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Leadership under pressure

Learning to handle pressure is a key requirement at any level of a business, but particularly for those who are leading businesses within an increasingly complex, fast moving and international business environment.



Adrian Moorhouse MBE.

Leaders in the 21st century are confronted with pressures from many sources (personal performance targets, budget constraints, client demands, media scrutiny and so on). However, they need to do more than simply manage these pressures – they need to thrive on them. In the absence of this ability, leaders

can become vulnerable to the debilitating effects of stress. When this happens, performance becomes constrained as 'fire fighting'. Leaders can be left coping with what can be perceived as the hardships of the role, rather than allowing their full talent to flourish.

In contrast, high performing leaders possess the critical ability to frame and respond to the challenges they face in a positive way. They respond quickly to change, deal with ambiguity, provide direction, manage around constraints, learn from the results of their actions and leverage the commitment, knowledge and enthusiasm of the people around them. This willingness to embrace 'challenge' is what develops a leader's mental toughness.

Mental toughness distinguishes those leaders who can deal with pressure and bounce back from any setback, from those who struggle to cope. It is a term taken from sport psychology and refers to the psychological edge that enables people to remain determined, focused, confident and in control when faced with the expectations and challenges found in high performance environments.

Working on the following four key areas will help leaders thrive on the unique challenges they face:

Thrive on pressure

Stress and pressure can be a positive as well as negative force. Leaders can be supported in keeping stress positive by using approaches such as:

- Developing personal coping strategies
- Minimising uncertainty
- Creative problem solving
- Recognising and seizing opportunities

Focus on the controllables

Leaders need to understand what is within their direct control and manage distractions. They can be helped to bounce back from major setbacks and deal with unexpected events, as can their teams.

Believe in yourself

Leaders are often in situations where they stand alone, having to convince others. Unshakeable self-belief is a key quality in this regard

Actively manage your own motivation

Motivation is key to personal performance. Supporting leaders in actively self-managing their motivation involves helping them to extract meaning from their experiences, clarify purpose, direction and values, and develop specific goal-setting skills.

Adrian Moorhouse MBE is an Olympic gold medallist swimmer and managing director of global performance development consultancy (www.lane4performance.com). Adrian is keynote speaker at the HPMA UK Conference – call 020 8334 4525 to book your place.

Awards night set to be a sell-out

Record levels of tickets have been sold for the NHS Partners and HPMA Excellence Awards ceremony next month. The controversial move to take the ceremony to Cardiff this year has paid off with guests from every corner of UK making the trip to Cardiff Hall for some Welsh hospitality.

If you want to help make the evening a complete sell-out call Lucy Poore on 020 8334 4500 for tickets - as always anyone involved in healthcare HR is welcome to join the celebrations.

**Healthcare
is changing.
Are we?**

**UK conference and
exhibition 2006**

City Hall, Cathays Park, Cardiff
12-13 October 2006

This really is a conference
you can't afford to miss,
see [www.hpma.org.uk/pdfs/
hpmaukconference.pdf](http://www.hpma.org.uk/pdfs/hpmaukconference.pdf)
for the latest news.



**Excellence in
HRM Awards
2006**

Can organisations change?



None of us doubt that the NHS has, and is continuing to undergo huge and ground breaking changes at the moment. Agenda for Change and Commissioning a Patient Led NHS are just two of the more significant changes, not to mention the huge technological advances and developments in the healthcare environment. Management gurus have written for several decades on the topic of change management and having studied, facilitated and witnessed changes in healthcare delivery for nearly twenty years I have been reflecting upon whether there are in fact, any simple tips for success.

The issues may have changed over the decades, and the methods of managing information are more sophisticated but essential principles still remain. For example, I may be happy to spend the majority of my time communicating with my line manager by e-mail but I am not likely to be happy to receive an 'at risk of redundancy' letter by e-mail without first being given the opportunity for a private and confidential one-to-one conversation with my line manager.

Whatever change you are trying to implement it cannot simply be 'sold' to individuals – organisations must first try to make their staff understand the need for the change and give them an opportunity to decide how the change will be managed. It is important to remember that whilst you as a line manager or HR Practitioner may welcome the challenge of change, a large proportion of people will feel at best unsettled and at worst deeply suspicious about change. The NHS also faces the challenge of public, political and media scrutiny and comment.

