, and vital to our success. But we're also working hard to ensure they have the information, evidence and networks they need to support their own continuous development.

Employers are an important target audience for us, too. It's important that they're convinced of the practical value the CIPD offers. So we're developing the relationships and the services to support them and to help them get the most from their management and development of people.



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The CIPD is a leader of research into people management and development issues. We produce cutting-edge research to advance the understanding of how to achieve effective people management and development and how this, in turn, contributes to high performance and motivating and fulfilling work. In the past year we published 50 wide-ranging evidence-based research reports, including *Helping People Learn*, *Making Consultation Happen*, *Employee Well-Being* and *High Performance Working*. And we're developing our research programme in the areas of leadership and talent management, the HR function of the future, and the interactions between people and technology. We also started other major projects in areas such as the changing role of the trainer and continued others, including our comprehensive *Organising for Success* project, which examines the key role played by people management in major reorganisations.

The tools to do the job

But research in isolation is not enough. The CIPD is committed to producing work that's of practical use to everyone involved in the management and development of people. Research is illustrated with practical case studies. Detailed research reports are accompanied by practical tools, guides and free summaries on the website. In the past year, we added three new tools and nine new guides to the portfolio.

Four surveys are undertaken annually to provide benchmarking and trend data to professionals on:

- absence management
- reward
- learning, training and development
- recruitment, retention and turnover.

Our benchmarking surveys are supplemented with a wide range of other regular and ad hoc surveys. And nearly 100 factsheets, tools and other practical resources, covering core issues in the field, are available on our website. These are updated regularly to ensure they remain useful and relevant to readers. The library team plays an important part in developing the range of evidence-based information and other resources for the website and in ensuring that

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the wealth of information the CIPD provides is easily accessible to online visitors.

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We also produce a quarterly strategic policy and research journal, *Impact*. This provides a high-level summary of the CIPD's research findings through the year in an accessible and easily digestible style. From October this will be sent to all chartered members. *Impact* is also available electronically on the CIPD website.

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Publications to keep you up to date

In addition to CIPD surveys, we publish a wide range of books on people management and development and related subjects. The past year saw 35 new or revised books and research publications published. In February 2005, a new-look online bookstore was launched to allow easy access to the CIPD's extensive catalogue via the Internet. We also now publish three subscription-based services, which are produced in loose-leaf format with updates sent as key legal, regulatory and other relevant information changes:

- CIPD Employment Law for People Managers
- CIPD Policies and Procedures for People Managers
- CIPD Reward Management

People Management

The CIPD's own magazine, *People Management*, with an ABC-audited circulation of 120,100 and an estimated readership of over 200,000, continues to provide readers with the latest news and features on the management and development of people. The magazine was completely redesigned in 2004/5 to ensure it continues to deliver what members want. *People Management Online* and the associated online jobs service has also been successfully redesigned.

www.cipd.co.uk - a popular destination

In recent years, we've made it a strategic priority to establish the CIPD website as a central part of the interface we have with our members and the wider community. Following significant investment, the website is now the primary way that we disseminate information

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to members and non-members alike. Last year there were nearly 3.5 million user sessions to the CIPD website, an increase of just over 50 per cent on the previous year. Every month, more than 135,000 individual visitors access CIPD resources through our website. Between them, they downloaded CIPD practical tools on average 3,400 times a month. And, over the year, more than 330,000 website user sessions were recorded for the CIPD's online factsheets and activity resources.

It is central to our mission that we educate and inform the wider public about people management and development. We'll continue to promote the website as a means of achieving this objective. But we also recognise that different groups of our members have different interests and needs. In order to maximise the relevance of information for individual members, we're looking at ways of personalising or tailoring information and services, for example, through the website or the weekly email update sent out to those who register to receive it. The email update has been a big success, with nearly 35,000 people signed up to hear the latest news from the CIPD each week.



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The CIPD has a growing profile. In the last year, we were quoted or referred to in the media on average 220 times every month, with an average of 32 of these articles being in the national newspapers. We also made more than 100 appearances on radio or television. Respected media outlets, including the Financial Times, The Times, the Guardian and the BBC, regularly cover CIPD research.

Our conferences and exhibitions, combined, attracted more than 15,000 visitors. And over 10,000 people participate in our courses, including our short courses and our longer programmes of study to achieve qualifications. That's in addition to the many thousands more who are studying for CIPD qualifications with one of the almost 300 CIPD-accredited educational providers and assessment centres.

Our research has attracted interest from government ministers, members of Parliament and key officials at a national and European level.

The CIPD reaches out to senior individuals and opinion-formers within the profession to raise the profile of the Institute and its work, and to help the professionals themselves to develop. We also reach out beyond the profession to senior figures in business, government and other influential organisations in order to secure greater impact for the work of the Institute and of the profession of people management and development.

