

# PEOPLE FOCUS



Chartered Institute of Personnel and Development in Ireland  
Spring 2006 Volume 4: No 1

A composite image. The upper portion shows a man in a judge's wig and black robes, looking upwards with a serious expression. The lower portion shows a group of five business professionals (three men and two women) in a meeting, looking towards the judge. The judge's image is semi-transparent and overlaid on the meeting scene.

## An end to Voluntarism?

Partnership: A new deal by the Spring (barring a catastrophe!) Pg 5

Gender Wage Gap Remains Significant Pg 9

Employment Law and the Art of War Pg 14

Mandatory Pension Coverage Neither In or Out... For Now Pg 18

# PEOPLE FOCUS



## Spring 2006 Contents

Voluntary system under threat - warns CIPD	pg 4
Partnership: A new deal by the Spring (barring a catastrophe!)	pg 6
Partnership: But are employers paying too high a price?	pg 8
Web Watch	pg 10
Gender Wage Gap Remains Significant	pg 11
2005 Excellence in Human Resource Management Awards	pg 14
Grief At Work	pg 16
Employment Law and the Art of War	pg 18
Fixed Term or not Fixed Term	pg 20
Mandatory Pension Coverage Neither In or Out... For Now	pg 22
Driving the Business Through Performance Differentiation	pg 26
Workplace Learning - The Emerging Trends	pg 28
Our high tech society more Myth than Reality?	pg 32
Literacy Skills in the Workplace: Help is at hand!	pg 34
<b>CIPD Regions</b>	
CIPD hears why Boston Scientific Tullamore is a great place to work	pg 35
Western Region	pg 36
Western/South Eastern Region	pg 37
Southern Region	pg 38
Eastern/Western Region	pg 40
Chartered Status	pg 41
Improving employment opportunities for people with disabilities	pg 46

## In Focus



**Not surprising in this issue the focus is on partnership as "talks about talks" on a new national agreement get underway.**

In our Analysis section we express serious concern about the likely impact the review of the Industrial Relations Acts 2001 and 2004 may have on our voluntarist system of industrial relations. Ireland is particularly vulnerable to over-regulation given that 85% of our output is exported, with such a heavy reliance on foreign direct investment we question whether the potential repercussions have been properly thought through. In a related article Ian Moore of A& L Goodbody solicitors debunks some of the myths surrounding the Irish ferries dispute and predicts that under the 2004 Act an employer who refuses to collectively bargain with a trade union may find its terms and conditions being fixed by the Labour Court. CIPD is calling for research into the possible implications for competitiveness and investment of a move away from voluntarism.

We set the context for a new National Wage Agreement in a comprehensive analysis piece which predicts that the next instalment of social partnership will emerge in the spring, barring a catastrophe that is!

We look at gender discrimination thirty years after equality legislation, and consider the options for pensions reform. In our Law section we hear why HR practitioners must learn the art of war and why some fixed term contracts may not be what they seem.

In this issue we also acknowledge and congratulate the winners of the **Awards for Excellence in Human Resource Management**.

We have articles on performance management, workplace learning, conference reports, regional reports and of course our very popular Webwatch feature.

And finally....

We are pleased to note that the **2005/06 HR Salary & Benefits Survey**, produced in association with **Premier Group**, is currently being printed and will be dispatched to members in February. The Survey produced some very interesting findings and one figure of interest is that average salaries for CIPD members has increased by 11.4% from the 2004 survey. We would like to thank all members who took the time to complete the questionnaire and we are sure that members will find the survey useful.

**Enjoy!**

**Michael McDonnell**  
Editor

*People Focus* is issued by the Chartered Institute of Personnel and Development in Ireland.

Mention of the CIPD in the text refers to the Institute in Ireland unless otherwise stated.

Material printed in *People Focus* is not necessarily endorsed by CIPD Ireland.

