

# CITY HR CONFERENCE MAKES A DIFFERENCE

The theme of this year's Annual Conference is 'HR: Making a Difference', and that is what we are aiming to achieve in the delivery of this year's 'must attend' event. An exciting line-up of speakers, a new location and a more interactive format are just some of the differences that delegates will experience this year.

By way of background, the conference will explore the theme from two perspectives:

- HR and its impact on the Business with contributions from a City Chief Executive and a leading academic on the HR strategies and interventions that optimise – or underpin – organisational effectiveness and
- HR and the Social Agenda with leading figures exploring the role of HR in pioneering diversity, social inclusion and cross cultural intelligence.

Against this backdrop will be presentations from top level HR professionals on the issues that have affected City organisations during the last twelve months together with how the profession has responded to these issues alongside the challenges ahead for 2009 and beyond. Delegates can expect reward, restructuring and mergers to feature in the melting pot of issues and there will be ample opportunity to ask questions or to share experiences with colleagues and industry experts.

So who will be presenting at the City HR Conference? Looking first at our external speakers, we are looking forward to welcoming **Janet Gaymer**, CBE QC, Commissioner for Public Appointments in England and Wales, **Barbara Merry**, CEO Hardy Underwriting Group and **Scott Moeller**, Professor and Director of Executive Education at Cass Business School.

Later in the day, we have **Loraine Martins**, who is the Head of Equality and Inclusion for the Olympic Delivery Authority/London 2012 (ODA). As London gears up to host the



next Olympic and Paralympic Games, Loraine will outline the importance of diversity in sourcing suppliers and delivering a fully inclusive event for the participants and community alike. Loraine will also share the next steps, post Beijing, and identify ways in which our members may learn more and support the massive endeavours of London 2012.

Equally important, is the knowledge and experience shared by our 'internal speakers' all of whom are senior members of, or contributors to, City HR. These individuals are prepared to share their experiences and to identify and debate the HR challenges ahead relating to the audience's businesses and markets.

City HR Chairman, **Stephen Sidebottom**, will chair and facilitate the 2008 Conference with presentations by **Mark Ellis**, former Head of HR at Bear Stearns; **Robert Potter**, Group Head of HR at Jardine Lloyd Thompson; and **Maliya Price**, Head of Reward for Global Lines of Business at RBS.

The format of the conference has also changed to offer delegates an element of choice in the sessions that they attend and to effect greater participation in the conference and wider networking amongst HR colleagues. Breakout sessions in the morning will be delivered by **Jan Hills**, Orion Partners, on HR Business Partnering, whilst **Robin Hames** of PIFC will examine those elements of reward which enhance employee engagement and retention, particularly during difficult market conditions. The afternoon breakout sessions

will be led by **Paul Sizeland**, a Director in the Economic Development Unit at the City of London Corporation, on Corporate Social Responsibility, with **Stephen Martin** of ITAP working alongside 'conference veterans' **Steps Drama Learning Development** on the theory and enacted case studies on Cross Cultural Intelligence.

The venue this year is Painters' Hall, which not only offers unique and beautiful surroundings, but lends plenty of space for breakout sessions, exhibitions and catering. Best of all is the members' price this year which is fully inclusive of materials, lunch and the evening reception at the price of £245 + VAT, which is less than 2007!

Last year's conference was considered a major success with a first class combination of speakers, exhibitors and delegates. Conference Chairman, Stephen Sidebottom counters:

"This year, the venue and format offers greater choice and personal involvement in what can be considered the most tailored event for HR professionals within finance, professional services and the organisations that underpin these vital activities".

We hope to see you there.

**Tickets are now on sale via the City HR office on 020 7670 1932 or via our website [www.cityhr.co.uk/events](http://www.cityhr.co.uk/events).**

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# IMMIGRATION UPDATE

2008 is a year of unparalleled change for those businesses which employ non-EEA nationals. The Government is rolling out a Points Based System (PBS) to replace all current immigration routes to working in the UK. The PBS is a five tier framework and the most relevant tiers to the financial services industry are Tier 1 (highly skilled migrants) and Tier 2 (skilled workers with job offers).

