

Member Services 2011 & Report on 2010 Activities

Dear Colleague

The past year has been an exceptional one for the City HR Association which leads me to be really excited about the programme we will be delivering throughout 2011.

One of the most important aspects of this year has been the relationships that we have built with external bodies which underpin our profession and market sector.

Looking first at our profession, the City HR Academy has been fortunate to work with some highly talented individuals who have worked hard to progress their careers by studying for their Assoc.CIPD qualification. Our inaugural programme students achieved excellent examination and coursework results over the summer and are now in year two of the qualification. The second group of students commenced in September 2010, under the new CIPD syllabus, and we wish them equal success with their studies. Applications for the 2011 programme are now welcome from potential students or as a nomination by their HR Director.

Education and maintenance of high professional standards will be a key area of focus for 2011 and members can expect more in this respect.

A highlight for many at the Annual Conference, was Jackie Orme, who as the Chief Executive of the CIPD, talked about talent management for HR professionals. Her presentation covered HR for Today and Tomorrow and took delegates through the HR Profession Map, looking at the core competences required for those just embarking on their HR career through to the next generation of HR Leaders. This is something that the City HR team will be exploring during the coming year. A round up of our other marvellous speakers appears in a later section of this newsletter.

Addressing the issues affecting our sector has been the second area in which City HR has come to the fore. Following the implementation of the FSA Code on Remuneration on 1st January 2010, and the extension of the code from the 1st January 2011 which will bring more organisations in scope, City HR has facilitated two workshops with the FSA to give members a first hand overview of reward policy expectations and the implications of these for ARROW visits. This has been supplemented by detailed workshops and workbooks to assist members in planning and implementing their own pay strategies.

Considerable work and consultation in the field of diversity has also been an area of intense activity this year. A Working Party was set up to both liaise with the Equality and Human Rights Commission (EHRC) following the publication of their "Financial Services Inquiry: Sex discrimination and the gender pay gap" and members should have received their new Diversity Best Practice Guide for the City in this respect.

During the course of 2011, the City HR Business Plan focuses on three key areas:

- Maintaining the relevance and range of services to members through free networking groups, member fora and the provision of best practice and expert opinion
- Developing the HR profession in financial services, professional services and the range of organisations that we support through education and qualifications at the City HR Academy
- Engaging more fully in Corporate Social Responsibility so that we can leverage our skills and resources for the benefit of others.

As a consequence, City HR has now completed its journey from being a first-class networking and knowledge sharing group to being an organisation that consults, researches, analyses and delivers on issues that affect our profession. The City HR committee is now on a mission to ensure that we hold the highest possible standing in our community and profession and this will reflect much of what we do in the coming year.

I hope that you will continue to enjoy being a member of City HR and will help us to grow our membership so that we can all benefit from wider networking opportunities and the sharing of best practice across a wide range of industries, both here in the UK and internationally. If you are not already a member, then please think about the benefits of joining our Association and contact the office to find out more.

Robert Potter

Chair of City HR

Group HR Director, Jardine Lloyd Thompson

December 2010



Contents

Chairman's Report	1
2010 Activities	2
2011 Activities – CSR	3
2011 Programme Timetable	4

Member Services and Value Proposition

Core Services (Free to Members)

- Quarterly Member Fora
- Networking Events and knowledge-sharing
- Lobbying and representation
- Best Practice
- Quarterly Newsletter
- Sub-Committee and Networking Groups

Added Value Services (Significantly discounted)

- City HR Academy (CIPD qualification training)
- Training Programmes
- HR Policies Benchmarking
- Compensation Forum
- Conference
- Careers Advisory Service
- Mentoring
- HR Vacancy and Candidate Register



Report on Activities 2010



Diversity Working Party

Members should have received our booklet entitled "Diversity – A best practice guide in the City". This was a culmination of extensive research and consultation undertaken by the Diversity Working Party under the leadership of Louise Redmond. Diversity continues to be an important issue for employers and with the Equalities Act passed in Labour's last term in Parliament it was clear that City HR needed to do more for its members in this respect.