Working with employers

We have initiated a project to build partnerships with employers. By demonstrating the benefits that CIPD knowledge, qualifications and other resources can bring to HR staff and line managers, we're working to encourage organisations to embed CIPD Professional Standards within their own management development arrangements. We believe we can help them improve the way that people are managed and developed in their organisations, in order to deliver on core business objectives. This project is at an early stage, but we've already developed a number of successful relationships. In the year ahead, we'll be engaging in further discussions with employers in order to build on the successes we've already had.

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Supporting the most senior members of the profession

We want our work to be relevant to anyone involved in the management and development of people, at whatever stage they've reached in their career. To be sure that this applies as people progress through their working lives, we've made senior members of the profession a strategic priority. Many senior professionals are members of the CIPD, may have been members in the past, or may have arrived at their position through different career paths. Yet whichever of these categories they fall into, they are the high achievers, thought leaders and ambassadors for the profession in boardrooms and beyond. The CIPD will build relationships of high engagement and mutual support with these senior professionals.

An HR Leaders Group has been established. The group meets three to four times a year to engage in debates with their peers on the most high-profile issues affecting the profession, and to hear from top experts in a confidential environment. A senior HR research and development network has also been established to ensure that the most senior people in the profession have the opportunity to inform, and be informed by, current and ongoing CIPD research.

Similarly, the CIPD in Ireland has established a Leaders Forum to exchange information on strategic issues. This group met recently, in private, with the Irish Minister for Labour to discuss issues of common interest. CIPD branches, too, have established locally based networks to help senior professionals to network and discuss current issues with their peers.

Influencing policy-makers

The CIPD produces a wide range of survey data and other research that is of value to government policy-making. We promote our research to figures in government and other key opinion-formers. This year, in the run up to the 2005 UK General Election, we published *The Public Policy Agenda*, setting out our research-based findings and opinions on a wide range of issues on the government agenda, each with the potential to impact on our members and their working lives. This document was sent to key political, Civil Service and other opinion-formers, and received widespread positive feedback.

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We responded to 15 government or other official consultations in the UK and Ireland on proposed legal and regulatory changes in the past year. We're represented on a number of government taskforces, including the Department of Trade and Industry's Work and Families HR Advisory Group examining proposed new flexible working proposals, which is chaired by Mike Emmott, CIPD Employee Relations Adviser. And we regularly attend other meetings with politicians, civil servants and public bodies. Two ministers, Alan Johnson and Gerry Sutcliffe, spoke at CIPD conferences during the year, and Bertie Ahern, the Irish Taoiseach, delivered a keynote address at the European Association of Personnel Management (EAPM) conference hosted by CIPD Ireland in May.

In Ireland, we're also represented on the Government's National Guidance Forum, and we're the lead partner on the EU-funded Equal programme investigating diversity in the private sector.

The CIPD Scottish Partnership – made up of the four branches in Scotland working together – has continued to build relationships with policy-makers and opinion-formers in Scotland. A round-table discussion was organised to bring together Nigel Griffiths MP, Minister for Small Business, and working parents and employers, represented by CIPD members, in order to shape future policies affecting working parents. The Scottish Partnership also built relationships with other policy-making or policy-shaping organisations. For example, work with learndirectscotland resulted in a series of free workshops to help members make informed decisions when considering e-learning.



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The CIPD is committed to supporting the learning needs of everyone interested in the management and development of people. Learning is not just a formal qualifications-based process, important though qualifications are to the aspiring professional. A lot of learning takes place through informal networks, on the job, or at professional conferences and events. Through a combination of major conferences, local branch networks and professional forums in specialist areas, we help professionals learn from and with their peers in the ways most suited to them.

Conferences

In the past year, we increased our portfolio of major annual conferences and exhibitions from seven to eight, with the addition of the new Annual Coaching Conference, which took place in September. These eight events, together with our national conferences in Ireland and Scotland, attracted over 15,000 participants, all keen to hear from top speakers, engage in learning opportunities and network with fellow professionals.

Our Annual Conference & Exhibition in Harrogate is our biggest and most popular event. Taking place over three days in October, the 2004 conference had the theme of People Mean Business. More than 6,500 people came to the event. Keynote speeches were delivered by two of the biggest names in the field – Gary Hamel and Warren Bennis. Masterclasses at the conference were given by Deepak Chopra, Fons Trompenaars, Nitin Nohria, Heike Bruch and Joe Simpson. And sessions were delivered by more than 60 heads of HR, directors and chief executives, all responsible for innovative practices in their organisations. Visitors were able to select from 341 exhibitors showcasing the latest in HR-related products and services. And conference delegates had access to Delegates Direct, a new initiative designed to increase networking opportunities and effectiveness by allowing them to contact each other before and after the event via a secure CIPD web server.

The annual HRD conference and exhibition, which took place in London in April 2005, is on a similar scale to the Harrogate event, but caters more specifically for learning, training and development professionals. More than 6,000 people came to the conference and took the opportunity to share learning with each other and the almost 250 exhibitors there.

