

VISION

WHAT'S INSIDE THIS ISSUE...

PK NEWS

- Pearn Kandola links up with Robertson Cooper Ltd
- Dublin practice marks 10th Anniversary
- CIPD Ireland awards co-sponsorship
- New appointments
- 2006 conference

WELL-BEING & STRESS

- Motivated well-being holds key to good business
- City of London Police

ASSESSMENT

- Brunel University
- Genzyme

DEVELOPMENT

- 3i
- NFU Mutual

DIVERSITY

- Environment Agency
- An Post / Dublin Bus
- Surrey Police

HR DIRECTOR'S INTERVIEW

- Anna Pringle
HR Director of
Microsoft Ireland

Pearn Kandola links up with Robertson Cooper to offer well-being consultancy

Pearn Kandola is introducing 'well-being' into its range of consultancy services, as part of a new strategic alliance with Robertson Cooper Ltd, business psychologists specialising in building resilient organisations through the management of pressure and motivation.

The link up gives Pearn Kandola clients access to leading edge solutions developed by Robertson Cooper Ltd to identify stress risks and increase resilience at individual, team and corporate level. These include the ASSET stress-screening tool, resources to help people to cope with pressure, and a new tool focusing on the resilience of individual leaders. (More details on page 3)

Robertson Cooper Ltd stress management programmes are based on the concept of 'motivated well-being' and have been widely implemented in the public and private sectors. Clients include central and local government bodies,



PROF. IVAN ROBERTSON



PROF. BINNA KANDOLA



PROF. CARY COOPER

multi-national financial institutions, pharmaceutical and utility companies.

Well-being is a natural extension of Pearn Kandola's work, says Managing Partner, Binna Kandola. *"Much of what we do in diversity and work life balance is based on positive psychology – the idea that people are more productive when they feel good about themselves – so it's only a small step from there to well-being."*

"The key for employers is getting their staff to work under the optimum amount of pressure. Robertson Cooper Ltd has developed some of the most robust and innovative products on the market. These programmes, combined with our own expertise mean that we can offer powerful solutions in this increasingly important area."

Robertson Cooper Ltd was spun out of UMIST in 1999 and is headed by Professors Ivan Robertson and Cary Cooper. Commenting on the alliance, Ivan Robertson, emphasised the synergy between the firms.

"Our products are opening up new areas of consultancy for Pearn Kandola, so the relationship makes good sense strategically. We also share the same values in terms of providing research-based solutions that deliver bottom-line benefits, and together we aim to increase understanding of how motivation and well-being impact on performance and productivity."

Several joint projects are planned, including a current study using ASSET, looking at the pressures on diversity managers and the impact on their psychological health.

Dublin practice marks 10th Anniversary

Twelve months after Pearn Kandola's 20th anniversary, the Dublin practice is getting ready to celebrate ten years in business with a series of special events.

The first of these is Pearn Kandola's co-sponsorship of the prestigious National Awards for Excellence in Human Resources Management 2005, organised by the CIPD (see page 2). Over the coming twelve months the Dublin team will be hosting special

lunches to renew the acquaintance of the many clients they have worked with and will also publish a commemorative review. Another exciting development to mark the occasion is a new Bursary for Dublin City University for a student in the area of evaluating management development. Internally, there are plans for a staff celebration and for employees to spend their community days participating in charitable and related activities.



Dublin practice marks 10th anniversary

continued...

Since opening in 1996 the Dublin practice has expanded as demand for its consultancy services has grown and now employs twelve people, including seven psychologists. As acknowledged experts in their field, they regularly contribute to HR publications and events and in the anniversary year will be publishing a series of articles and conference papers on contemporary issues pertinent to our three areas of expertise.

Over the last decade the team has designed and implemented programmes for many of Ireland's leading public and private sector employers, including Eircom, Allied Irish Bank, Microsoft and Standard Life. Projects have ranged from graduate assessment programmes, through managing diversity, to talent management and executive coaching.

Dublin's Managing Partner Johanna Fullerton commented, *"When we originally set up the office, Ireland was the fastest growing economy in Europe and this increased the emphasis on the development of human resources. Since then Irish employers have faced many challenges, including the introduction of equality legislation in the late 90s, skills shortages, and more recently the need for greater levels of innovation and emphasis on leadership to transform organisations."*

"Pearn Kandola has played a role in assisting organisations to meet their objectives by helping them to cope with a changing world, get the best out of their people and improve their own performance. We look forward to celebrating these achievements with our clients in 2006."

