



Inside

2

Consult Gee

3

NHS Partners

4

HPMA Scottish
Conference

5

Adsett's Law

6

HPMA Northern
Ireland Conference

7

Personnel Today

8

Executive News

The HPMA UK Conference *Healthcare is Changing. Are we?* takes place at Cardiff City Hall from 12-13 October. It is a conference you can't afford to miss, and here are our top six reasons why:

- 1 HPMA UK Conference is an easy way for you to widen your professional network. Whatever the stage of your career you need professional support: and at the HPMA UK Conference it is made easy.
- 2 As an HR professional you have a requirement for continual professional development, the plenary sessions and workshops offer valuable training in leadership, developing relationships, motivating teams and key legislation.
- 3 In the current climate of massive change, there is a lack of job security for HR professionals - this conference provides practical help to make sure you get the job you want, brings you to recruiters, and offers support and ideas for your future career.
- 4 Share good practice, hear from colleagues across the UK, so you don't have to reinvent the wheel - how colleagues have improved productivity or are able to see benefits realisation after A4C. Ideas that will add value to your working day.
- 5 How big is your HR teams sphere of influence at your trust - do you want to expand it? Hear tips and strategies from today's HR leaders on how they got where they are.
- 6 The conference is fun - hundreds of like-minded people keen to learn, share ideas and influence - leave professionally invigorated having enjoyed a great social programme too.

And that's not all - we bring you a superb programme of speakers - we welcome Steve Barnett, director, NHS Employers as he sets out 'New challenges for HR in England'.



Dr Neil Goodwin.

Exploring the key elements of leadership and relationships in managing change we are joined by Dr Neil Goodwin. Neil will share his wealth of experience after 20 years at chief executive level in the NHS. Not only is Neil a visiting professor of leadership studies at Manchester Business School, his latest book, *Leadership in Healthcare*, explores leadership in the context of healthcare systems across Europe.

In the final plenary session of the conference, STEPS - Drama Learning Development will use drama to explore the skills and issues around effective relationships for an interactive, entertaining, and highly practical session. The premise is a simple one. People learn through practical experience, and learning is also most effective when it is enjoyable. This is especially the case when the learning involves working with people and understanding how to motivate them and move them forward, or how to handle difficult and potentially emotional situations.

We have an excellent selection of workshop sessions scheduled, with a range of topics for all the HR team.

Delegates can explore disability discrimination with Waqas Hussain, an inspirational young diversity trainer. Waqas is registered blind and he prides himself

in re-educating the society to embrace diversity. His passion, humour and knowledge is a unique package of motivation and inspiration.

Shared services are still high on the agenda and Julia Whitehouse, Director of Human Resources & Organisational Development at Ealing Hospital NHS Trust will share the lessons of her experiences of implementing shared services in South East London.

With colleagues across the UK dealing with redundancies, we offer a practical session with HR Director Ed Rennie from NHS Grampian, who will share his history of working through redundancies.

Making the right impression is key to getting the job you want – look no further for top advice. The House of Colour, will offer delegates advice on how to use colour, shape and personality to help create an increase in confidence and self esteem. Covering the dreaded 'smart casual' look and how to carry authority without being over dressed, how to be approachable without losing authority. There will be lots of useful tips and ways forward.

Join our network – come to Cardiff - and enjoy a unique opportunity to learn, contribute and explore.



Maintaining a commitment to equality and diversity in times of organisational change

CONSULT GEE National Health Service
Human Resources

Commissioning a Patient Led NHS (CPLNHS) issued in July 2005 and *Taking Healthcare to the patient: transforming NHS ambulance services (THPTNAS)* issued in June 2005 have both led to the instigation of far reaching changes in both the organisational structure and the provision of services in the NHS.

Such changes present both an opportunity and a challenge in terms of maintaining momentum in the equality agenda. The legislative framework is much broader and clearer than 5 years ago and there is a risk that if processes are not followed fairly and in accordance with current employment legislation some staff may experience a discriminatory impact.

The changes also pose an opportunity for NHS employers to assess and improve their equality policies and processes.

NHS Employers published a guidance document in April 2006, which provides a useful resource in terms of a reminder of the legislative requirements for NHS organisations undergoing structural reorganisations – entitled 'Equity in Implementing Organisational Change' the document is available at

www.nhsemployers.org/excellence/equality-diversity.cfm

As well as guiding employers to all the relevant statutory regulations the document also provides some key guidance on actions to be taken with immediate effect such as;

- Conduct an equality impact assessment to consider the effect of organisational changes and relevant employment policies on the employment of staff
- Ensure that recruitment processes into new

structures take into account the needs of applicants such as those with disabilities.