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Highlights from the past year's other conferences include:

- Gerry Sutcliffe MP, then Minister for Employment Relations at the Department of Trade and Industry, and Brendan Barber, General Secretary of the Trades Union Congress, delivering keynote addresses at Employment Law 2004.
- a keynote address from Right Honourable Alan Johnson MP, then Secretary of State for Work and Pensions, and a lively debate on pensions chaired by Paul Lewis from BBC Radio 4's Moneybox programme, including a diverse panel drawn from different perspectives, all at Reward 2005.
- a two-day programme at Recruitment and Retention 2005 drawing on the latest trends recorded in the CIPD's Annual Recruitment, Retention and Turnover Survey, and backed up by case studies from leading organisations such as Asda Wal-Mart, BT, Guys and St Thomas' NHS Trust and Vodafone UK.

CIPD Ireland played host to the conference of the EAPM in Dublin in May 2005. The conference centred on the theme of the European Workplace of the Future. Delegates from 27 different countries heard from more than 30 leading international speakers, including a keynote address delivered by Taoiseach Bertie Ahern.

Branches

Our 48 local branches provide members with local learning and networking opportunities. In the last year, branches ran more than 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 trends in performance management to transforming your business through coaching, and from active absence management to bullying and harassment in the workplace.

The opportunity for members to get involved in their own local branches, and to learn with each other and from each other, is an invaluable part of the CIPD's function as a learning network for its members.

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Forums and other networks

In addition to conferences and local branches, we operate five special interest forums. Covering counselling and career management, recruitment, reward, public sector and international HR issues, CIPD forums allow professionals specialising in these subjects to attend events and keep up to speed with information relevant to their particular areas of interest and expertise. Total forum membership stands at nearly 8,000, and is free for CIPD members. Between them, the forums held more than 30 events during 2004/5. They also play an important role in ensuring that our research and other work continues to meet the needs of people management and development professionals at the leading edge of practice.

Our online communities are now in their second successful year, and provide an opportunity for members to exchange ideas, seek advice and network through our website, 24 hours a day, seven days a week. The communities promote greater engagement between members. After just 15 months of operation, over 35,000 people had visited them.

International

We engage actively in global learning and support networks for the profession. Geoff Armstrong, Director General of the CIPD, is currently President of the World Federation of People Management Associations (WFPMA). We will be hosting the WFPMA Congress in London in 2008, following the Singapore Congress in 2006. Mike McDonnell, Director of the CIPD in Ireland, holds the EAPM presidency.

Through networks such as these, and through direct links with sister organisations abroad, we work to actively promote the benefits of high standards in people management and development around the world. Many other countries have shown an interest in our Standards. Others make use of our research and approach us for help in conducting parallel research in their own countries.

As one of the largest people management and development associations in the world, we take our responsibilities on the global stage seriously. We're committed to helping others learn

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from our experiences and, in return, to learning more about the global challenges facing HR professionals. Many of our members themselves work overseas or are responsible for people management and development in organisations that span national boundaries. We want to build on our already extensive support for such members. For example, we're currently conducting research into global HR issues and the challenges they pose for the profession.



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The CIPD offers directly, or accredits others to run, a wide range of courses – from one-day courses to full postgraduate professional qualifications and certificate programmes. The CIPD's Professional Standards are the basis for all routes that lead to CIPD membership. These Standards provide the firm foundations on which the external credibility and respect for chartered status have been built. Our certificate programmes and short courses are part of our commitment to the continuing professional development of HR professionals and learning opportunities for their line management colleagues.

Our Professional Development Scheme (PDS) forms the basis of the CIPD's qualifications structure. A rigorous, relevant and consistent set of Standards, it provides a clear benchmark for employers and professionals. Taken together with relevant work-based experience, the PDS forms the most popular route by which members secure chartered status. This route emphasises the links between people management and business performance.

Anyone who has completed the PDS has demonstrated a clear knowledge and understanding of how people management and development contributes to meeting the challenges of modern business management, and that they can put that knowledge into practice in the real world. Our chartered members have also made a commitment to their own lifelong learning, demonstrating to employers that they're constantly up to date with the latest knowledge necessary to fulfil their role.

New Leadership and Management Standards

Our Standards don't stand still. As the profession and its related specialisms develop, so too do the CIPD's qualifications. During 2004/5, universities and colleges that run the PDS for us amended their programmes to incorporate the new Leadership and Management Standards. These took effect from 1 July 2005, and the CIPD provided online templates to help centres smoothly implement the changes. The first national exams in the new Standards will take place from May 2006. We'll continue to review our Standards to ensure they meet the evolving needs of professionals and employers alike.

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Centres advanced standing examination

To help students who have prior qualifications that they believe enable them to meet the new Leadership and Management Standards, we've developed the centres advanced standing examination (CASE). This online question bank can be used by centres offering the PDS to conduct and mark examinations, allowing a consistent assessment of other undergraduate qualifications against the requirements of our own postgraduate qualification.