Over the past year, we have liaised and consulted extensively with the European and Human Rights Commission to understand many of the concerns raised in their "Financial Services Investigation – Sex discrimination and the gender pay gap" and to discuss how best to act on these and to implement some parts of the Equalities Act. At the same time, we have been able to showcase many of the excellent initiatives being undertaken by organisations in the fields of flexible working, parent and other specific networking groups, coaching and maternity leave mentoring as well as to detail the progress being made by members in this important field.

City HR has also researched the views of its members and, just as importantly, those of employees working or job seeking in the City, to find out how organisations can make a perceived difference to their diversity programme. We were very pleased to partner eFinancialCareers.com in a survey which attracted 816 responses from individuals, the outcome of which John Benson, CEO, presented at the conference (see below) and the key findings of which are reported in our Diversity booklet.

Whilst our diversity work will continue throughout 2011, we are hopeful that our guide will prove useful to those members who wish to progress their own firm's diversity agenda as well increase recognition on the enhancements being made in our industry.

The guide is not just relevant to firms within financial services but in fact highlights the issues being faced by employers in all sectors with some useful policies, case studies and checklists which can be customised to reflect each organisation's internal needs.

Further free copies of the guide are available as a pdf download from www.cityhr.co.uk/members/downloads

City HR Conference

The key theme for the recent City HR Association Conference, held in November, was how to foster real employee engagement particularly in an environment where cash may no longer be king. Just like a reality TV show, delegates witnessed drama, singing, masterclasses and a panel as contestants reflected on life in the City and its impact on the talent management arena.

The show opened with a detailed look at what employment engagement really is and how to know whether you have actually got it. Professor David Guest, of Kings College London, challenged the audience to consider the meaning and gave some options but particularly liked the David MacLeod definition which saw engagement as "an interaction between team members to a common purpose". Professor Guest also asserted that employee engagement had to be both job and organisation related.

Having set the scene, there were echoes of Professor Guest's masterclass throughout the day.

Scott Garrett, Managing Director of The Story-Tellers captivated the audience with spellbinding stories on how to secure employee buy-in to the corporate business plan. He used a video depicting key moments in history and the accompanying speeches of great leaders to show how powerful messages can inspire others and get the buy-in required to accept changes that will make a great difference. Garrett felt that there were three stages that were critical to employee engagement and buy in.

"First employees need to understand the vision and mission in the company. Secondly they need to have a belief in the journey and finally, they need some ownership of the strategy".

Similarly Adrian Moorhouse MBE and Managing Director of Lane4, enraptured the audience with a different dimension on engagement in that in today's business world, employees need to develop a mental toughness to succeed on both an individual and organisational level.

The organisational view of talent management was completed with the showcasing of the Prudential's own talent programme.

However, it was the application of talent management in the HR profession that really tied this topic together. Jackie Orme, CEO of the CIPD, talked about HR for Today and Tomorrow and gave an overview of the recently published HR Profession Map, a tool that we will be encouraging our members to use during 2011.

There were no fireworks or sequins during the day's exploration of employee engagement but there were music, drama, lights and action.

This came from our final drama and performance inspired session jointly led by Steps Drama Learning and VoxBox Corporate Voices. Steps initiated a Popart survey around employees in the City to find out what ticked the box for them, whilst VoxBox closed the conference on a high with a group sing-along to generate that feelgood factor.

The key message seemed to be that in times of austerity employee engagement must come to the fore and that employers should look at the strategy, culture and journey of their organisation against their employees' aspirations – which are sometimes quite straightforward – to optimise the employee proposition.

**HR in the
2010 City**

New members in 2010:

We are delighted to welcome the following members who have joined during 2010:

Full members:

Amlin plc	Chuo Mitsui Trust International Ltd	Heartwood Wealth Management	Linklaters LLP	Tyser & Co Ltd
Besso Group	Danske Bank	Henderson Global Investors Ltd	Lockton International	
Brown Shipley	Fidelity International	Knight Capital Europe Ltd	Royal Bank of Canada	

Associate members

Hays Specialist Recruitment
May and Stephens Recruitment Ltd

Independent Consultants

Margarita O'Malley (NITOR Search and Selection)
Elizabeth Newton (Newton Whyatt)
Dr Charlie Easmon (The Number One Health Group Ltd)

Nicki White (Lawrence Direct Consulting Ltd)
Mark Allsup (QV Career Counsel LLP)

City HR Policies Benchmarking Programme

Nearly 60 organisations participated in the 2010 City HR Benchmarking programme, which covered every facet of HR, in terms of policy and spend. Topics covered included HR structures, HR to user ratios, pay strategy, recruitment, training, graduate programmes, diversity, employee turnover, severance pay and pensions, just to name a few.