Successful change management requires huge amounts of energy and commitment from those charged with facilitating the change management process. John P Kotter's 'eight key steps to change'

from his book 'The Heart of Change, 2002' are a useful tool for reflection before embarking on change; and I have used my own experience of change management to interpret his guiding principles:

- 1 **Increase urgency** – inspire your staff and set clear and achievable objectives
- 2 **Build the guiding team** – your change management leaders must have the right skills and emotional commitment
- 3 **Get the vision right** – keep it simple and clear and avoid the use of unnecessary jargon
- 4 **Communicate for buy-in** – be careful to use technology appropriately. Intranet chat boards and e-mail are fine but remember the personal approach also has an important place
- 5 **Empower action** – enable constructive feedback, reward and publicise progress and achievements
- 6 **Create short-term wins** – complete each stage before moving on to the next and set goals that can be achieved
- 7 **Don't let up** – be persistent and continue to report and publicise progress
- 8 **Make change stick** – build change into the culture by reinforcing it at every opportunity through recruitment, training and induction processes

These are no doubt challenging times for HR practitioners, but should also be seen as an opportunity to make a real difference and to demonstrate that HR can support the delivery of a complex series of organisational changes in the NHS.

Sharon Gregory, www.sgttd.co.uk,
for Consult GEE NHS

This year's HPMa conference research supported by Consult GEE, is about **MANAGING CHANGE AND ORGANISATIONAL DEVELOPMENT IN THE NHS** and is designed to establish what the challenges are for human resources professionals within the various parts of the NHS, in dealing with staff development and managing change.

Printed questionnaires are available on the Consult GEE stand at the Conference, and the results will be reported after the Conference. We would very much appreciate your participation in the research.

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.

HPMA CONFERENCE

**Arabian Nights Evening**

Moroccan Bazaar, Cardiff City Hall
Thursday 12 October 2006

People are changing. Are you?

Don't miss this unique opportunity to dress up and join the fun at the Arabian Nights Evening, mingle with colleagues and friends in the relaxed environment of the Moroccan Bazaar.

How to dress for an Arabian Nights party

A well-planned costume for a fancy dress party is almost a guarantee of fun, great photo opportunities and memories. The conversation will hardly ever lag, and the laughs come fast and furious with each guest's arrival - depending, of course, on how wild your fellow party animals choose to be!

The Arabian night's theme allows you to become anything from Lawrence of Arabia with long robe and head dress to a belly dancer complete with jewelled veil or even a magical snake charmer! Think about it, you can be Aladdin with his magic lamp, or a crusader on a sacred quest!

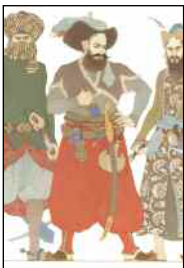
For the ladies, vibrant colors and flowing fabrics will rule the night. Deck yourselves out in blues, purples and pinks. You can use your creative skills to conjure up an outfit full of eastern promise: sheer pantaloons, small tops, bare midriffs and copious amounts of chiffon. Don't forget your accessories;

plenty of jangling jewellery around your head and waist to finish your costume.

For the gentlemen, if you don't fancy being Lawrence of Arabia for the night - how about a genie costume. It's easy; some bright baggy trousers and a big leather belt, add a beard or moustache with an eyeliner pencil and borrow an earring - you have the complete look.

If you still need further inspiration we suggest you read the medieval Middle-Eastern literary epic *1001 Arabian Nights* or watch an old film classic like *Aladdin*, *Ali Baba and the Forty Thieves*, or *The Seven Voyages of Sinbad the Sailor*.

Finally if all else fails and you still need extra help, try these sites for ready to go costumes:
www.measureformeasure.co.uk
www.partypants.fsnet.co.uk



Reserve your place without delay.

Call us on our conference hotline **020 8334 4525** or see www.hpma.org.uk/html/future_conference.php for details.

A PARTY you can't afford to miss

How healthy is your NHS career?



After our success in Glasgow 2005, NHS Partners, the NHS owned people management HR consultancy and research agency www.nhspartners.org.uk has again teamed up with the Healthcare People Management Association to offer complimentary free of charge career management support to delegates at the HPMA conference in Cardiff.

The theme of this year's conference, *Healthcare is changing. Are we?* has personal career management implications for each of us, whether subject to the implementation of Commissioning a Patient Led NHS and transition to FT status in England or facing organisation mergers and recovery plans across the UK.