CIPD Ireland awards co-sponsorship

Pearn Kandola is co-sponsoring the National Awards for Excellence in Human Resources Management 2005, organised by the Chartered Institute of Personnel and Development in Ireland.

The Awards celebrate successful initiatives implemented over the last 3 years in areas such as employee resourcing, employee development, performance and rewards, communications and employees engagement, organisation of work and HR function effectiveness.

Managing Partner of the Dublin office, Johanna Fullerton is a member of the panel assessing the entries. *"Pearn Kandola is pleased to be part of an event that recognises the role of HR practitioners in developing the competitiveness of the Irish economy by initiating policies and practices that add value to organisations"*, she said.

Representatives of the finalist organisations will attend the awards ceremony on the 9th November at the Guinness Storehouse, when the winners will be announced.



New appointments: Dublin practice adds well-being expertise

The Dublin practice has broadened its range of expertise with the appointment of psychologist Maggie van den Heuvel who has a background in health and well-being, and has a special interest in positive psychology and development.

She works with Pearn Kandola clients such as Accenture, the Irish Prison

Service, AIB Capital Markets, Bayer Diagnostics, and HSE West. Her projects include the design and delivery of team development interventions, promotion processes, performance feedback training and interview skills training.

Before joining Pearn Kandola Maggie was a business development consultant at Vhi Healthcare, where

she developed occupational health and well-being solutions and managed employee satisfaction surveys for public and private sector clients.

She studied at Utrecht University, in the Netherlands and the University of California, San Diego where she specialised in the Psychology of Work, Health and Organisation.



MAGGIE VAN DEN HEUVEL



Motivated well-being holds key to good business

Pearn Kandola now provides a range of tailored approaches for managing pressure and improving motivation, as a result of our alliance with Robertson Cooper Ltd (cover story).

All solutions are based on motivated well-being – the belief that individuals, teams and organisations perform best when motivation (drive and direction) combine with well-being (underlying energy and psychological health). They focus on understanding the stress risks in a particular organisation through to the assessment and development of key people.

Key components in developing an effective pressure management strategy are:

Stress auditing

For employers to fulfil their legal duty to protect employees from the negative effects of stress, they first need a reliable method of analysing

the risks facing their staff.

ASSET is a well-proven psychometric instrument for gauging workplace stress and increasing well-being and motivation. Following Health and Safety Executive (HSE) guidelines, it looks at the key sources of pressure in the workplace, and the impact they are having on health and commitment levels.

The assessment, which is available as an online tool or paper and pencil questionnaire, can be carried out on a specific part of the organisation or in a wider context. Our psychologists can then benchmark data against other employers from the public or private sectors, produce a detailed report identifying hot spots that require urgent attention, and recommend action.

Individual ASSET reports are also available whereby participants receive a personalised

feedback report on stress levels, sources of pressure and well-being.

Learning to cope

'Under Pressure' is a multi-media course that provides engaging stress awareness and cognitive and behavioural stress management techniques to help people cope effectively with work-related pressures. It is available as a CD-ROM or via an organisational intranet.

Resilience of leaders

How resilient are leaders and individuals and what impact does this have on people working with them? The 'Leadership and Resilience' tool is based on a personality questionnaire and uses an expert system to automatically generate a report covering three areas: personal resilience; managing resilience within a team; and generic resources and information on improving resilience.

CITY OF LONDON POLICE: Auditing the quality of working life

The City of London Police covers the square mile that is the financial hub of the country, with anti-terrorism and combating economic crime its top priorities.

The Force is committed to ensuring staff experience a working environment that supports them in providing a world-class policing service. With this in mind it worked with Robertson Cooper Ltd to conduct a Quality of Working Life Audit, setting a trend followed by many other forces.

The ASSET survey was issued to all staff, followed by discussion groups and one-to-one interviews. The aim was to measure a range of sources of workplace pressure and their impact on organisational

commitment and health.

Findings

- Levels of organisational commitment and reported health risks were consistent with other similar bodies. What health problems did exist tended to be at front line policing levels, and were mainly associated with dietary habits.
- Work pressures were also fairly typical, the most significant being lack of resources which many staff felt impacted their ability to do the job well. However, work overload was not perceived as a problem, except at more senior level where work life balance issues also became more apparent.