## Overview of Tiers 1 and 2

**Tier 1** was implemented in June 2008 and replaced a number of immigration categories, including the Highly Skilled Migrant Programme. Under Tier 1 (General), an individual needs to score 75 points across 4 areas – past earnings, qualifications, age and UK experience. Migrants also need to demonstrate good English language skills, and demonstrate that they have held at least £2,800 in savings in the previous three months, with a further £1,600 for each dependant.

**Tier 2** is expected to replace the work permit scheme on 1 November 2008. The “work permit” will be replaced by a “Certificate of Sponsorship”. Employment will meet the requirements of Tier 2 where 50 points can be scored across 3 categories – qualifications, prospective UK earnings, and the type of job offer (eg, Intra Company Transfer or where the job has been advertised). Tier 2 migrants (save for intra company transferees) need to demonstrate basic English language skills, and also pass a maintenance test.

## Licensed Sponsorship

Businesses can freely employ Tier 1 migrants, but to employ a migrant under Tier 2 a business must have registered with the UK Border Agency (‘UKBA’) as a Licensed Sponsor. Applications are made on-line on the UKBA’s website. The UKBA will then conduct a risk assessment and rate the business to ensure that it can fulfil its sponsorship obligations. Their assessment will include an analysis of the systems in place to monitor immigration status and prevent illegal working. They will look at procedures for carrying out immigration checks, and procedures for monitoring expiry dates of migrants with limited leave to remain. They will also assess the systems for maintaining contact details of migrants, the business’s general standard of record keeping and its recruitment practices. If the UKBA is satisfied that the business is low risk to immigration control, it will be issued with a Sponsorship Licence.

If a business does not have a Sponsorship Licence by 1 November, it will not be able to employ a migrant under Tier 2, nor extend the employment of any existing work permit holders beyond their current permit. This could have serious consequences for businesses with an urgent need to recruit or retain workers with essential skills and experience unavailable in the EEA. It would also prevent international businesses from transferring a key employee of a parent or subsidiary company to the UK.

The UKBA recommends that businesses aim to apply prior to 1 October 2008 if they require their Sponsorship Licence to be valid from 1 November. Businesses should therefore take steps now to ready themselves to apply for a licence over the next few weeks. They should also scrutinise their HR practices and procedures to maximise the chances of their application being successful.

**Caroline Blaydon**  
Immigration Specialist  
Charles Russell LLP

# LOCAL RESOURCING INITIATIVE

Most City businesses recognise the importance of recruiting high calibre candidates drawn from diverse backgrounds; very few, however, recruit from their local areas. As well as community regeneration, there’s also a strong business case for engaging with local people beyond CSR and Diversity agendas.

It is therefore apparent that there are a large number of City firms who are not recruiting locally and a need for greater guidance for those firms who wish to do so. To address this, the City of London has recruited a new Employer Engagement Manager to engage City firms with local recruitment and aspiration-raising initiatives aimed at residents from the neighbouring boroughs.

Schemes operated by firms focused on the engagement of local fringe residents have proved to be highly successful, enabling individuals to learn new office skills, improve their literacy and numeracy and overall enhance their long-term job prospects. In the same way, City firms have made considerable savings in recruitment fees by finding motivated candidates who benefit by being offered opportunities they wouldn’t normally be in a position to access. They have also been able to access a wider talent pool of recruits who bring fresh new perspectives and attitudes to their business.

The new Employer Engagement Manager at the City of London will be focused on contacting those City businesses who may be under-engaged or who do not yet have an active local recruitment programme. Charlotte Factor will be liaising with the human resources, corporate responsibility and procurement functions within City firms to promote local recruitment and encourage greater employment opportunities for City fringe residents.

For more information, please contact Charlotte Factor on 020 7332 3077 or at [charlotte.factor@cityoflondon.gov.uk](mailto:charlotte.factor@cityoflondon.gov.uk).