New centres and more candidates

Five new centres were approved to offer CIPD programmes during the year and six more are in the process of being approved. Twenty centres have now been approved to deliver the new Certificate in Business Awareness and Advanced Professional Study. And another ten new centres have now made submissions to run our certificate programmes.

Overall, there are currently nearly 300 educational establishments, training providers and assessment centres, all delivering CIPD qualifications to the same rigorous standards. We're proud of our links with this diverse range of approved bodies.

During 2004/5, the CIPD enrolled 5,328 candidates for over 10,000 examinations.

The CIPD's own research into training and learning reveals that there is a definite shift taking place from training to learning. The learner is in the driving seat. People are looking for more accessible, often 'bite-size', approaches to learning, delivered on demand. We're reviewing our Professional Standards and qualifications to reflect these realities and to develop new, more flexible and relevant routes to membership.

CIPD certificate programmes

In addition to accrediting other centres to offer our qualifications, we're a major provider of training courses and learning opportunities ourselves. We're one of the largest providers of CIPD-accredited

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qualifications and we also offer a range of other courses and qualifications to our members and their non-HR colleagues in line management and other management positions.

We launched three new certificate programmes this year:

- CIPD Advanced Certificate in Employment Law
- Certificate in Project Management
- CIPD Advanced Certificate in Reward Management.

And further certificate programmes are planned:

- Supervision of Coaching and Executive Coaching
- Psychology of Organisational Development and Change.

Currently more than 1,200 individuals are studying for the certificate programmes we deliver ourselves.

Short courses

In the past year, we ran nearly 500 short courses, attracting more than 6,000 individual learners. This includes our portfolio of employment law courses, accounting for 133 of the courses and over 2,500 of the delegates. Our In-Company Solutions service ran another 510 courses inside customer organisations, attracting another 4,000 delegates.

We've developed a Management Essentials programme aimed at new managers and supervisors – recognising the key role that line managers have to play in delivering the effective management of people. Our In-Company Solutions team has launched a new Management Development Programme and a service to help organisations meet the requirements of the Disability Discrimination Act.

Coaching and mentoring

As the use of coaching and mentoring becomes ever more popular in business, we've responded by developing Professional Standards in coaching and mentoring, both at certificate and postgraduate level, during the past year. Several centres are piloting these Standards. Specific standards for executive coaches are also being developed, and will be rolled out shortly.

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Alongside the development of Standards to build confidence in this growth area, we've also developed a Coaching at Work portfolio of services. These new services include a range of courses, two certificate programmes, a new coaching conference, a practical CIPD guide on buying coaching services, new books, and the development of a new coaching magazine, available by subscription, to be launched shortly.



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Membership growth is a strategic priority for the CIPD. This year, membership grew from 123,000 to over 124,500. Our membership has increased by nearly 20 per cent in the last five years, and by 66 per cent since 1994 when the Institute of Personnel and Development was formed. We've set ourselves stretching targets for future growth. We aim to have 150,000 members by 2010, with at least half having chartered status.

We continue to offer affiliate and organisational memberships so that anyone with an interest in people management and development can benefit from our services. It's important that we reach out beyond qualified professionals to all with a responsibility for managing people.

Encouraging Graduate members with the necessary experience to upgrade to chartered membership is also a priority. Chartered membership of the CIPD is the gold standard for professionals in our field. Chartered members have demonstrated that they have the qualifications, skills and experience to deliver results through the better management and development of people. This year, nearly 4,000 members upgraded to chartered membership, and over 1,100 successfully became Chartered Fellows. We now have more than 40,000 Chartered Members and Fellows.

Simplified approach for upgrading to chartered membership

A higher proportion of chartered members in the CIPD increases our credibility and demonstrates that we represent a profession that takes its own development seriously, being made up of members who value their own achievements.

Research told us that many people met the standards required to become chartered members, but found the application process intimidating or time-consuming. To help more Graduate members to upgrade their membership to a level that reflects their skills and experience, we simplified the process.

The standards required are as high as ever, but the simpler process makes it easier for members who have gained the necessary professional experience to demonstrate this to us. We actively targeted Graduate members who we believe have the necessary professional experience, and this initiative has played a key role in securing this year's high level of upgrades.



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In January 2005, we moved into our new headquarters building in the centre of Wimbledon. The move was completed on time and on budget, and was funded from the sale of our old site on Wimbledon Common and reserves that we had put aside for the project.

Doing more, doing it better

The new building, as you'd expect from the CIPD, was designed with people at the heart of the brief. We had quite simply outgrown our old building, with temporary and outmoded accommodation threatening to limit our capacity to achieve our objectives. The new building creates a far more open working environment. Teams can sit together, and are located in a way that facilitates cross-functional working. There are formal and informal meeting spaces to encourage more interaction between staff, and more joint working. The reduced need for off-site meetings has also boosted productivity.