- Analysis of different groups within the Force revealed a number of stress hot spots, including the Communications/Control Room. Analysing the data enabled the City of London Police to direct support and resources where they were most needed.

Following the audit, the results and a number of recommendations were presented to a group of interested parties including senior management, occupational health, HR and Police Federation representatives. These ranged from broad recommendations – the need for a resource review to ensure that front line police officers had the necessary support – to more specific recommendations

such as the need for training in change management.

In many cases the recommendations underlined the Force's ongoing recognition of issues requiring action and were being structured into an action plan for integration with other internal change initiatives. Additional issues were also highlighted such as ergonomic risk assessment of hot spot areas and a trial of flexible working arrangements.

The City of London Police's ongoing activity includes benchmarking itself against other police forces and carrying out further surveys at two-year intervals. They are currently conducting their first re-audit.



BRUNEL UNIVERSITY:

A research-led approach to academic leadership

In the autumn, Brunel University will launch a competency-based development programme to provide academic and non-academic staff with individual leadership profiles.

Responding to changes such as the introduction of top-up fees and greater competition for staff and students, the University recognised the need to equip its people with the skills to operate in a more business-like environment.

Brent Dempster, the University's HR Director, whose background is in financial services, says, "If you have aspirations as an organisation you can't give them your best shot unless you manage change. We see peoples' leadership capabilities as part of our strategy."

"There was no existing formal leadership development process. It was clear that if competencies were to be accepted as the basis of the new approach, then they had to reflect what people perceived to be relevant to their roles," continues Brent. "The aim was to create a framework comprising core, learning,

and coaching elements, so that by the end of the process everyone would have worked on their strengths and areas for development."

Pearn Kandola worked closely with Deirdre Walsh of Brunel University to develop the framework. The process began with senior academic and non-academic staff being interviewed and their responses organised and analysed using specialist software to code, shape and link complex qualitative information.

"Normally you have to go through the information manually and code it up looking for themes, similarities and differences across individuals and groups. The specialist software allowed me to load up scripts and start creating categories that stored my thinking about key concepts as they emerged," explains Deirdre. "Data could be grouped according to any number of criteria and reviewed from different angles. It was also possible to apply attributes to the data (e.g. gender, academic or non-academic) and get a

clear idea of which competencies were most important to which groups. The process was not only more rigorous but also allowed in-depth exploration."

The output was also benchmarked against other similar organisations. Once the nine key competencies were finalised, Pearn Kandola designed a process around the relevant behaviours. This included a written exercise, a group exercise and two scenarios where participants worked with a customer/student and an underperforming staff member.

The programme represents a break with academic tradition according to Pearn Kandola's Project Director, Andrew Hill who has worked with the University on a range of assignments over the last three years. "It is rare for a public sector academic institution to employ open assessment criteria, especially for succession planning. Brunel University have applied the systematic approach you would expect from a research-led organisation."

GENZYME:

Strengthening leadership through professional assessment

Genzyme, one of the world's leading biotechnology companies, is recognised for the quality of its leadership. Following a review of the management structure at its Haverhill site, a major manufacturing facility and European distribution centre, John Gamston, HR Director, with support from Haverhill's General Manager, Simon Cousins, and Ira Morris, Genzyme's OD Director for Europe, sought external support in identifying the right person for the critical role of Senior Operations Director. This was the first time such an approach had been adopted across Europe.

"Time was of the essence. Pearn Kandola worked with John and Ira to

quickly and rigorously develop a competency framework for this and comparable Senior Manager roles, by interviewing key individuals in Europe and the US. We subsequently designed a one-day programme to evaluate the three internal candidates who had put themselves forward," says Project Leader, Martin Stairs.

The one-day program consisted of a competency-based interview, a challenging role-play exercise with a professional actor playing the role of a direct report, and a business presentation. Although none of the individuals fully matched the competency profile, the process added value in several ways.

Participants received a tailored personal development plan and had the opportunity to engage in a sensitive and rich discussion about their future potential and how to get growth and challenge from their current roles.

By using behavioural competencies in this way, Genzyme enhanced the rigour and objectivity of its selection methods, as well as highlighting the process's potential for use where other key assessment and development decisions need to be taken. The participants also reported that although they were not able to meet the specification it was nonetheless a highly informative and positive experience for each of them.