# BEING AN EMPLOYER OF CHOICE IN THE FINANCIAL SERVICES SECTOR

Recent research conducted by Penna – in partnership with the CIPD – determined that currently only 44% of employees in the financial sector would actually recommend their organisation – so the potential to outshine the market and become a talent magnet is clear. So, how can an organisation become an employer of choice? With increasing diversity as to what people want from their careers, the key challenge is to understand what will attract, engage and retain those with business critical skills and competencies. To share some insight around this, Penna has recently conducted research in partnership with the CIPD, to explore what employees in different sectors across Western Europe value, to help build a picture of how diverse the employer value proposition may need to be. Over 5,500 workers were surveyed including 500 within the financial sector during May 2008.

In terms of recruitment, the tide finally seems to be turning for employers in the sector. The on-going issue of recruiting and retaining the best staff (under the heading of 'Talent Management') is still there, but the rules of engagement are changing. For a long time, it has been an employee's market, and businesses have suffered retention problems and have had to offer increasingly competitive packages. But the current economic environment is changing that. Penna has found that only 56% of people in the financial sector say that competitive pay is a key factor in their decision making about a potential employer. Work-life balance continues to be sought, especially in the form of flexibility around the working day. People in the sector will join organisations that help them to build their employability – particularly in building on their specialist area of expertise (only 38% feel they have opportunity to grow in their current role).

They also want jobs offering a sense of purpose and challenge, although only half of those surveyed felt they get this from their current role.

With 56% of employees in the sector not willing to recommend their employer to others, there is clearly still a need to understand what can help an organisation retain its best people. And while uncertainty in the markets may allow employers to pick and choose more than before, there is still a growing need to deepen and widen the understanding of why some organisations are so much better at retaining excellent people. Organisations that seem to excel in retaining excellent staff do two key things in addition.

**Are you an employer of choice?** How would employees in your organisation respond to the following questions:

- Would you recommend your firm to others?
- Do you feel passionate about your job?
- Are you happy to 'go the extra mile' in your job?
- Do you intend to stay?

If the answer is 'yes' to all of these questions, then employees are engaged with their employer – they will work better and harder, and are likely to stay. If more than 23% report feeling engaged – and fewer than 19% are disengaged, then you are achieving above average ratings. However, it is worth noting that those organisations with the best ratings are achieving engagement levels closer to 60-70% to achieve positions in league tables like the Best 100 Companies To Work For or the 50 Great Places to Work.

So what do you need to do to ensure the answers are a resounding 'yes'? Get the generic retention factors right and be clear about what makes you different to competitors for your employees.

Firstly, our research indicates that the development of organisational competencies such as leadership, change management and focus on customers are key differentiators. Leadership competencies, for example, include enabling employee involvement, building a sense of organisational trust, and ensuring the vision provides a clear direction for employees at all levels. Currently around half of employees feel that leaders are accessible, feel information they receive is believable or that senior managers will take the organisation in the right direction. Secondly, focus on customers could improve with only 62% feeling it's the norm in their organisation and 51% feeling they would be recognised for giving excellent service. Focus on internal customers is also vital - where the support functions (such as IT and HR) offer a sense of internal customer service to enable other workers to be productive. Only 37% of employees feel they receive such support. Our research indicates that investment in such resources helps retain critical staff, improve employee engagement and maintain business performance.

How does your organisation fare as an employer of choice? This depends on how your employees would respond to the questions posed in the inset box. Is your organisation a talent magnet or is there still scope to enhance your retention strategy?

For further information on this research, please contact Kelly Drewery, Employer Reputation consultant at Penna Plc at [Kelly.Drewery@Penna.com](mailto:Kelly.Drewery@Penna.com).

**Kelly Drewery**  
[www.penna.com](http://www.penna.com)

# CITY HR – OPTIMISING YOUR MEMBERSHIP

Over the past few weeks, the City HR Team have been visiting as many members and associate members as possible to explore the following:-

- 1 How can you optimise and derive outstanding value from your membership and
- 2 What are the issues that City HR should focus on for 2009?

The output from these meetings is vital in helping us to structure the right type of activities for the forthcoming year and to ensure that we provide the right blend of free or heavily discounted services.