Editorial enquiries to:  
The Editor, Michael McDonnell, CIPD Ireland,  
7-8 Upper Mount Street, Dublin 2.  
Tel: 676 6655 Fax: 676 7229 e-mail: info@cipd.ie  
Design-Layout-Advertising:  
IRN Publishing/Creative Inputs,  
121-123 Ranelagh, Dublin 6.  
Tel: 497 2711.  
Printing: Brunswick Press, Dublin

# Voluntary system under threat - warns CIPD

**We are in danger of drifting away from our long held voluntary system of industrial relations through the use of the new right to bargain legislation, CIPD Ireland has warned.**

In a review of the operation of the Industrial Relations Acts 2001 and 2004, CIPD warns that the Acts represent a further step on the road to ending voluntarism and that this will ultimately undermine our ability to attract inward investment.

CIPD argues that the acts came about almost by accident insofar as the abandonment of voluntarism was certainly not on the agenda of any employer body, ICTU, the Government or indeed any political party.

It argues that the Institute is not alone in this concern. Kevin Duffy, chairman of the Labour Court, his predecessor, John Horgan, academic and former trade unionist, Martin King a, lawyer Aidan Twomey, HR consultant Paul Mooney and journalist Brain Sheehan, have all expressed similar concerns that the law is taking over industrial relations.

But the law generally attempts to establish absolutes, argues CIPD, with a winner and a loser whereas well conducted collective bargaining seeks to establish "win/win" results. Under a voluntarist system, all parties can feel that their specific needs and concerns can be accommodated, he says, while litigation though the law courts is by its very nature adversarial with winners and losers and the losers rarely go quietly away but look for new grounds to continue the contest.

The legislation arose out of the trade union demand for the right to recognition in the face of falling trade union penetration in the private sector. Because of the nature of the bargaining procedures under national wage agreements which relies heavily on a quid pro quo, some compromise had to be found between the employers outright opposition to compulsory

trade union recognition and the unions demands for same. The resulting compromise - the 2001 Act - was then later amended in 2004 to provide fast tracking of cases to the Labour Court as the unions had complained that employers were frustrating union efforts to get 'right to bargain' cases to the Labour Court.

CIPD points out that despite a voluntarist system, since 1990 twenty six significant pieces of legislation has been passed which have had an impact on employee relations. The era of voluntarism seems to be drawing to a close, even though there is no evidence to suggest that anybody has evaluated whether this is good or bad for the Irish economy, particularly what effect it will have on inward investment.

The Institute has a concern that this drift to a new employee relations culture represents no plan or thought out direction but is accidental. If not accidental, it must represent a biased approach which favours a trade union agenda. The question must be asked if this is in the best interests of Ireland's economic progress.

CIPD believes there is an immediate need for a well researched review of this trend on our competitiveness and attractiveness for global investors. The institute's view is that an over-regulated workplace damages the psychological contract which research has shown to be at the heart of efficiency and productivity.

While Kevin Duffy said that the right to bargain acts were aimed at low-pay, non-union indigenous companies, the Institute's review of the cases to date show that while 70% of the cases were brought against such small companies, 6% were brought against large indigenous companies, 12% against small multinationals and 12% against large multi-nationals.

Claims have been brought against likes of Ryanair, Meteor Mobile, GE Healthcare, DHL, Ashford Castle, Bank of Ireland and Gerard Laboratories. SIPTU dominate the Act and took

45 cases to the Court or 75% of the total, Mandate took four cases while another seven unions took a total of 10 cases.

A notable feature of the Labour Court's treatment of cases is to order pay increases in line with national pay agreements. But what happens when there is no national pay agreement setting out national norms?

Will the Labour Court take it upon itself to strike a figure, thus creating a situation that has not existed in Ireland since World War Two where a state body sets wage levels for the private sector?

How would that sit with global investors? Our concern is that these and other elements and likely repercussions of over regulation have not been thought through sufficiently.

CIPD also points out that in the Meteor Mobile case the Labour Court came out against performance related pay. But when she was Minister for Enterprise, the Tanaiste, Mary Harney, commended the relevance of performance related pay. CIPD research also shows that performance related pay is one of the characteristics of high performance organisations.

There is even evidence that the legislation can be and is being used as a nuisance factor with examples of cases being reintroduced. In this context it could become a malcontents charter warns the Institute.