- Ensure that organisational policies relating to fixed term employees are up to date in relation to their legal rights not to be treated less favourably than permanent employees
- Monitoring of recruitment and redundancy processes should at the very minimum be done on the basis of age, gender, ethnicity and disability
- Ensure that local policies take in to account the newly produced Commission for Racial Equality (CRE) statutory code of practice on racial equality in employment – available at www.cre.gov.uk/gdpract/employmentcode2005.html
- Employers must be aware that age discrimination legislative changes later in 2006 and taken in to account when making decisions about redundancy and early retirement. Further guidance is available at www.nhsemployers.org/excellence/excellence-376.cfm
- Employers should be aware of the new duty across the public sector in the coming months to actively promote the equality agenda for women and disabled staff.

These are challenging times for HR teams in the NHS but also an opportunity to put in place successful systems and processes to both support organisational change whilst ensuring fair and transparent processes for staff from all backgrounds in the NHS.

Sharon Gregory

www.sgtd.co.uk for Consult GEE NHS HR

Judging day

The results are now in from the judges for this year's HPMA and NHS Partners awards, and the high standard of entries received this year has impressed the panels. The top three scoring projects from each category have been invited to London on the 11 July to present their entry. We would like to offer our congratulations to all those who have been shortlisted, and to encourage those who were not successful this time to enter again next year.

The winners for each category will be kept highly confidential, to be announced – Oscars style – at the black tie awards dinner at Cardiff City Hall on 11 October. We are looking forward to a truly memorable evening, compered by health broadcaster Roy Lilley.

Following a welcome drink, we will move through to

the grand marble hall for a three-course dinner and the awards ceremony itself. Then the party really begins with a disco and dancing well into the night. This glamorous black tie evening provides the perfect way to kick off the HPMA UK Conference, which starts the next day also in the Cardiff City Hall.

If you would like others to join you for this night of celebration you can book individual tickets, at £95 each, or alternatively reserve a whole table, for only £855. Please call 0208 33 44 500 or email lucy@chamberdunn.co.uk for ticket application forms.



**Excellence in HRM Awards
2006**

11 October, Cardiff City Hall
Judging day: Tues 11 July 2006, London

NHS PARTNERS

Sharing services

As major organisational reform effects the NHS once again, attention is turning to the sharing of certain services (both clinical and non-clinical) either across different organisations or indeed, being supplied by other commercial providers in the wider healthcare market place. There has been a general focus on the sharing of support functions, for example payroll and HR, but this focus has widened under 'Commissioning a Patient- Led NHS'.

Also, many NHS Trusts have become 'Care Trusts' being integrated health and social care providers, combining local authority and NHS healthcare responsibilities. The following reports published by the local government employers organisation, are therefore, relevant for consideration.

Before embarking on a shared service venture, organisations need to agree on the reason for taking this path – what are the business drivers? More consistency across units, or will it be more cost effective? What are the implications and consequences?

Shared corporate and transactional services – workforce implications, a report, published by the local government employers organisation, considers some of the implications and consequences of moving to a shared service model. There are many people management implications from this strategy that need consideration, but these will stem from which model of shared service is used. Each different model has its own particular advantages and disadvantages which employers will need to balance. Some shared service models that are worth consideration include:

- informal sharing arrangements
- procuring/commissioning work from private sector
- one authority providing a service to another authority, or
- Joint Venture Companies or other third party entities,

A business case supporting a move to a shared service arrangement needs to address such issues as:

- will this sharing expand the scope of the service provided,

- will this mean staff have to move location or employer; if so, how will this be managed
- how will the communication and support for staff during this process be managed, and
- other fundamental items such as pay, hours of work etc.

These issues need to be considered by a full management team and not just left to human resources departments to implement after action is decided.

An important consideration for shared services, especially HR, is the effect this may have on the strategic HR aspects, such as employee engagement. With more attention focusing on Human Capital Management, and performance/value indicators and workforce productivity, this is leading to the question of how HR's work impacts on the organisations effectiveness.