The new building gives us the space and the working environment to do more, and do it better. By moving, we've boosted our adaptive capacity. New initiatives to boost the service we offer to large corporate employers and senior members of the profession are progressing more effectively in the new environment. It's now easier for our people to work together on strategic priorities such as membership growth and to better understand the ways their own work on these priorities fits with that of others.

The work we've done on coaching and mentoring in the past year is another example of the benefits of our increased capacity for cross-functional working. From Professional Standards to publications, and from research to practical courses and certificates, we've used the combined resources of the CIPD to put together a Coaching at Work portfolio that meets the needs of anyone interested in this area – whether they're a coach or a potential user of coaching services.

At the infrastructure level too, the new building allows us to do more. The cables running down the lane to our old building restricted our ability to do more with technology, particularly the CIPD website. As a result of the move, access to our website is now faster, more responsive and the website's more resilient. We also have the capacity to deliver improved web services in the future, in keeping

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with our strategy of making the website the first port of call – at any time of the day or night – for anyone working in people management and development.

Facilities for members

The new building will make other differences for members. The new library has the same unrivalled collection of books, journals and other resources as the old one, which made it the largest personnel, training and development library in Europe. But now it is housed in surroundings that make it easier to reach, easier to use, and a better environment in which to work.

The old building had only two small meeting rooms. The new building allows us to hold meetings in high-quality, business-like surroundings – with the facilities to match. And we've recently installed wireless Internet access in the building, so members visiting on business can access their own offices from anywhere in the building.



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The CIPD continues to deliver – for its members, the profession as a whole and the wider world of business too. We offer cutting-edge research, practical tools, information, qualifications and a set of Professional Standards that enhance the standing and credibility of the profession.

We're able to do so much because we're well run. Our finances are robust. In the past year, our commercial activities contributed over £3.5 million to support all areas of the Institute's work. Without this success, we wouldn't be able to carry out so much research, provide such an effective website, or deliver so much to our members in return for such a reasonable annual membership fee.

We have a policy of keeping sufficient reserves in general funds to meet at least one year's operating costs – these funds stood at just over £28 million at the end of the year, satisfying this policy.

We achieved our aim of keeping at least three months' operating costs in liquid reserves and we also set aside designated funds for specific purposes, such as ongoing investment in professional research and IT.



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The CIPD is a leader in the field of people management and development. As an employer we aim to reflect in our own employment practices the advice and guidance we give to those in the profession.

Our people strategy is designed to support our business objectives. We strive to attract and develop talented and motivated staff who add value and deliver our goals in support of the profession. Our culture plays an important part in our efforts to maximise customer satisfaction and membership growth. We have a culture that encourages open communications, coaching, listening and consultation in a flexible and friendly working environment. People management is an important part of the role of all of our managers and we provide them with the clear policies, guidance and training to fulfil this role effectively.

Wherever practical, we measure the effectiveness of what we do, and act on the results.

Recruitment and retention of staff

The CIPD employs nearly 300 people, most are knowledge workers and all are committed to high standards of customer service. Over 80 work in senior professional or managerial posts.

We ensure there are clear job profiles for every job and advertise all vacancies internally and, where appropriate, externally. We regularly monitor and review our policy and procedures to ensure that changes in legislation are reflected in them and their implementation is systematic, effective and fair.

We're an equal opportunities employer, operating in accordance with our own guidelines on the management of diversity. People are selected for recruitment, promotion and development on the basis of their relevant merits and abilities, measured as objectively as we can.

Facts and figures:

- We employ 269.8 full-time equivalent staff, an increase of 6 per cent on last year.

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- We offer flexible working as a means of aligning our organisational requirements with our employees' needs – 21 per cent of our staff work part-time hours.
- We monitor the profile of our staff – 77 per cent are female, 23 per cent are male, 10.7 per cent report they are from an ethnic minority, and 2.4 per cent report that they have a disability.
- The average length of service for CIPD staff is 5.6 years.
- In the past year, we filled 89 vacancies, of which 20 were internal and 69 external appointments.
- For the year ended 30 June 2005, our recruitment spend was just over £200,000, equating to approximately £2,250 per vacancy filled.
- The average number of staff over the year was 275.6, meaning vacancies filled as a percentage of workforce was 32.3 per cent.
- Staff turnover has reduced by almost 2 per cent in the past year to 17.8 per cent (16 per cent for unplanned leavers).

Learning and development

At the CIPD, we're committed to the education, training and development of all our staff in order to achieve our long-term strategy and for staff to realise their fullest contribution and potential. We're proud to be an Investor in People and regularly go through the valuable re-accreditation process. In addition, the CIPD in Ireland this year became the first professional institute to gain 'Excellence Through People'.