It is the CIPD Ireland view that the operation of these two pieces of legislation should be the subject of an urgent review prior to the commencement of negotiations on a new national wage agreement and that the parties should have the courage to revisit the legislation with a mind to the enhancement of Ireland as an investment location. This should be a priority for all parties if economic success is to be safeguarded into the future. 📌 (see also p8)

# Partnership: A new deal by the Spring (barring a catastrophe!)

**It said an awful lot about the unions' desire for a new national wage agreement when they declared before Christmas that the resolution of the Irish Ferries dispute could now pave the way for talks on a new deal.**

The Irish Ferries dispute may have been resolved, but it was hardly to the union's satisfaction. Back in autumn, SIPTU said it simply would not accept the ships being reflagged or any reduction in terms and conditions.

Just before Christmas, however, it accepted the company's right to place the ships under a Cypriot flag. Though the unions made much of securing the national minimum wage (€7.65 per hour) for the new non-national workforce as against the original offer of €3.50, it is still the national minimum wage in an industry which paid at least twice that.

**Some months later Ictu leader Dave Begg said that we cannot afford to introduce a national minimum wage culture in to the economy. But the country's largest union did just that.**

To be fair to SIPTU, it was on a hiding to nothing in Irish Ferries given that shipping operates in a type of legal limbo. Though it caught the public's imagination when a former state owned shipping company called Irish Ferries wanted to replace its Irish workers and operate under a Cypriot flag, from the unions perspective it was not the best dispute to highlight the issue of displacement of Irish workers by cheaper non-national workers. Such displacement is far more prevalent in the construction, retail and services industry which is far closer to home and of more direct relevance to Irish workers.

In addition, SIPTU was coming under immense pressure from the other unions in Ictu to resolve the dispute to allow talks to open on a new deal. This was not the first time that SIPTU had threatened a national deal on a single issue. Last time it was the split up of Aer Rianta that almost scuppered a deal and even then the

other unions felt that SIPTU was hi-jacking the national pay talks to advance its own agenda.

SIPTU argued that such national deals are counter-productive if they can be used as a vehicle to usher in what the unions see as anti-worker, or more particularly, anti-union practices. But the other unions, mainly the public sector unions who are unaffected by any such displacement moves, countered that whatever chance the unions have of opposing displacement and the so-called 'race to the bottom' while within the golden circle of partnership, it has absolutely no chance outside the circle.

**Whatever chance the unions have of pursuing the 'threshold of decency' issue when they have a direct line to the Taoiseach, they have no chance if he doesn't pick up the phone.**

The prevarication leading up to the day of protest was symptomatic of the division within Ictu on Irish Ferries. Most unions were against a march fearing that a poor turnout could do more long-term damage to the trade unions in their efforts to halt their dwindling influence in the private sector. **But SIPTU pushed hard for a union show of strength and to Ictu's relief it paid off even if the most publicised participation in the march was that of the teachers - the last jobs that will ever be displaced.**

In the end the march was a sufficient success for SIPTU to push for a resolution even if the strong rumours going round was that the deal had been done a week before the protest.

But the reaction of employers group, IBEC, to the Irish Ferries dispute was also indicative of the employer's desire for a deal. Initially, they supported the Irish Ferries move but once they saw that it was becoming a national issue that could scupper a new deal, they back-tracked.

It was inevitable then that after a brief cooling off period over Christmas, talk about talks about talks emerged.

But in a fairly complicated formula - presumably to nail down SIPTU's support - there will be preliminary talks on the displacement issue.

But even Ictu leader Dave Begg admitted that these talks do not necessarily have to reach a deal. They are to make sure that we all know where we are going on the issue, said Begg. If they become entangled in the talks proper they could torpedo the whole thing, he said.

Interestingly, Begg appeared to pour cold water in Labour leader Pat Rabbitte's suggestion that the Government should review its decision to throw open the doors to members of the accession states. Ireland, along with the UK and Sweden were the only EU-15 states to do so, with all others availing of at least a two to five year derogation.

Instead, Begg, no doubt mindful of the PR damage to the trade union movement if it was seen to be stopping workers from earning a living, spoke of the need for stronger enforcement of employment protection legislation and increased penalties for employers who abuse migrant workers and by extension Irish workers also.

The unions have also been criticising the Government for its failure to even amend the pending EU Services directive which is ironically in the bag of former Finance Minister and now EU Commissioner, Charlie McCreevy.