A Survey of People Management 2005 (A Window on HR), also by the local government employers organisation, gives a comprehensive picture of HR activity within local government. This highlights the importance of people management activity on the delivery of effective services, showing the link between HR's work and each employers Comprehensive Performance Assessment scores. The report suggests ways that chief executives can help improve strategic HRM; one being to engage with staff to ensure they know their employers priorities and how their individual work contributes to these. High performing councils, according to the report, are more likely to have well developed people management strategies, particularly on issues such as training and development, sickness absence management and work-life balance. This parallels research on HR management and patient care in the NHS

For further information

IRS Employment Review, Issue no 836

www.lg-employers.gov.uk - A Window on HR

www.lg-employers.gov.uk - Shared Corporate and Transactional services

nhs:partners
HR solutions in health and social care

Are your HPMA colleagues getting eNetwork?

If you or any of your colleagues have experienced problems downloading, viewing or receiving the latest issues of the electronic newsletter please email Lauren@chamberdunn.co.uk at Chamberlain Dunn Associates.

BRANCH MEETINGS

Meetings at branch level take place usually on a bi-monthly or quarterly basis. They typically include speakers, presentations, social gatherings, workshops or educational activity and many branches run regular employment law updates.

Contact HPMA administrator Hannah Barnett on 020 8334 4530 or admin@hpm.org.uk for details on your local branch.



Name of the game



Speakers borrowed from famous gameshows.

The NHSScotland HR and OD practitioners' Day took place on 2 June in the under the gaze of Edinburgh Castle at The Hub. The event is organised jointly between HPMA and NHSScotland and again proved to be a huge success with over 90 delegates attending the conference.

The theme of this event was change management and the conference adopted a game show approach: 'Change is the name of the game'. John Turner, workforce modernisation director from the Scottish Executive opening remarks laid out the rules of the day for delegates that they should take as much as they could out of the day and importantly have some fun in the process.

In true Bob Holness style, HPMA president elect Deborah O'Dea's Blockbusting presentation outlined her personal toolkit for managing change where with some reading, a little prayer and a magic wand outlined how HR can influence and lead the organisation through times of change.

Jim McGoldrick, chair of NHS Fife ran one of two breakout sessions of the day. Jim's presentation focused on the HR and OD challenges that lay ahead following the publication of the *Delivering for Health* document which focuses on taking the vision for health in Scotland and turn it into reality. Jim's key message emphasised the role of HR practitioners as change agents in ensuring service changes and delivery are effectively integrated with the resources available.

Morag McLaren, OD advisor in NHS Forth Valley

facilitated an interactive session entitled *Who stole my cheese?* Delegates were challenged to adopt the characteristics and behaviours of the groups that form during periods of change. The session took delegates on the complex journey through the maze of change and at the end we all came out the other side of the maze with a clearer understanding of the challenges, obstacles and emotions that we encounter when dealing with change.

HPMA Scottish branch chair Chris Carron adopted the 1970s *Runaround* show to get delegates moving in his session just before lunch. Chris's killer questions proved challenging for the delegates who now know the difference between the phone number for the Next Directory and NHS Careers Helpline!

Craig Mathieson, keynote speaker for the afternoon, led an expedition that is recognised as being the first ever Scottish expedition to reach the South Pole. Through his presentation Craig shared his experience of hauling his 160lb sledge across over 730 miles of rough terrain and in temperatures below -60c. Craig spoke about the tough environment and continual barriers he and his team were faced with and how they were overcome by leaving behind the 'that's impossible' mindset.

As John Turner closed the event, presenting top prizes to winning delegates, everyone relaxed at the Barkers Scotland drinks reception reflecting on an excellent day.

Electronic Staff Record



Electronic Staff Record (ESR) and the NHS Registration Authority (RA) have set up a joint project to look at the synergies between HR processes (supported by ESR) and the registration process.

The RA ensures appropriate access to the National Care Records System through a process based on the identification of individuals i.e. who they are and what they do. This process is very similar to other identification methods often carried out in a human resources department.

The joint project will be a two stage process; firstly to establish whether there are any synergies between the processes which could enable a reduction in duplication of effort and free up resources, and secondly to identify any IT solutions which could help enable employees to work more efficiently.