Taking first the issue of providing outstanding value for money, our aim here is very clear. We endeavour to provide 'core' services through subscriptions and this provides members with the quarterly member forum, the quarterly newsletter, and the Summer and Christmas Party. In addition, we now provide two highly detailed 'Best Practice' guides per annum (Bullying and Harassment in February 2008 and Diversity scheduled for November 2008) and work really hard to represent the interests of our members on national issues such as the ACAS draft code on Disciplinary and Grievance. It should be stated that we are most appreciative of our associate members who provide us with support or guidance to effortlessly deliver these activities.

As we aspire to be more leading edge in the services that we deliver – and to effect economies of scale to the members who we serve – over the past 18 months we have gradually introduced more weighty support at heavily discounted prices. These services are

optional, but the prices have been negotiated and set to offer a significant saving on anything comparable in the HR market. That is why our conference this year is only £245 + VAT, our training courses maximum fee is £345 + VAT and the HR Policies Benchmarking exercise is a maximum of £975 + VAT. The CIPD Accreditation Centre has also been keenly priced. We will only recommend or support an activity if we have investigated the product and it is offered to you – our members – at high quality and the best possible value.

To further achieve this, over the next few months, members will notice that we are forging relationships with other professional bodies so that we can strive to be leading-edge, yet deliver broader optional services either free or at a fair value.

Looking next at our programme for 2009, we are beginning to build a picture of what is required for 2009. Early indications include a pensions update, more around employee branding and talent management, together with assessing the impact and delivering on the requirements of the Equalities Bill. We are also looking to establish more formal network groups, say for Learning and Development, Diversity, Compensation and Canary Wharf or the West End so that members can share experiences or issues related to their specialism or location. Our 2008 conference will be instrumental in shaping the final requirements for next year and members are encouraged to email us on [andreaeccles@cityhr.co.uk](mailto:andreaeccles@cityhr.co.uk) with any suggestions.

Finally, if you would like a member of the team to visit you, please do not hesitate to contact us. We value your membership.

## New Members

City HR is delighted to welcome the following new members who have joined since our last newsletter:

Mitsubishi UFJ Securities International plc  
Bank of London and the Middle East Ruffer LLP  
Jardine Lloyd Thompson\*

\*We also welcome Robert Potter, Group Head of HR at JLT to our Management Committee from 30th September 2008.

## City HR Alliances

The Securities and Investment Institute have offered City HR 10 places on their Training Directors Forum, which takes place at their offices in Eastcheap. The next meeting is:

- 7th November 2008: How do Financial Institutions Impart Knowledge, Awareness and Responsibility of Data Leakage

These places are free so please contact us on [info@cityhr.co.uk](mailto:info@cityhr.co.uk) for more details or to secure a place.

## Forthcoming events

### May 2008

- 21 CIPD Accreditation Scheme Briefing Meeting (4pm)

### June 2008

- 4 Understanding Financial Markets (morning)
- 11 Member Forum / AGM (afternoon / evening)
- 17 Managing the Reward Process (morning)
- 25 Understanding Financial

## City HR Projects in Progress

- **Diversity Best Practice** (due out November 2008)
- **HR Policies Benchmarking** (Closes 26 September with results due 31st October 2008)
- **City HR CIPD Accreditation Centre** (24 and 25 September)

## Summer Party at Hays Galleria (and not a drop of rain in sight)

In spite of the Social Committee's risk management strategy of a covered location for our summer event, thankfully this was surplus to requirement, as over 100 members enjoyed the outdoor activities and summer fayre at Balls Brothers in Hays Galleria. This year, the Petanque was a highly competitive affair, with Digby Morgan being our Champions. For those who intend to form teams for the 2009 challenge, it might be advisable to start your training now!



Supporting  
City HR professionals

### Committee Members

Chairperson, Stephen Sidebottom, *Nomura International Plc* · Vice Chairperson, Marc Hoodless  
Hon Treasurer, David Barnett, *Mitsubishi UFJ Trust & Banking Corporation*  
Members - Sheena Gibson, *Hermes Pensions Management Ltd* · Faith Jenner,  
Ian Nash · Karin Rehacek, *Erste Bank* · Jane Mann, *Fox Williams*  
Nick Burns, *PIFC Consulting Plc* · Louise Redmond, *Bank of England*

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