**Taoiseach Bertie Ahern had already promised SIPTU action on displacement but it was not enough at the time to head off Jack O'Connor's mounting anger. It is hard to see what the Government can do now but the Taoiseach is a master at dressing up a deal to suit the unions. And this will be made easier if ICTU agrees not to look too hard at whatever resolution emerges.**

On the substance of the deal itself, the unions said that the wish-list will be 'shorter and sharper' this time. They feel that to concentrate on just a few big issues will yield more action

than the scattergun approach in previous deals which covered everything from digging ditches to a peace in Northern Ireland.

Childcare and care of the elderly, pensions, the health service and upskilling of workers top this short list. With regard to childcare, the health service and employee training, employers and unions would be at one, though differences will emerge on how to treat the pensions time-bomb. For its part the Government has already introduced childcare measures in the budget and is in no doubt about the pensions problem.

But union demands for agreement on semi-states is likely to raise the hackles of the employers and also large swathes on the Government who may have to play the EU card - we'd love to, but Brussels won't let us!

Mindful of the pressure the unions will exert to keep the national minimum wage at a level so that union rates are not blown out of the water, the CIPD notes that the impact of an increase in the NMW is far broader than just an increase on entry levels. It has an impact on relativities while the many Joint Labour Committees inevitably find rates

increased on the double by application of the national pay rates on top of the NMW increases. Last year JLC rates increased by 10% and there is no 'inability to pay clause' for companies within the JLCs and this has eroded competitiveness in that most vulnerable of sectors.

**Consequently, the Institute believes that the whole relevance of the JLCs should be questioned within the context of the national agreements.**

**The issue of inability to pay claims is also still relevant today and needs a more proactive approach in any new deal, says the Institute. There is an even greater need today for us to maintain or even improve our competitive edge and this has to be at the forefront of any deal, it says.**

Maintaining our competitiveness even in the exposed manufacturing sector, is vital, according to the Institute and this should be a key consideration when formulating the pay deal.

On the public service benchmarking pay deal, which is set to report toward the end of next year,

the Institute believes that greater transparency on how the increases are arrived is required in order to increase confidence levels in the process on the part of private sector employers and employees. The value of public sector pensions must also be included in the calculation of benchmarking pay increases, argues the Institute, something which has already been strongly signalled by the **Department of Finance**.

Upskilling, the reform of fiduciary issues relating to pensions in the private sector and the maintenance of our hitherto successful voluntarist system of industrial relations are the other issues the CIPD argues should be addressed in any successor to Sustaining Progress which has by now ended in most employments.

Though Irish Ferries threatened it, in the end there was simply too much history and economic success tied up in what is almost twenty years of national agreements, to scuttle the process.

Barring a catastrophe, a new deal will emerge probably by spring. 🚫

# Partnership: But are employers paying too high a price? *By Ian Moore, A&L Goodbody*

**By the time this article is published, we will know whether or not the ICTU has agreed to go into talks in respect of a new "Partnership" Agreement. While we might not know the outcome to the talks between the various parties, the indications are that changes are afoot as regards the regulation of the relationship between employer and employee. Leaving aside all the utterances in the context of the SIPTU dispute with Irish Ferries, we have seen the flexing of muscles by the unions and the ingratiating response of government. Emotive expressions like "displacement" and "race to the bottom" have been successfully introduced into the debate to such an extent that there is an almost unseemly consensus that employees are under-protected and that this must be addressed.**

At the time of writing this article, the indications are that the government is moving more towards satisfying the unions rather than the other way around. As far back as 21 October, the Taoiseach wrote to the ICTU in terms which were welcomed following the holding of a special delegate conference. However it is noteworthy that Mr **David Begg**, Secretary General of ICTU commented, "While we don't need to see – and we are not asking to see – actual legislation enacted in advance of new talks, we do need to see the blueprint, we need to see what the plans are".

Following this we had the statement of the National Implementation Body of 4 December which lends credence to perceived anxieties regarding "the adequacy of employment protection measures". It goes on to make certain specific recommendations, some of which make eminent sense such as improved inspection and enforcement systems in respect of mandatory employment standards, and the protection of "vulnerable workers who have relocated to Ireland from abroad". However it also suggested that the review of the range of the employment protection measures "should comprehend in particular the incentives and disincentives within public policy which might influence decisions to substitute lower paid workers for those currently employed in existing positions". It is not clear what this means. Perhaps it refers to "displacement"?