Ensuring that the service has a chance to contribute to this review and knows about the changes and timescales is critical to its success. The Review is looking for appropriate staff to joint the project team to ensure that service views are considered. Being a member of the project team will not necessarily require attendance at meetings as an email reference group will be established. The joint project board which has representatives from ESR, RA and the HR community, meets once a month and is chaired alternately by Jim O'Connell, ESR Programme Director and Phillip Brown, RA, SRO. The project is likely to be completed by October 2006.

For more information or to join the project group, please contact Clare Armour (project facilitator) at clare@bighat.org.uk

Testing TUPE



John Adsett is a lay member of tribunals and an independent consultant. He is always glad to hear of new cases and can be found on jadsett@dialstart.net or 07791 310379.

The first case this month tests the application of TUPE in very specific circumstances. G4S Justice **Services -v- Anstey** was an EAT case where the business transferred whilst A and others were awaiting the outcome of an internal appeal against dismissal for gross misconduct. G4S as the new employer declined to hear the appeals on the basis that the individuals had never been employees of the company. As a result the previous employer, GSL, heard the appeals and the decision was that the employees should be reinstated.

G4S declined to accept on the grounds that the employees had not been employed by GLS immediately before the transfer. The employees brought unfair dismissal claims against both companies and the tribunal ruled that employment had transferred to G4S under TUPE. G4S appealed and lost!

It was a regular complaint from part-time staff that they were never paid for bank holidays that fell on days that the individual members of staff did not work. It was therefore only a matter of time before someone tested this on the grounds of being less favourable treatment under the Part Time Workers regulations. The tribunal in the case of **McMenemy -v- Capita Business Services** found that M had suffered a detriment because he worked every Wednesday, Thursday and Friday and therefore did not receive payment for any bank holidays that fell on a Monday. However that detriment was not because he worked part time. EAT upheld the tribunal decision on appeal, although M expanded his claim there to include the right to have his bank holiday pay calculated on a pro-rata basis.

DTI -v- Rutherford has finally worked its way through to the HoL after 'only' seven years. This was the test case that claimed that the statutory exclusion of the right of employees to claim unfair

dismissal and redundancy pay after their 65th birthday was indirectly discriminatory towards men. Predictably HoL ruled that the provisions were not unlawful. Just in time, as those age limits will shortly be removed as a result of age discrimination legislation! Better late than never!

HR practitioners in the NHS are used to the concept of carry-over of annual leave, but an ECJ ruling may need to be watched. The Dutch case of **FNV -v- Staat der Nederlanden** concluded with a ruling that payment in lieu of the minimum annual leave entitlement was not compatible with the WTD. However the ECJ did allow for the possibility of carrying over any unused minimum annual leave to the following year. This implies that there could be no limit to the amount carried over.

Quirky case of the month must be **Hoyland -v- Asda Stores**. H went off on maternity leave and returned to discover that her bonus had been reduced to take account of the period she had been absent. She brought a claim under the SDA, which was thrown out on the grounds that, as the bonus was regulated by her contract of employment, she had a claim under the Equal Pay Act and was therefore barred from bringing an SDA claim.

Still on EqPA, the latest offering from EAT seems to have further clouded an already murky area. This was **Villalba -v- Merrill Lynch** which found that if a difference in pay can be shown to be due to a material factor that is not discriminatory in any way, then the employer does not have to prove justification. Leave to appeal was however granted, so this could be another case of 'watch this space!' With the Court of Appeal judgement expected any day on **Sharp -v- Caledonia**, we can only hope for some common sense and clarity on this issue.

Rising to the challenges: HR graduate trainees at the NI branch conference



After dinner speaker William McKee.



Award recipients with Hugh McPoland (L to R) Alan Gilbert, Margaret Castles and Theresa Hughes.

As part of the HR Graduate Training Scheme we are given the opportunity to go to exciting events such as the HPMA Conference held on the 17th and 18th May 2006 at the Radisson Roe Park Hotel, Limavady. The Conference was aptly named "Rising to the Challenges" following the reorganisation of Northern Ireland's Health and Social Services (HPSS), as part of the Review of Public Administration (RPA).

Workshops focused on the different challenges facing the service, the organisation, the employees and the Social Care workforce. Delegates were given the opportunity to attend two of these workshops and discuss prevalent issues facing the HPSS as well as addressing personal challenges facing us all. The opportunity to examine these various issues and enter discussions with colleagues across the service was valuable to all present.

We found David Bingham's (HR Director; DHSSPS) workshop on Service Wide Challenges particularly interesting as it gave a very good context of where HR truly sits within the sphere of Healthcare. Mr Bingham highlighted the importance of HR by explaining the clear link between good HR practices and performance.