Clients of NHS Partners career management service value the opportunity to take stock of their careers, review their progress to date and identify options for the future. One recent beneficiary of NHS Partners career management support commented;

My NHS Partners coach has been invaluable in helping me manage my career. Over the course of the programme, the coach helped me to look objectively at my achievements to date, my transferable skills, and all possible career options. Once I had made a decision about my future, they immediately identified some possible job opportunities and I have now

successfully secured my ideal job as part of the senior management team in a Government Agency. Their methodical approach to helping me look objectively at all my options has been paramount to any decision I made"

NHS Partners consultants will be available throughout the conference to offer one hour introductory career management sessions on a confidential one to one basis. A total of 20 sessions are available on a pre-booked basis across the two days of the conference. The commercial rate for each session would typically be at least £150, however NHS Partners are offering sessions free of charge to conference delegates.

Whether you are an existing director, a senior HR manager or have just started your NHS career, here is your opportunity for some dedicated time to invest in something that we all sometimes neglect. This is the chance to reflect on your career to date, work on where you want to be in 5 years time, dust off and overhaul your CV, develop a personal marketing plan, brush up on interviewing techniques, or maybe something else - the choice is yours!

To book your free conference introductory career management session, please contact Sue Trevascus, project administrator at NHS Partners on 01275 812256.

Fantastic benefits for members



Healthcare People Management Association (HPMA) is the only independent association that focuses on HR within healthcare.

To encompass all healthcare professionals HPMA offers a wide range of membership types. For only £25 you can become an individual member and enjoy the great benefits the association brings. At £250 corporate membership entitles you to an unlimited number of registered members. A commercial membership rate has been developed recently to offer companies the same opportunities as it's NHS members. For a company of any size, HPMA brings special rewards.

Joining HPMA will enable you to become part of a UK wide network, which helps to influence, develop and promote high quality HR within the NHS. By becoming a member you will

- receive the HPMA newsletter *eNetwork* – direct to your inbox every month - which features topical articles, legal updates and news from the association
- broaden your horizons and expand your peer network through local HPMA events, seminar and meetings and through HPMA's UK conference and programmes

- receive lower cost services and products from our corporate partners including Personnel Today, good-practice.net and Chamberlain Dunn Employment newsletters
- enjoy reduced rates at HPMA UK events - saving £75 on a conference pass for the HPMA UK Conference
- gain quick access to best practices guides and keep up to date on the latest HR research; the HPMA regularly commissions and disseminates research for members
- share and highlight best practice in HRM through our Excellence awards programme
- to support the UK voice of people management within the healthcare community - your comments, contributions and experience are vital to our continuing success and influence
- gain the opportunities to become more involved with the association, HPMA is always looking for new contributors so if you are interested in becoming more involved in any of our activities - special interest groups, conference planning committee or ad hoc task forces, then do not hesitate to contact Hannah on 0208 3334 4530 or admin@hpma.org.uk

Misconduct outside the workplace

Andrew Rowland is a Partner at healthcare employment law specialists Capsticks. Andrew welcomes your comments or queries on the issues covered in the update; contact him on 020 8780 4740 or by email at arowland@capsticks.co.uk.

Capsticks

As everyone is looking forward conference season, I thought that it might be the right time to issue a gentle reminder about employer's liabilities for employee's actions at social events!

In **Chief Constable of the Lincolnshire Police v Stubbs** (1999), a male police officer was alleged to have sexually harassed a female police officer on two social occasions: firstly, in the pub immediately after work and, secondly, at an organised leaving party. An issue arose as to whether or not the employer could be liable for the male officer's actions, given that they occurred outside of work. The EAT held a number of factors must be considered in assessing whether or not acts of discrimination take place 'in the course of' someone's employment. A Tribunal should look at whether or not (1) the employee is on duty, (2) the conduct occurred on the employer's premises, (3) the incidents took place outside working hours, and (4) the event was organised by the employer. In this case, the EAT agreed that the employer was liable for the male officer's actions. It was noted that the officers regularly went to the pub after work and that the leaving drinks had been organised by the employer. The Tribunal held that the incidents would not have happened but for the female officer being employed by the employer. It indicated that "*work-related social functions are an extension of employment and we can see no reason to restrict the course of employment to purely what goes on in the workplace*".