3i: Leadership

Pearn Kandola has lead and developed a programme tailored to the complex board interactions which the leading private equity firm 3i uses in managing its investments.

One of the key characteristics is its authenticity in reflecting the sophisticated nature of management at this level. Using technology to deliver activities and an actual office setting both add to the event's realism. However, credibility derives mainly from a series of complex simulations based on a case study of a fictitious company, some of which feature role-plays with actors. One scenario replicates a boardroom exchange and involves interaction with actors taking the parts of a CEO, Finance Director, Chairman, and Non-Executive Director. The programme also includes a full day of developmental activities, with feedback from internal coaches, development planning and a session on individual differences.

In tailoring the programme, Managing Psychologist Martin Galpin and the Pearn Kandola team worked closely with Martin Field, Head of Learning & Development and Tim Harrison, Director of European Buyouts, to ensure maximum relevance and value for 3i.



MARTIN GALPIN

NFU MUTUAL: Insuring future growth through career development

NFU Mutual, the country's leading rural insurer, has introduced a uniquely tailored talent management process for high potential future managers and leaders, which it believes will aid its continued growth and business expansion.

The company looked to Pearn Kandola to create an assessment for development process for senior staff and managers at different levels across its business. Its aim was to benchmark their performance against key competencies and to offer them structured personal development planning.

Previously there had been relatively little formal evaluation of potential. By ensuring the right people are ready at the right time, NFU Mutual hopes to enhance its competitive edge at a time when the insurance and financial services industries are striving to become more efficient and responsive to customers.

"We wanted a realistic event that would have a lasting impact on individuals in terms of challenge, motivation and self-learning," explains the firm's Resourcing and Development Specialist, Gillian Martin. *"It also had to be an approach that ultimately we could own ourselves to enable us to roll it out further across the organisation."*

The first half of the three-day event was devoted to gathering data on leadership and business skills as participants carried out various activities based around a relevant fictional insurance business scenario set in a new and rapidly emerging market. To recreate business pressures, activities such as individual and group meetings and strategic analysis were delivered in real time to laptops using Pearn Kandola's email generating software. The whole process was

designed with interchangeable activities to reflect appropriate challenges for individuals at different levels within NFU Mutual, so ensuring a low cost of transition for the process across the organisation.

The event then focused on helping individuals to manage their development. They had time to reflect on their learning styles, through psychometrics and 360 degree feedback, and received instantaneous feedback and coaching from a psychologist. According to Pearn Kandola's Head of Development, Stuart Duff, *"The event was geared to career development, its aim to support managers at a transition point. They may have been strong at tasks but now needed to branch out into people management and thought skills."*

"Although participants found the process demanding, they appreciated the live personal data and benefited from the Board's hands-on involvement" says Stuart. *"The senior management team has taken absolute responsibility at every stage – from giving design input to learning how to become coaches. By attending the events they had a big impact on the participants, who got immediate value from their experience and perspectives on the business."*

Pearn Kandola has worked with the Executive and HR team to develop and enhance the coaching skills needed to run events independently. As the programme rolls out, NFU Mutual will offer internal mentoring and learning workshops, plus access to external management training and online support to aid people's ongoing development.





THE ENVIRONMENT AGENCY: Focus on recruitment drives diversity progress

In Race for Opportunity's 2005 benchmarking report, which tracks the development of diversity on the business agenda, The Environment Agency was in the Top 10 Public Sector Performers for the first time and ranked as one of the most improved organisations in the sector. The Agency has also been recognised in the CIPD's 'People Management Awards'.

The achievements are down to a highly focused approach to diversity, and would not have happened without the total commitment and backing of the CEO and the Board, according to Diversity Manager, Rob Sutton.

Pearn Kandola has provided strategic and practical input. Binna Kandola sits on the Diversity Action Group, which is chaired by the CEO, Baroness Young, and meets

every 6-8 weeks, travelling to different areas to review progress with Regional Directors.

When Rob Sutton took up the new post in 2003, less than 2 per cent of The Agency's 12,500 workforce were black or from ethnic minority backgrounds, and job applications from these communities was at a similar level. *"Although the organisation meant well, it wasn't delivering in terms of recruitment so it was clear that we would have to force the issue,"* he says.

"The Diversity Strategy we set out had three strands. These were employment diversity; service delivery (i.e. how to deliver a better service to different parts of the community); and we also recognised that the external committees with the legal responsibility for testing The

Environment Agency's policies needed to be representative of the communities we serve."