Staff development is a continuous process and is a key accountability for all managers. Staff are encouraged to develop their knowledge and skills and to work effectively, not only as individuals, but also as members of teams.

We regularly review the current and future training and development needs of staff. Once those needs are agreed, we develop ongoing and targeted plans to meet them.

The management team sets strategic goals and generic training and development priorities based on the changing needs of the Institute. Managers carry out annual performance and development reviews

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to identify individual training and development needs linked to departmental objectives, and people are encouraged to help identify their own job-related training and development needs. Coaching provided by managers plays an important part in the development of our staff.

We also encourage personal development. We offer an annual allowance for training that is not directly work-related but will assist the individual's personal development.

Facts and figures:

- Staff spent 920 days on formal off-the-job training – equating to an average of 3.4 training days per full-time equivalent member of staff, not including in-house PC skills training.
- Seventy members of staff received an allowance towards their personal development.
- Fifteen members of staff were sponsored to complete a professional qualification.
- During the past year, we launched a Leadership Development Programme for 40 senior professional and managerial staff.
- Our in-house Customer Service NVQ programme remains successful, with 23 staff involved as candidates, assessors and mentors.
- We spent 4.2 per cent of staff payroll on staff training and development, up from 3.2 per cent the year before.

Culture

In the past year, we've introduced The Sounding Board – a staff information and consultation group to enhance two-way communication between staff and management. The group meets to discuss:

- vision, strategy, organisational goals and issues arising from change
- feedback and ideas for improvement
- new legislation, codes of practice and ethics which affect the business
- the working environment and health and safety matters
- staff development.

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We recognise the Amicus/MSF trade union, and employee relations at the CIPD are good.

Research into practice

We undertake an annual employee opinion survey, which is conducted by an external provider. This year, 72 per cent of staff responded to the survey. Overall, results were very positive. The survey found:

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Staff hold positive views on management, service delivery, staff training, the CIPD as an organisation and their teams and departments.

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- Satisfaction with working for the CIPD is high.
- Most staff say they have a clear understanding of their role and how this fits with the overall aims, position and values of the organisation.
- People see customer satisfaction as a key priority for their own departments and for the CIPD as a whole.
- There's a significant improvement in staff satisfaction with the physical working environment following our move to the new building in January 2005.

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The survey indicated that we have more to do on simplifying internal processes, speeding up decision-making and helping staff do their work without excessive hours or pressure. We believe the new working environment will contribute to tackling these concerns. Encouragingly, working across teams was identified as a weakness in the previous year's survey, but was not reported as such this year.

Performance

Performance management is an important part of the way we work. All staff have performance and development reviews with their managers. These are two-way discussions, providing an opportunity to discuss staff performance and development needs frankly and openly.

We measure people's agreed objectives and their progress against success criteria relevant to their own jobs. Reward is partly determined on the basis of performance against these criteria. We conduct regular equal pay audits.

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Generic performance indicators are also applied across the CIPD. These reflect the organisation's key strategic aims and objectives. Six factors are listed as key skills areas important for strong performance in the CIPD:

- job knowledge
- customer service
- work output
- business awareness
- communication
- teamworking/relationships with colleagues.

Managerial performance is also assessed in all staff responsible for managing others.

Volunteer contribution

The CIPD also benefits from the efforts of a large number of people who give their time voluntarily. They include 15 members of the Executive Board, who, together with the Director General, 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 30 people are involved in the Membership and Education Committee and its subcommittees. Over 100 people are members of upgrading panels and many more work at branch or national level to advance our Professional Standards. Members of the CIPD's Nominations and Professional Conduct Committee and Professional Policy Committee also serve in a voluntary capacity.

In addition, more than 800 people serve on branch and group committees running local learning events, supporting members in upgrading, making links with centres offering CIPD courses and helping member networks thrive.

We take the training and development of our volunteers as seriously as we do for staff. We run induction programmes for volunteers, and follow this up with ongoing training and development. We encourage the widest range of talent available to come forward to support the Institute. And it's pleasing that our volunteers report how much the experience benefits their continuing professional development.



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We've had another financially successful year, achieving our financial objectives. Income for the year, excluding exceptional items, was £33.5 million – an increase of just under £1 million from last year. Members' subscriptions made up around one-third of the total and our commercial activities, operated through CIPD Enterprises Limited, accounted for most of the balance. Operational costs for the year totalled £33.7 million, with another £2 million being spent on 'one-off' costs for non-capital items such as fit-out and furniture for the new building, paid for out of the building fund accumulated for the purpose. At the end of the year, our total general and designated funds were just £83,000 lower than at the start, despite the one-off costs associated with our move to the new building.

Our financial investments continued their recovery, gaining over £1.7 million during the year. With the longer term in mind, we ended our holding in tracker funds and added a new investment manager whose mandate is a targeted absolute return.