As ambitious graduates aspiring to progress

within the Health Service we found the Personal Challenges workshop facilitated by John Adsett very useful. Mr Adsett's antidotes and advice were both witty and enlightening, especially "The Alternative 10 Commandments on How To Succeed Without Trying". We all certainly took something away from this workshop, and feel it will be helpful to us in the near future.

Attending conferences such as these is extremely beneficial to employees at all levels within the Health Service especially in a time of change, which continuously creates new challenges for all staff. Not only do they provide a chance to network with HR professionals from all over the UK but also allows recently commenced employees, such as us, to tap into the wealth of knowledge possessed by more experienced delegates. The HPMA NI Conference was a great success and we look forward to the national conference in Cardiff.

By;
Riona Fitzpatrick
Fiona Rankin
Jacqueline Lees
Kathryn McIrrath

Why is workforce planning like an oil tanker?

The demographics of the nursing and midwifery workforce are perennially fascinating. Two articles in the July issue of *Employing Nurses & Midwives*, for example, remind us that workforce planning is a cross between an oil tanker (slow to change direction) and the weather (unpredictable).

The oil tanker goes full steam ahead in Ian Secombe's analysis of the applications for diploma places which in the latest year figures were available (2004-5) showed that 36,000 people applied, which was 13% up on the previous year. Of these almost half were successful, which was up 8%. If they knew then what we know now about recruitment freezes, would so many have applied? What will happen to this vast army of new qualified nurses when they come on to the job market?

Interestingly the trend is for a growing proportion of successful applicants to be under 25 and for fewer applications from men which is not helping to change the stereotype of the typical nurse.

But something odd, and unpredictable, is happening in midwifery where the figures show a large rise (24%) in the number of applications and a 14% fall in acceptances. Does midwifery attract the no-hoper oddballs? Or any the selectors particularly choosy?

In the second article Jim Buchan discusses the outflows of UK nurses to other countries which has stayed remarkable consistent in recent years. The favoured countries are Australia, New Zealand, the US, Eire and Canada. But what we don't know, he points out, is how many of the émigrés are UK-trained and how many are overseas recruits on the move again to pastures new. A recent survey of Filipino nurses in England found that two-thirds had their eye on a career in the USA.

To access free of charge all the news coverage from our healthcare employment newsletters go to www.health-workforce.com where our new Health Workforce Bulletin guides you to all the latest information. When you sign up as a registered user, you will receive fortnightly updates.



PERSONNEL TODAY

Sick days higher in the NHS

NHS employees take twice as many sick days a year than private sector workers, official figures have revealed. A survey of health trusts in England by the NHS's Information Centre found the service lost an average of 4.5% of working time to sick leave in 2005. This equates to an average of 12 days off sick per employee per year. Figures from the latest CBI/AXA absence survey put the average for the whole of the public sector at about nine days, with the private sector averaging six days. The Information Centre survey also found that NHS workers in the north east and north west of England were most likely to take days off sick. A total of 5.3% of working time was lost to sickness absence in the North East, with the lowest rate of absence (4.1%) in London and the South East. People working for the ambulance service had most days off due to sickness, with an absence rate of 6%.

Only 13% of all UK employees are fully engaged with the organisation they work for according to new figures. The problem is greatest among public sector employees, where a third of the respondents said they were actively disengaged. Senior managers and directors are more engaged than other employee groups and engagement weakens significantly as you move down through the organisational hierarchy, the research showed. Paul Roberts, managing director of Ibis Communication, which commissioned the research of 1,425 workers, said the primary reason for a lack of engagement among staff was they didn't believe their employer valued them enough. 'Many also cite a lack of active support for skills development and career progression,' he said. 'Most alarmingly, trust in senior leaders scores poorly, particularly among public sector employees.'

The needless duplication of administrative functions in the public sector is costing taxpayers millions of pounds a year and damaging the effectiveness of service delivery, according to a new report from the CBI. The business lobby group says the government should match the savings achieved in the private sector by merging back-office functions such as HR and finance administration. The report says central government departments alone could save as much as £560m over the next two years if they implemented 'best in class' HR and finance shared services. The calculation, which excludes the Ministry of Defence and the devolved Welsh and Scottish administrations, is based on the government reducing the 2.5% of its budget that it spends on HR and finance to the 0.75% that 'best-in-class' organisations typically spend.