"Recruitment was identified as a top priority, the aim being to shift the onus from HR to the business."

To help recruiters develop the necessary skills Pearn Kandola psychologists devised a tool kit and ran workshops to provide practical training. They also reviewed the Agency's advertising image and recruitment practices and procedures to identify barriers.

Rob Sutton says that based on external advice The Environment Agency is shedding its rather boring rural image in favour of a more urban recruitment style. This is reflected in the fact that black and ethnic minorities now represent 6-7 per cent of job applications and appointments.

SURREY POLICE: Training programme links diversity to leadership



**SURREY
POLICE**
*With you, making
Surrey safer*

When introducing a diversity awareness programme for uniformed staff in early 2005, Surrey Police wanted to go beyond its statutory obligations under the Race Relations Amendment Act, to look at diversity in a broader 'leadership' context.

As Superintendent Kul Verma puts it, *"It is important for people in*

supervisory roles to understand what diversity means to Surrey Police and to recognise that accepting responsibility for diversity is part of being an effective leader."

According to Stephan Lucks, who managed the project and client relationship for Pearn Kandola, the emphasis on leadership meant that

people were much more open-minded. *"Rather than the training being a response to negative criticism, people saw that the focus was on enhancing their capabilities and managing people, and having the opportunity to practise diversity skills as a leader."*

Based on a set of learning indicators

AN POST / DUBLIN BUS:

New Health Check aims to keep diversity strategy in shape

Diversity and equality managers have welcomed a new 'surgery-style' service, in which they can consult with Pearn Kandola experts on key issues relating to their role and organisational strategy.

The 'Diversity Health Check' is a highly focused, interactive approach designed to look at particular aspects of diversity within an organisation over two or three days. Our specialists talk to senior management and HR management, using a template modelled on the Diversity Climate Questionnaire, and from experience they can quickly come to conclusions and advise on the best course of action.

Dublin-based Managing Psychologist, John Loughran, who has used the approach with clients, explains that it is not a substitute for a diversity audit. "A Health

Check is by no means as detailed and comprehensive as an audit, and does not provide the in-depth information required to develop an overall strategy and action plan. But because it is less resource and time intensive, clients do find it useful in circumstances where they want to quickly re-orientate strategy to a new business situation or get one-to-one feedback on aspects of their role, which can be quite isolated."

Bernadette Barrington, Project Manager – Employment Equality at An Post, Ireland's postal service provider, used the service to review strategy at a time of major organisational change. She says, "An Post is going through a radical restructuring as the market is opening up. The four half-day sessions with Pearn Kandola were very focused and genuinely helped

me to think about my role in line with the business plan going forward, and to draw up a two-year schedule of work which is now being reviewed by management."

Similarly a Health Check at Dublin Bus identified additional ways of driving forward the diversity agenda, such as working with internal departments to help them tap into diversity and more evaluation of the benefits of diversity. Says Equality and Diversity Officer, Pat Normanly, "Equality and diversity programmes can only be effective if they are managed in a planned and systematic way. Evaluation and action planning are essential in order to achieve outcomes and contribute to business objectives."



distilled from the Police's National Occupational Standards, Pearn Kandola worked with the Police's internal trainers to outline the content for a practical and thought-provoking one-day event. This included:

- A session focusing on how the organisation's diversity values were being met and individual's responsibilities in managing diversity.
- A new approach to exploring stereotyping in real rather than conceptual terms, using an adapted form of the Social Group Questionnaire. Participants filled in an anonymous questionnaire

asking for their attitudes to groups such as asylum seekers, travellers, people in wheelchairs etc based on a range of responses.

Questionnaires were collected up and randomly redistributed to participants, who then stood in different parts of the room according to the responses. The physical representation facilitated discussion about the reasons for certain attitudes without personalising the issues.

- A Forum Theatre where individuals interacted with role players in two relevant scenarios, whilst the rest of the audience contributed ideas

and suggestions, effectively directing the action and learning from each other.

Over three months 363 Inspectors and Sergeants took part in the training. Following a positive internal reaction backed by an external evaluation, the Police have agreed to extend the programme to 200 civilian staff. Says Superintendent Verma, "We established a genuine partnership approach, with Pearn Kandola working directly with our trainers to deliver the programme. It achieved everything the organisation wanted and went down a storm with the officers."