On pensions, in common with the schemes of many of our members, the CIPD Staff Retirement Scheme saw a significant increase in the funding deficit as calculated under Financial Reporting Standard (FRS) 17, the UK accounting standard relating to pensions. The sharp fall in corporate bond yields, which are used to calculate the scheme's liabilities under the FRS, is the main reason for the increased deficit. The longer lifespan of members also contributed to the increase. The scheme is a final-salary defined-benefit scheme and the results of the next full actuarial valuation are expected in early 2006. This will be calculated using more appropriate assumptions than those specified by FRS 17. Despite the actions we took – increasing employee contributions, revising benefits and making additional employer contributions of £250,000 in each of the last three years – we expect the full actuarial valuation to show an increased deficit from the last valuation in 2002, though it should be significantly smaller than the deficit under FRS 17. We're keeping the situation under review.

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Summary consolidated statement of financial activities for the year ended 30 June 2005

	2005 £'000	2004 £'000
Incoming resources		
Charitable activities		
Members' subscriptions and other professional fees	14,133	13,340
Branch activities	1,313	1,329
Activities for generating funds		
Commercial income	17,157	16,965
Investment income		
Income from listed investments and bank interest	884	949
	33,487	32,583
Other incoming resources		
Exceptional items	370	7,600
Total incoming resources	33,857	40,183
Resources expended		
Cost of generating funds		
Commercial expenditure	(11,990)	(11,830)
Charitable expenditure		
Membership and educational costs	(3,632)	(3,485)
Branch activities	(2,544)	(2,372)
Professional Knowledge	(1,737)	(1,638)
Library and Information Services	(1,056)	(1,089)
Communications	(2,136)	(2,174)
Support costs (including property, IT and website support costs)	(9,686)	(6,893)
Management and administration	(2,904)	(2,662)
Total resources expended	(35,685)	(32,143)
Net (outgoing)/incoming resources	(1,828)	8,040
Other recognised gains and losses		
Net gains on investment assets	1,745	906
Net movement in funds	(83)	8,946
Fund balances brought forward at 1 July 2004	31,183	22,237
Fund balances carried forward at 30 June 2005	31,100	31,183

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Summary consolidated balance sheet at 30 June 2005

	2005 £'000	2004 £'000
Fixed assets		
Tangible assets	13,335	9,746
Investments	15,904	13,735
	29,239	23,481
Current assets		
Stocks of goods for resale	263	510
Debtors	5,707	5,238
Cash at bank and in hand	8,474	14,483
	14,444	20,231
Creditors		
Amounts falling due within one year	(12,583)	(12,529)
	1,861	7,702
Net current assets	1,861	7,702
Net assets	31,100	31,183
Funds		
General fund	28,053	19,698
Designated funds:		
Building fund and property maintenance fund	1,882	9,708
Information technology fund	201	933
New learning fund	150	194
Research and development fund	491	450
Strategic initiatives fund	323	200
Total designated funds	3,047	11,485
Total funds (all unrestricted)	31,100	31,183

At 30 June 2005 cumulative unrealised gains on investments of £1,270,000 (2004: cumulative unrealised losses of £514,000) were included in the general fund.

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Summary consolidated statement of cash flows

	2005 £'000	2004 £'000
Net cash (outflow)/inflow from operating activities	(3,099)	1,032
Returns on investments	1,031	808
Net cash flows from exceptional items	370	9,382
Capital expenditure and financial investment	(4,311)	(8,083)
(Decrease)/increase in net funds	(6,009)	3,139
Movement in funds placed on long-term deposit	(5,000)	5,000
Decrease in cash and bank	(1,009)	(1,861)

The summary financial statements were approved by the directors on 24 August 2005 and signed on their behalf by Peter Purdom, Honorary Treasurer and Robin Jordan, Chair, Executive Board.

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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 and more people upgrading to the chartered grades of membership; more new research, guidance and online resources for our members and the wider public; a greater profile and impact for our research and other work; more integration of services and a successful move to our new headquarters, on time and on budget.

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 2005. The report and financial statements were approved by the directors on 24 August 2005, 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 8612 6208 or annualreport@cipd.co.uk.

By order of the Board

Kristina Ingate
Secretary
24 August 2005

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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 2005.

RSM ROBSON RHODES LLP
Chartered Accountants
Registered Auditor
186 City Road
London
EC1V 3NU

24 August 2005



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Executive Board membership at 30 June 2005

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.

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 President of the World Federation of Personnel Management Associations (WFPMA). 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, Professional Policy Committee and Nominations and Professional Conduct Committee.

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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 Ltd.

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.

Paul Brennan Chartered MCIPD

Paul is currently a freelance management and development trainer and consultant. Formerly he was a senior officer in the RAF, with twenty-eight years' service. He has over ten years service on the Central Council of the RAF Association, including three years as a member of the Executive Council, and for several years was on the management committee of RAFA Housing Ltd, a charitable housing association.

He has served as branch chair and Council representative for Shropshire and Mid Wales, and also on the national Membership and Education Committee.