The proportion of working days lost to labour disputes which were accounted for by the public sector has varied considerably in recent years – with a low of 29% and a peak of 85% - official figures for the past decade reveal. Between 1997 and 1999, the majority of working days lost were in the private sector; but research from the Office for National Statistics (ONS) shows the number of working days lost has been higher in the public sector in every year since 2000. In 2005, the public sector accounted for 63% of days lost to disputes. The lowest percentage in the public sector – 29% - was in 1999, while the highest – 85% - was in 2002. The number of working days lost in the public sector has also varied over the period 1996-2005, with a peak in 2002 of 1,123,000. This was due to a large national dispute involving local authority workers. The lowest number recorded was 70,000 days lost in 1999.

PERSONNELTODAY

HEALTHCARE PEOPLE MANAGEMENT ASSOCIATION

UK conference and exhibition

City Hall, Cathays Park, Cardiff

12-13 October 2006

Healthcare is changing. Are we?

Don't miss this unique opportunity to debate and exchange ideas and hear our superb line up of speakers which includes Olympic gold medalist Adrian Moorhouse and broadcaster Roy Lilley.

A conference you can't afford to miss

EXECUTIVE NEWS

Out and about at conference

My round Britain trip included conferences in Northern Ireland and Scotland in May and June.

Limavady – Northern Ireland

A great event at the Limavady Golf Club on the coast of Northern Ireland. Irish hospitality is legendary and we were certainly not disappointed!

The conference was kicked off by David Bingham who set out the very challenging agenda for healthcare in the province. The workshops were stimulating and offered participants the opportunity to explore new approaches to delivering change. I attended the workshop run by Lynn Markiewicz from Aston University on the significance of developing multi-professional teams, this was an excellent and thought provoking session.

Many thanks to Hugh McPoland and the committee in Northern Ireland for organising such an excellent event! I look forward to a return trip!

It was great too to welcome Billy Bateman, who takes over from Hugh as the Chair of the Northern Ireland branch, to our council meeting in Edinburgh on the eve of the Scottish conference.

Edinburgh

Another stunning conference venue at the Hub in the heart of historic Edinburgh. Scottish hospitality was excellent too!

Our President elect Deb O'Dea entertained and informed us on her personal perspective of managing change and I got to perform as her assistant and Rolo monitor! You had to be there! Many thanks to Jackie Sutherland and the committee for a first class event!

England

Back in England as the temperatures soared the London and South East branch held a great event on the 8th June at the Guys Tower on managing temporary staffing.

Thanks to Sally Storey and David Mulligan for a most interesting afternoon and great views!

The London and South East branch are hosting a HR Summer School in partnership with South Bank University which will be a great learning opportunity for members.

The Birmingham and Black Country branch continues to thrive thanks to the tremendous work of both Yvonne Warner and Ad Mohammed, their forthcoming event focussing on Leadership looks excellent!

Excellence Awards

We have received a great selection of applications this year for all categories and the awards evening will be held in Cardiff on the eve of our national conference in October; it will be a glittering affair!

Our conference is looking great and our theme of change and how we respond to it will follow up many of the key issues raised at the English, Welsh, Northern Irish and Scottish conferences. We will also be having a lot of fun!

I would also like to welcome STEPS Drama Learning Development as new commercial members of HPMA and I am delighted that they will be running a plenary session for us at the conference.

Once again, many thanks to all those who have organised and hosted such great events this year and I look forward to seeing you again in Cardiff!



Alex O'Grady

HPMA Executive Director
aogrady@tiscali.co.uk

DATES FOR YOUR DIARY

- **BMJ Careers Fair Scotland** 1 July 2006, Glasgow Thistle
- **BMJ Careers Fair Ireland** 16 September 2006, Europa Hotel, Belfast
- **Birmingham & Black Country HPMA branch *Setting the foundations for leadership*** Thursday 20 July 2006, Bevan Brittan, Birmingham
- **HPMA UK Conference *Healthcare is changing. Are we?*** 12-13 October 2006, Cardiff City Hall
- **BMJ Careers Fair 2 & 3 December 2006**, Business Design Centre, London
- **HPMA & NHS Partners Excellence in HRM Awards 2006**
Judging day Tuesday 11 July 2006
Awards ceremony Wednesday 11 October 2006