HR Director's Interview

As Microsoft prepares to launch a wave of exciting new products, HR Director of Microsoft Ireland, Anna Pringle talks about current and future challenges.



ANNA PRINGLE
HR Director of
Microsoft Ireland

Anna Pringle joined Microsoft as Ireland HR Director in January 2004, having held senior HR roles at Bank of America in the US and Ireland, where she gained a strong background in organisational culture and leadership development. She leads the team providing a complete range of business-focused people processes to a workforce of over 1800, including 1200 full-time employees in Ireland, and participates actively in the EMEA (Europe, Middle East and Africa) HR leadership team.

What are your main goals at Microsoft?

Microsoft Ireland is unique outside the US in the range of business activities represented here, including sales and marketing, the European operations centre and product development. Each business has its own goals, but everyone is focused on developing and distributing our products and growing business revenues, particularly as new products like Windows Vista come on stream.

HR supports all of our businesses by ensuring we have the right people in place to deliver, that they are being developed to their full potential and that we retain and motivate them. But at the same time we make sure that we have 'one Microsoft' in Ireland, presenting a consistent face to the marketplace.

What are your key challenges currently?

We are in full production mode for the launch of the next version of Office so

are now hiring people with the intellectual capital required to manage the production cycles. As deadlines get closer one of the challenges can be managing stress levels.

Microsoft is also conscious of its external image both in the Irish community and the wider world. Corporate Social Responsibility initiatives are a high priority. For example, we are involved in FIT (Fast track into technology), a non-profit partnership that provides training, support and career opportunities for unemployed people, so that they can achieve their true potential and contribute to the Irish economy. We also maintain good relations with key government departments and the European Union.

How are you developing managers and which approaches do you find most successful?

With new products rolling out, we need to keep building management capability by making sure people have the skill sets to be effective and also looking further afield for talent. Twenty percent of our workforce is non-Irish so there's already a lot of diversity at Microsoft and having non-native speakers helps with product innovation. Currently we are recruiting in Poland, the Czech Republic and other countries.

Our employee development philosophy is that 70 per cent of training is on the job, 20 per cent through coaching and mentoring and

10 per cent via training programmes. We use various tools and processes, but I am a firm believer in going back to basics. The most important lever for building capability is selection, and great managers will coach others and provide a role model on the job.

How do you see HR's role changing over the next 5 years?

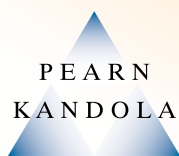
There's a general trend towards outsourcing and shared services, particularly in IT. As the mix of people shifts from internal to more vendor-based teams, and organisations become more dispersed we have to work at maintaining cohesiveness, team spirit and a common culture. For example, we are producing a programme specifically to develop the skills of the many people at Microsoft who manage vendor-teams.

What do you most enjoy about your job?

The sense that HR is important to the business and has a positive effect on people, particularly in terms of seeing them grow and reach their full potential.

Any major influences on your career?

Emigrating actually gave me a great grounding. I started out in a small New York City consultancy, where people took a chance on me, I had the right mentors at the right time and exposure to different HR functions. I was lucky enough to work for and with people who were outstanding at leadership development.



Occupational Psychologists

76 BANBURY ROAD
OXFORD OX2 6JT

T: +44 (0)1865 516202
F: +44 (0)1865 510812
info@oxford.pearncandola.com

18/19 HARCOURT STREET
DUBLIN 2

T: +353 (0)1 475 3931
F: +353 (0)1 475 3215
mail@dublin.pearncandola.com

www.pearncandola.com



Make a date for our 2006 conference

The issues of motivation, well-being, employee engagement and stress in the workplace will be the focus of Pearn Kandola's 5th annual conference to be held at Highclere Castle on Tuesday, 14th March 2006.

Programme details are still being finalised but a high level of interest is anticipated after this year's conference,

'Selling Diversity into Your Organisation' attracted a capacity audience.

Over 60 delegates attended the event, run in association with the law and practice monthly, 'IDS Diversity at Work'. Baroness Usha Prashar, First Civil Service Commissioner was joined by HR practitioners from PwC, London Underground, the BBC, Ford and

Norgine to share their experience of building excellence in diversity practice.

A DVD of the conference costing £49.50 + VAT is available from Trudy Holding at trudy.holding@oxford.pearncandola.com or telephone 01865 516202.

Further information about the next conference will be published in the new year.