As an enticement to the ICTU to get into talks the government has acknowledged that the issue of the enforcement of "employment standards" is to be addressed before the negotiation of the final Partnership Agreement. This is code for agreeing the requested blueprint. **On the back of this, are employers likely to see the bar lifted again and yet more regulations impacting on the employment relationship?**

The parties to Sustaining Progress promote it as being of great significance to Ireland's recent economic prosperity. It has certainly contributed to that, however the question has to be asked - at what long-term cost? Quite apart from making significant changes as regards the calculation of redundancy, adding to the cost for employers (and the taxpayer), introduced into section 8.8 was a seemingly innocuous provision, "It is agreed by the trade union and employer organisations that there is a need to enhance the effectiveness of the procedures put in place in the **Code of Practice on Dispute Resolution** and the **Industrial Relations (Amendment) Act, 2001**". **On the back of this, the 2001 Act was amended by the Industrial Relations (Miscellaneous Provisions) Act 2004.** As a result, a number of employers who do not negotiate with trade unions have found themselves in a short space of time brought before the **Labour Court** and facing recommendations that are now ultimately enforceable by law.

**For any employer who does not negotiate with trade unions on terms and conditions of employment this has been a very serious development. It has spread beyond fixing pay rates to obligating an employer to set up a pension scheme, to dealing with the terms of sick pay arrangements and to requiring employers amend their grievance and disciplinary policies. It will surprise, and undoubtedly concern many to know that, for example in the case of United Airlines the Labour Court recommended that employees who were made redundant should receive five weeks' pay per year of service inclusive of statutory redundancy.** While up to now one might have thought the employer had options as regards whether or not to make increased

severance payments over and above statutory redundancy, and the amount of any such increase, this recommendation in respect of the non-unionised sector, puts paid to that notion.

As a result, while the Labour Court cannot require an employer to recognise a trade union, the result of the 2004 Act and its application by the Labour Court is such that **where employers hold the line that they will not collectively bargain with a trade union, they may find their terms and conditions of employment being fixed by the Labour Court.** Their only comfort may be that their employees' terms and conditions of employment may be as good as or better than the market in respect of the particular category of employee and the particular sector within which the employer carries on business. In some cases, however, it can be difficult for employers to prove to the Labour Court what the terms and conditions are of another comparator employer, leaving them at large to the suggestion that current terms are inadequate.

The above outlines just one very significant outcome of the last national agreement. With the messages coming through now it is not clear what exactly employers can expect going forward. Certainly, more enforcement seems on the cards. There may be no harm in this, and for those who are compliant there may be the comfort of knowing that competitors who are non compliant will find it more difficult to avoid their obligations. But what are we to make of terms like **"race to the bottom"** and **"displacement"**, and promises to address these? Is "outplacement", which has become a feature of much of modern business activity, to become tainted and more regulated as a form of "displacement"? **Much has been made of the Irish Ferries dispute, but it is nonsense to suggest that what Irish Ferries was legally entitled to do is open to other land-bound employers.** We need to be clear, however, that employers do have the option to up stakes and go elsewhere. It is hard to see how yet more changes of the type we have seen make sense in that context. 🍅

*A&L Goodbody provide a free legal advisory service to CIPD members.*

# WEB WATCH

Kickstart your year with more great websites **with David Malone**



Let's start off 2006 by suggesting a free web based management library site that will be appropriate for all CIPD members - HR managers, training professionals, academics, and students alike. This web site can be found at <http://www.managementhelp.org/>. This is a massive library with 67 business related topics. Each topic has a number of subsections containing lots of free, non-commercial content. The categories are easy to follow, and the tools, articles, and exercises can be downloaded free of charge. I rate this site very highly; it's on of our best finds in a long time.