A major addition was an in-depth look at the changing face of reward in light of the FSA Code on Remuneration which examined how companies were structuring base pay and bonuses, specifically looking at base pay increases, deferrals and clawbacks for the front office and "all other staff" categories. The survey also summarised existing and proposed pension schemes, providing a breakdown on employee and employer contributions and the key terms and benefits associated with each plan.

Members who participated have found the data invaluable in formulating many policies and plans for the future. We have also extended the service to provide peer group networking meetings so that organisations can compare and contrast practices with their colleagues in similar firms. The peer groups for 2010 were: Investment Banking; Small to medium sized financial service firms; Asset Managers and Insurers (predominantly the underwriting and broking community).

The next survey will commence in February 2012.

City HR Plans for 2011

Our key aim for 2010 was to heighten our profile with Government Bodies and within the profession to represent the views of our members. This has been achieved and will continue throughout 2011.

There are some more specific areas that City HR wishes to address and these are summarised below.

Expansion of the City HR Academy

The Academy presently supports the professional development of members through the acquisition of the Assoc.CIPD qualification. It is our intention to expand the programmes on offer to HR practitioners at all stages of their career which will be supported by industry recognised qualifications.

Member requests have included an Internal and External Coaching qualification, together with an accredited Assessment Testing Programme for the identification and sourcing of talent through every part of the talent cycle.

Full details of these new programmes will be available in January 2011.

The City HR Association is run by members, for the benefit of members. The current committee members are as follows:-

Key Officers

Stephen Sidebottom (President)
Robert Potter (Chair), Group Head of HR, Jardine Lloyd Thompson
Nigel Holmes (Vice Chair), Head of HR, EMEA, Societe Generale

David Barnett, Head of Internal Audit,
Mitsubishi UFJ Trust & Banking Corp

Committee Members

Meena Anand, Country Integration Head, HR,
Standard Chartered Bank
David Clifford, RewardPlus
Andrea Eccles, Director, City HR Association
Sheena Gibson, HR Director, Hermes Pensions Management Ltd
Marc Hoodless, HR Director, Arquaam Capital, Dubai
Faith Jenner, Faith Jenner Consulting Limited
Jane Mann, Employment Law Partner, Fox Williams
Andrew Pullman, MD, People Risk Solutions
Louise Redmond, Director,
Law Debenture Governance Services Ltd.
Karin Rehacek, HR Director, Erste Bank
Ian Nash, Company Secretary, Punter Southall

Key Responsibility

Corporate Social Responsibility
Affiliations and Insurance Sector
International HR focusing on Europe and the Investment Banking Sector
Hon. Treasurer

International HR focusing on Far East

Compensation
Member Relations and Operations
Social Events and Asset Management
Middle East HR
Professional Services
Employment Law and Best Practice
Learning and Talent Management

Head of Sector Coverage
Membership Activities
Associate Members and Pensions

Corporate Social Responsibility

Our President, Stephen Sidebottom, has identified three key programmes to be supported by City HR. These are:-

- 1 CREATE, an arts-based organisation who are supported by the London Host Boroughs to deliver an annual arts festival in East London including cultural events for the London 2012 Olympics. As part of the Olympic legacy they will provide an ongoing annual arts festival in East London post 2012. City HR members will be able to get involved in a number of ways as volunteers.
- 2 The Cass Centre for Charity Effectiveness which works on governance issues with organisations in the not-for-profit sector. The City HR Association will assist by providing or facilitating HR Best Practice documentation to support organisations who are lacking an HR function, or to provide expert help through the membership in the delivery of HR workshops to senior managers for whom HR is a part of their responsibility.
- 3 South Bank University who have established an outreach programme called City Opportunities to support children in care through structured interventions to raise their career aims and life aspirations.