A different conclusion was reached in **Sidhu v Aerospace Composite Technology Limited** (2000). Mr Sidhu was subjected to violence and racial insults by a fellow employee at a day out at Thorpe Park. As a result, Mr Sidhu picked up a plastic chair to use in self defence. Both employees were subsequently dismissed for violent conduct. The Tribunal held that Mr Sidhu's dismissal was unfair, but that the incident in question had occurred outside of the workplace and that the employer could not therefore be liable for discrimination. The Tribunal noted that, even though the employer had organised the event, the incident did not take place at work but at a public theme park, everyone was attending the event in their own time, it did not take place during working hours, and the majority of participants were friends and family rather than employees. The Court of Appeal upheld the Tribunal's decision.

It is clear from caselaw that Tribunals will also take into account the seriousness of the incident in question when assessing whether or not it occurred during the course of someone's employment. The more serious the incident, the less likely this is. Whilst the above cases may be different to reconcile, each situation must be looked at on its own facts.

Action Points: Employees should be reminded, perhaps in internal disciplinary policies, that misconduct occurring outside the workplace will not prevent disciplinary action from being taken. (However, these concerns should not prevent everyone from enjoying themselves thoroughly at the Arabian themed evening in Cardiff!)

It is also useful to bear in mind that employers can avoid liability for claims by showing that they have taken 'all reasonable steps' to try to prevent discrimination from occurring. I worked on a case with a Trust that managed to convince a Tribunal that it had taken all reasonable steps to avoid discrimination occurring by implementing a full equal opportunities programme. This involved a constant review of the equal opportunities policy (taking into account views of employees who had previously complained of discrimination). There was also a full training programme for all employees, which the Trust demonstrated was well-attended. One HR officer was dedicated to promoting equality of opportunity and could show that the policies were notified to staff at all levels. The Tribunal was so impressed by this regime that it stated that, even if discrimination had occurred, it would have accepted that the Trust had taken all reasonable steps to prevent it from occurring.

Action Point: monitor and review Equal Opportunities Policies and ensure that a full training programme is in place to raise awareness amongst all employees.

Andrew Rowland will be at the conference in Cardiff for both days, and would be very happy to meet people on Capsticks' stand (12). Capsticks will also be holding a champagne reception on the stand between 5 - 6pm on Thursday, to which everyone is welcome – a chance to warm up in advance of the party!

Personnel Today public sector headlines:

Personnel
today

Military personnel to qualify for key worker housing

Armed forces personnel are to be included in the government's key worker programme, giving them access to cut-price housing.

Ruth Kelly, secretary for communities and local government, announced that up to 10,000 members of the Armed Forces and their families currently living in service housing in London, the South East and the East, will receive financial help to give them a first step on to the housing ladder.

They join other key workers, such as NHS clinical staff, teachers, police and probation officers.

Under the scheme military personnel will be able to buy a newly built home, paying a minimum 25% of the price and a reduced rent on the remaining cost of the home.

Members of the armed forces on operational deployments in countries like Iraq and Afghanistan, and a further 2,500 civilian workers at the Ministry of Defence would also qualify for assistance.

Kelly said the new support recognises that contribution the Armed Forces play in public life and their local communities.

"We know that in some areas of the country service personnel, like other key workers, have been priced out of the housing market, that is why we have put low cost home ownership programmes in place, which have supported thousands of families to buy their own homes," she said.

"Extending key worker housing help to the military will enable many more people to meet their aspirations and get a foot onto the housing ladder," she added.

Axe falls on government HR chiefs after damning reports

The HR directors in all four government departments that underwent scrutiny in recent 'capability reviews' are leaving their jobs.

The news has led to government officials insisting the directors are not being made scapegoats for civil service failings and that they all chose to leave voluntarily.

Cabinet secretary Sir Gus O'Donnell has decreed that all government departments must be scrutinised to find out where weaknesses are.

The first round of capability reviews in July saw the Home Office, the Department for Work and Pensions (DWP) and the Department for Education and Skills (DfES) all savaged for their people management failings. Only the Department for Constitutional Affairs (DCA) escaped a serious mauling, but the review still called for an improvement in senior leadership and better employee engagement.

The HR director at the DCA, Helen Dudley, has already moved to the Cabinet Office and it is understood that the DWP's long-serving HR director Kevin White plans to retire. The future of the Home Office's John Marsh and DfES HR chief Susan Thomas remains unclear. None of the four were available for comment.