He was elected to the Board by Council in May 2005.

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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 Ltd, HR Director with Vernatis plc, and International HR Manager (UK, Scandinavia, Eastern Europe and International) for Guidant Ltd. She has also worked for Bayer plc as HR adviser.

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. She is a member of the Audit Committee.

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Susan Gordon Chartered FCIPD

Susan is currently HR Manager, North Sea Strategic Performance Unit, BP Exploration. Previously she was Human Resources Consultant, Mobil Services Company Ltd and Senior Lecturer, Aberdeen Business School, The Robert Gordon University.

Susan has been both branch chair and Council representative for North Scotland and Islands branch.

Susan was elected to the Executive Board by Council in May 2005.

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. As Chair, he is a member of the Professional Policy Committee and Remuneration Committee.

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.

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Mike is currently Immediate Past President of the CIPD. In this capacity, he chairs the Nominations and Professional Conduct Committee. He has served on the Executive Board since he became President Elect in 2001.

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. He is a member of the Professional Policy Committee and Remuneration 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.

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.

Susan was elected to Executive Board in 2000 and re-elected in 2003. She is a member of the Audit Committee.

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Dean Royles Chartered FCIPD

Dean currently holds the job of Head of HR Capacity for England for the Department of Health, with responsibility for raising the status and capacity of human resource management across the NHS.

Previously he was Executive Director of Human Resources for East Midlands Ambulance Service.

Dean has been vice-chair of South Yorkshire and District branch and Professional Adviser to Sheffield Hallam University.

Dean was elected to the Executive Board by Council in May 2005. He is a member of the Audit Committee.

David Slingo Chartered FCIPD

David is currently Director, Slingo Associates providing change management and learning consultancy services.

Previously he was Head of BT Academy, BT Group plc. He has operated at both group and business unit level across a range of functions, including resourcing, employee relations, and organisation 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 and re-elected in 2005. He is a member of the Audit Committee.

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Richard Wilson (Lord Wilson of Dinton) Chartered CCIPD

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 is currently President of the Institute, having taken office in October 2004. He has been a member of the Executive Board since he became President Elect in October 2003. He is a member of the Professional Policy Committee and the Remuneration Committee.



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Richard Wilson
(Lord Wilson of Dinton)
President

Robin Jordan
Chair, Executive Board

Peter Purdom
Honorary Treasurer

Geoff Armstrong
Director General

Mike Kinski
Immediate Past President

Ken Boyle
Vice-President

Sue Adams
Elected Director

Paul Brennan
Elected Director

Sarah Comer
Elected Director

Katrina Easterling
Elected Director

Susan Gordon
Elected Director

Frank Hogan
Elected Director

Susan Reid
Elected Director

Dean Royles
Elected Director

David Slingo
Elected Director

CIPD Vice-Presidents

Kim Birnie
Vice-President, Learning,
Training and Development

Paul Bissell
Vice-President, Reward

Ken Boyle
Vice-President,
Membership and Education

Philippa Hird
Vice-President, Employee
Relations

Bob McCall
Vice-President, International

David Smith
Vice-President,
Organisation and Resourcing

Sally Storey
Vice-President, Diversity

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Branch Council representatives

Name	Branch
Bedfordshire and Milton Keynes	Anjum Gray
Birmingham	Catherine Simmonds-Malkin
Black Country	Nick Ioannides
Central London	Harun Musho'd
Central Southern	Jo Reynolds
Chiltern	David Balls
Coventry and Warwickshire	Chris Wood
Cumbria	Andrea Bell
Derbyshire and Nottinghamshire	Ann Cartwright
Devon and Cornwall	Joyce Capello
Essex, Ipswich and East London	Helen Smith
Gloucestershire	Jill Lang
Hereford and Worcestershire	Julie Knowles
Hertfordshire	Mike McAndrew
Humber	Geoff Hirst
Ireland	Brid O'Brien
Kent	Peter Cook
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	Richard Cowling
Mid Scotland	Ron Skea

Council members

Annual Report

	Name	Branch
Introduction		
Research into practice	Northamptonshire	Jacqui Burdock
Reaching out	Northern Ireland	Adela Ginn
Learning networks	North East of England	George Barker
Developing the profession	North London	John Dempsey
Growing	North of Scotland and Islands	Dave Mackintosh
Moving with the times	North Staffordshire and South Cheshire	David Kruze
Building on strong foundations	North Yorkshire	Peter Lumley
CIPD people	Shropshire and Mid Wales	Brian Harpham
Financial report	South East Scotland	Sandra Stewart
Board directors	South East Thames	John Campbell
	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	Maxine Wharton
	Thames Valley	Tony Attew
	Wessex	David Hedley
	West London	Rita McGee
	West of England	Ivor Harland
	West of Scotland	Scott Wright
	West Yorkshire	Jean Mooney

Council members

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