Please let us know if you would like to register your interest in helping with any of these programmes. We are now seeking urgent help to enable us to support the City Opportunities programme at the end of February. Stephen outlines how you can help below.

“One of the Association’s major developments of 2010 was the launch of City HR’s formal involvement in a number of CSR activities. We are now asking members to get involved in one particular programme called City Opportunities.

City Opportunities is a project launched in 2010 by the City of London Corporation and the London South Bank University to provide young people coming out of care with a potentially transformational introduction to university life and practical skills for future jobs and study. It is a week long programme of workshops, challenges, and skill sessions. The programme will be run several times in 2011 with up to 15 participants in each event.

There are three main ways in which you could assist with this amazing programme:

- 1 Volunteer to participate in the programme as a mentor or facilitator (in collaboration with the Brokerage Citylink). This could, for example, include talking about your own experience of working in the City, providing context about general City opportunities and career paths, providing advice and guidance on CV and interview skills, and working with the participants as part of the programme follow-up.
- 2 Hosting some of the programme activities. In total two of the five days are held away from the London South Bank University, and help is needed to identify facilities, including rooms for presentations and hosting lunch. The objective of this part of the programme is to provide participants with direct experience of being in City offices, so it would be particularly useful to allow them to see a range of firms, from large to relatively small employers.
- 3 Volunteer to participate in a small design working group to look at developing a number of aspects of the programme, including evaluating and assessing programme impact, developing appropriate self-assessment and diagnostic tools, creating a resilience skills training module, and formalising alumni activities.

If you would like to help with any of these activities and would enjoy the opportunity to get involved alongside colleagues across the City please contact the City HR office and register your interest. The next City Opportunities programme will run in February, so we aim to get this up and running early in the New Year. I can't think of a better New Year's resolution than to decide to help provide better life opportunities for these young people.”

If you would like to ask any questions about the City Opportunities programme or other aspects of City HR's CSR activities please feel free to drop Stephen a line at Stephen_Sidebottom@hotmail.com or, of course, call or email the City HR office.

The reverse of this publication outlines our programme for 2011, the full details of which can be found on the website.