A Cabinet Office spokesman insisted that despite leaving in close succession, no-one had been forced to go.

"We are not questioning the individual performance of HR directors," said the spokesman. "Following the capability reviews, they decided it was a good time to move on. There is no scapegoating - this is more about systemic issues."



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



NEW APPROACHES IN TRAINING

Using drama for GP training



Sutton and Merton Primary Care Trust (PCT) has used professional actors as part of a drama-based training workshop designed to help 50 GPs conduct more effective appraisals.

The south London PCT worked with training provider Steps Drama to develop the workshop after gaining a sense that the mandatory training it provided for its GP appraisers - on the practical aspects of the process - was insufficient.

"Some GPs see appraisals as a tick-box exercise or an intrusive chore necessary for revalidation," said Dr Chris Arulrajah, associate clinical director for primary care at Sutton and Merton PCT. "We wanted to address these concerns and supplement our standard training with something more interesting and dynamic. Steps's drama-based approach was ideal for this."

Topics covered in the three-hour workshop included the value and benefits of the appraisal process, how to facilitate and provide the right environment, how to raise and discuss difficult issues, the boundaries of the appraisal and the behaviour and approach required.

Steps researched GP attitudes towards appraisals and developed a range of role play scenarios. Set in a fictitious PCT, the interactive scenarios included a doctor trying to appraise a colleague who was cynical about the appraisal process; a senior partner trying to discuss a partner's time management and workload problems and a non-contentious appraisal in which the appraiser addressed the personal development plan section.

Each scenario was role played by two actor/facilitators from Steps. At certain points, one of the characters would freeze-frame the action and ask the delegates what he/she should do or say in order to proceed. The actor would then improvise the suggestions back into the role-play. In effect, the delegates coached the characters through the situations and they saw the resultant outcomes.

"Much of the learning came from the delegates analysing and summarising what they had seen," said Dr Arulrajah. "The actors took ideas directly from the participants and immediately brought them to life."

"The GPs were able to share their thoughts about the appraisal process and provide feedback on how it was being handled and how it could be improved. Steps are very professional and they really understand the underlying issues around appraisals. They've provided appraisal training to over 500 consultant medical staff in a range of NHS Trusts."

The workshop was initially delivered for 20 GPs from Sutton and Merton PCT and from the neighbouring Wandsworth PCT. This was followed by a second workshop for 30 GPs. Two further workshops will run, in February and March 2006.

One of the participants, Dr Simon Elliott, said: "I was impressed with the session. It was enjoyable, humorous and interactive. The scenarios they enacted were relevant to the situations that can be problematic in general practice appraisal."

"It was interesting to see how my colleagues and the actors dealt with certain issues and it made me look at how I might approach those situations. I think this training would be relevant to other PCTs. If you get people to enjoy it, you get them engaged and this helps to raise awareness of problems that could arise and how they might be resolved to best effect."

Robbie Swales, director of Steps, said: "Our professional actor/facilitators perform realistic role play scenarios to explore GPs' concerns about appraisals and create a debate through the characters. The delegates discuss and explore the issues without having to role play themselves."

If you would like to see the power of Robbie's approach, make sure you attend the Steps Drama plenary session on effective relationships at the HPMA UK Conference (Friday 13 October 14:15).

Conferences we have known



While I can't claim to have the longest AHHRM/HPMA conference memory, I haven't missed one for the past 10 years. Plenty of others can go back further but we are in the unusual position of starting out as reporters and exhibitors in 1996 to promote our employment newsletters and becoming, five years ago, the conference organisers.

Before the Department of Health discovered HR and created their own HR in the NHS conference, the conference centrepiece was always the Secretary of State's speech. But somehow in official eyes the audience could never get it right. If they listened respectfully and didn't ask awkward questions they were seen as dull and passive; if they came on strong with lots of controversial questions, they were regarded as 'trouble.' Its all been a lot easier since they stopped coming.

The conference has always had excellent speakers, workshops and discussion panels. Its great strength is that it is a UK-wide organisation so that as the health services in the four countries have developed along different paths, the conference became a rare opportunity to compare notes and learn from each

other's successes and failures. And of course the UK element has meant that we have been able to see the world – with some tremendous conferences in Dublin, Belfast and Glasgow.

But AHHRM/HPMA conferences are always best remembered for the evening events. Even sensible people get a dreamy far away look when they remember the good times. The sponsored karaoke at Warwick University saw Andrew Foster, Elaine Way and Unison's Bob Abberly in an early vocal celebration of partnership working. The generosity of *BMJ Careers* also brought us the Blues Brothers themed evening in Chester where hats and dark glasses disguised some outrageous Bushmills-fuelled behaviour.

And one past conference has very special memories for our in-coming president Deborah O'Dea but you will have to wait for her conference address to find out why...

How can you resist Cardiff 2006?

Alison Dunn
Chamberlain Dunn

The changing face of executive pay



Restructuring and different organisational models creates a moving market for setting executive pay.

Remuneration committees need to be sure that they are not open to criticism that their chief executive and executive directors are receiving overly generous pay increases whilst other staff feel the effects of recovery plans.

It is also important for organisations to ensure they remunerate such key roles in a way that ensures the postholders are motivated and paid at a rate that enables effective recruitment and retention.

In the case of strategic health authorities, special health authorities, PCTs and ambulance trusts, remuneration committees responsibilities have changed following the issuing of the pay framework for very senior managers. The framework sets basic rates but decisions in respect of any additional payments and bonus's still need to be considered and evidence based.

NHS trusts and NHS foundation trusts must still determine their own pay policy and remuneration for very senior managers. This is particularly significant for foundation trust status as the business and governance accountabilities of executive and non executive directors are increased. Foundation trusts are increasingly making comparisons with private sector organisations as well as the traditional NHS and wider public sector market.

Due, however, to the different nature of the majority of the organisations in the FTSE and other similar groups the make up of total remuneration packages, comparison is not appropriate with them when setting foundation trust pay. Some comparison at least with basic pay rates with companies included in the Alternative Investment Market (AIM) and the wider range of companies may be appropriate. But this raises the question – will we see the return of performance related pay to this management tier of the NHS?

Whatever the changes to pay systems remuneration committees need to be aware of their unique roles and responsibilities that need to be applied within codes of conduct and accountability.

For more information on the support NHS Partners can provide in respect of performance contracts and reward, please contact Phil Waite on 01275 812252 or philip.waite@nhspartners.org.uk

At this year's HPMA UK conference Tim Sands, pensions review project manager from NHS Employers is joined by Jon Skewes, director of employment relations and development at the Royal College of Midwives to bring delegates up to date and debate the latest pensions consultation.

Don't neglect your professional education

So many members are telling us about the difficulties they are encountering in getting funds to attend this year's conference in Cardiff. Last year was tough enough, they say, but this year is a nightmare. It's ironic given that we have deliberately arranged this year's programme as a structured learning experience to help HR professionals perform more effectively in the current climate.

If you are in this position, you may like to contact your branch for funding. Some branches are sitting on considerable resources and there can be no better time to use them when the need for continuing professional education is so great.

And if you fall into any of the categories below, you can benefit from a special reduced price of just £150 for the whole conference including the dinner. Or if you are time-poor as well as just poor, you may like to consider joining us for one day and the dinner.

The cost of this is just £100.

These groups are:

- those of you who are faced with having to pay your own way as official funds are not forthcoming.
- HR professionals in training
- your trust colleague booked a conference place before 21 September 2006

Delegates will find our conference a valuable and stimulating element of her induction into her new role. So let me remind you of what you can expect to get out of attending the HPMA UK conference in Cardiff this October:

- Be inspired by the experience of a gold medal winning Olympian to achieve outstanding performance
- Be stimulated by unique insights into effective leadership
- Be challenged by clinicians who are leading service change
- Be motivated to build stronger and more effective relationships by Steps Drama scenario – and entertained as well!
- Be focussed on how to seize the opportunity for career development through career counselling
- Be positive about your personal impact, gaining valuable insight into how to present yourself to best effect
- Be excited by new developments, challenges, technologies and insights into the future of people management in healthcare
- Be thrilled by our Arabian nights evening!

So reserve your place without delay. Call us on our conference hotline 020 8334 4525 or see www.hpma.org.uk/html/future_conference.php for details.



Alex O'Grady
HPMA Executive Director
aogrady@tiscali.co.uk

DATES FOR YOUR DIARY

- **HPMA & NHS Partners Excellence in HRM Awards 2006**
Awards ceremony Wednesday 11 October 2006, Cardiff City Hall
- **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
- **NI HPMA branch conference** 8-9 March 2007, Radisson Roe Hotel, Limavady