CITY HR TIMETABLE OF MEMBER EVENTS 2011



Event	Delivered/Hosted by	Cost	Date/Time
Developing internal coaching capability and capacity and the role of coaching Supervision This event will explore the drivers for the development of the internal cadre of coaches at Deloitte, reviewing the various stages of coach development. Christine Champion will highlight best practice around developing internal coaching skills and the role of Supervision in supporting the professional development of coaches. Claire Davey will showcase the development of their innovative, effective and cost saving internal coaching cadre.	Christine Champion , Cedar TM Claire Davey , Deloitte Venue: 23 Austin Friars, London EC2N 2QP	£125	13th January 08.30 to 11.00
Member Forum followed by networking over drinks.	David Whincup , Squire, Sanders & Dempsey (UK) LLP formerly Hammonds LLP Loraine Martins , Olympic Delivery Authority Venue: Squire, Sanders & Dempsey (UK) LLP, 7 Devonshire Square, Cutlers Gardens, London EC2M 4YH	Free	10th February 16.30 to 18.00
Reflecting on Applying the FSA Remuneration Code. David Clifford facilitates an interactive workshop which looks at the progress made by members in applying the extended FSA Code and discusses how to implement the latest developments.	David Clifford , RewardPlus and Chair of City HR Compensation Forum. Venue: Simmons & Simmons LLP, CityPoint, One Ropemaker Street, London EC2Y 9SS	£75	16th February 08.30 to 11.00
Diversity: A practical workshop on implementing diversity and the next steps for managing this process. This programme will be a follow up to the final published report by the EHRC and will take into account any further announcements made by the coalition government or other leading bodies. The full content and date of this programme will appear on our website in February.	City HR	£95	March (exact date TBA)
Climbing the promotion ladder. Top tips for HR professionals on personal or team talent management. CMC discuss some essential ingredients to forge yourself a successful career in HR and develop your HR team while the CIPD highlight how to use their new HR Professions Map to plot your HR career.	Steve Thompson-Martyn , CMC Claire Bennison , CIPD Venue: Career Management Consultants, 9 King Street, London EC2V 8EA	£95	2nd March 08.30 to 11.00
HR Business Partner or Relationship Manager: How to engage with your business: This programme looks at ways to engage with the business to add maximum value and includes helping line managers through the employment minefield	Andrew Pullman , People Risk Solutions Paul Fontes , Eversheds LLP Venue: Eversheds LLP, One Wood Street, London EC2V 7WS	£125	21st April 8.30 to 12.00
Abolishing the normal retirement age – implications for employers Experts discuss the implications from an employment law perspective and also the implications for pension schemes and insured benefits	Joanne Owers – Fox Williams LLP Jane Mann – Fox Williams LLP John Dean – Punter Southall Jane Beverley – Punter Southall	£125	17th May 9.30 - 12.00
Member Forum & AGM followed by networking over drinks.	Venue: Charles Russell LLP, 5 Fleet Place, London, EC4M 7RD	Free	26th May 16.30 to 18.00
Compensation Seminar: The latest trends. An update on compensation activities relating to base pay and bonus payouts for 2010 and the prospects for 2011. Also reviews Government and Regulatory issues affecting City pay.	The panel includes: Towers Perrin, City Pay Associates, Punter Southall, Mercers and PricewaterhouseCoopers Venue: Simmons & Simmons LLP, CityPoint, One Ropemaker Street, London EC2Y 9SS	£125	16th June 14.00 to 17.00
Engaging Employees to Enhance Organisational Performance This workshop will guide participants in these areas: • Understanding of 'employee engagement' – both theory and practice – and how it interrelates with developing a performance culture. • The role of employee engagement in achieving organisational goals and implementing strategy. • Creating the conditions for engagement, in tough times as well as good. • How to measure engagement, and ensure that this drives action planning and follow-through. • Roles and responsibilities – who should do what to enable employee engagement.	Andrew Lambert , Corporate Research Forum Venue: 23 Austin Friars, London EC2N 2QP	£125	12th July 08.30 to 12.30
Summer Party – A chance to network with colleagues or to catch up with friends		Free	7th July
Member Forum followed by networking over drinks.	Osborne Clarke One London Wall, London EC2Y 5EB	Free	20th September 16.30 to 18.00
A Spotlight on Learning & Development. "The Truth about Talent" – Jacqueline Davies, Head of Talent, Performance & Resourcing at Barclays Global Retail Banking, challenges some traditional concepts about talent management from her recent book, and offers an alternative approach.	Andrew Pullman , People Risk Solutions Jacqueline Davies , Barclays Global Retail Banking	£125	29th September 9.00 to 12.30
Annual Conference: Compensation Part 2: Planning for the 2011 compensation cycle.	Venue: Stationers Hall, Ave Maria Lane, London EC4M 7DD	£395	12th October
	The panel includes: Towers Perrin, City Pay Associates, Mercer, Punter Southall and PricewaterhouseCoopers Venue: Simmons & Simmons LLP, CityPoint, One Ropemaker Street, London EC2Y 9SS	£125	16th Nov 08.30 to 10.30
Member Forum followed by networking over drinks.	Eversheds LLP One Wood Street, London EC2V 7WS	Free	24th Nov 16.30 to 18.00
Christmas Party		Free	1st December
Network Group Meetings	Host	Cost	Date/Time
Asset Management, Private Banking and Hedge Funds	Ruffer LLP 80 Victoria Street, London SE1E 5JL	Free	2nd Feb 16.30 to 18.00
Canary Wharf	Venue TBC	Free	16th March 08.30 to 10.00
Insurance	Jardine Lloyd Thompson	Free	19th May 16.30 to 18.00
Asian Banks	Bank Tokyo-Mitsubishi UFJ, Ltd.	Free	15th June 16.30 to 18.00
European and Investment Banks Small to medium sized firms	Erste Group Bank AG 68 Cornhill, London EC3V 3QE	Free	1st September 16.30 to 18.00
European and Investment Banks Large firms	Venue TBC	Free	15th September 16.30 to 18.00

Invitations and agenda to Network Group Meetings will be sent out one month in advance. Dates will be advised nearer the time. All prices exclude VAT