My second recommendation this time around is the web site of a US based organisation called **Learning Landscapes**. Whilst it is a fairly small site, there are a couple of very useful areas, especially if you are interested in

using or developing games and simulations for learning events. Games and simulations are the focus of this organisation's work and they have many fine articles and links to professional associations and instructions for specific simulation games in the resources section. In the Simulations section they list some of their simulations including a free download of the instructions for facilitating one - a game on planning. The site has a fairly narrow focus, but if your interest is in this focus area, it is a site worth checking out! You will find the free resources at <http://www.learninglandscapes.com/resource.html>

My third recommendation is the home website of international author and consultant **Glenn Parker** who specialised in working with business 'teams'. The site has lots of free content and it looks like it's frequently updated. The site

features a number of 'freebies' that contains an excellent annotated bibliography of books about teams, some nice icebreakers, team games and simulations, assessment tools, and an article. Overall this is a site with a strong focus on teams and team building from a recognised expert in the field. Well worth a look even if I do wish there were more. You will find Glenn at <http://www.glennparker.com/Freebees/freebees.html>.

Lastly, if you missed my 'Top 10' Web Sites for Training Professionals - as presented at the CIPD Learning and Development Conference at Clontarf Castle in November, give me an email and I will send it on to you. 📧

*David is an executive director of Evolve Consultants. ([www.evolve.ie](http://www.evolve.ie)) Contact details for top 10 list: - [david@evolve.ie](mailto:david@evolve.ie)*



## WHAT WILL WE HAVE FOR LUNCH? a new concept in corporate catering

This would seem to be a far-fetched notion for an office with no in house catering facility. Not anymore - 'Lunches ready' a new concept in corporate catering provides a food service to staff which doesn't involve bringing in the builders, large capital investment & yearly management fees.

Staff can order from their desk from an extensive freshly prepared menu including soups, sandwiches and complete meals. No searching for change or frustrating queues as the food is delivered to the office. The on-line ordering is merged with a comprehensive management information system allowing companies complete flexibility and control. If desired contributions can be allocated on an employee-by-employee basis or by department with detailed reporting - which allows balances to

be deducted directly from wages. The system has complete flexibility and traceability of who ordered what and when.

The availability 7 days lunch & dinner, makes it a genuine option for companies who have previously found too many barriers in the way of providing a comprehensive food service to staff.

Coming from Suppers ready who have been offering a healthy alternative to home cooking for busy working people since 1998, Lunches ready promises an interesting and affordable menu - with the added benefit of being cooked using no preservatives or additives. 📧

*For further information contact Kevin on 087 2824111 or mail [lunchesready@eircom.net](mailto:lunchesready@eircom.net)*

Sitting at your desk, working hard and your stomach starts to tell you it must be lunchtime - thinking along the lines of eating Italian style meatballs topped with smoked cheddar or baked mackerel fillet coated with dijon mustard and oatmeal.

# Gender Wage Gap Remains Significant



**Two recent studies by the ESRI show that despite thirty years of equality legislation, women are still significantly adrift of men in the workplace in terms of pay, bonus and training opportunities.**

A study of the gender gap among recent graduates - 'Degrees of Equality: Gender Pay Differentials Among Recent Graduates' - shows fairly starkly then even when you strip out what are frequently given as the 'other' reasons for gender difference such as having children, the gender wage gap in the private sector in particular remains significant.

The other study released around about the same time before Christmas - the first study of how Irish people spend their time - also shows that when children or domestic work has to be taken in to account, women do virtually all the care work which significantly reduces the amount of hours they work and consequently curtails their career development.

It seems that after three decades there remains as much inequality in the workplace as there is in the home.

But this flies in the face of labour market needs. According to the latest FAS jobs survey, after immigrant labour which filled almost half of the 90,000 jobs created last year, women in their 40s were the next most active group taking up 25,000 of the available positions. Women returning to the workforce after child rearing were the fastest growing section of the available workforce and were continuing to push up the overall female participation rate. Men's participation rate fell slightly.

Yet from the ESRI survey employers, particularly in the private sector, appear to be favouring men over women.

**The ESRI survey on recent graduates was the more revealing as by taking men and women just three year after graduating when few would have started a family it effectively factored out the so-called 'penalty of**

motherhood'. Accordingly, any differences in pay could be put down to what the survey said was "other processes" that explain the differences between men and women's pay.

**The results are not that reassuring, particularly for women going into the private sector.**

The study found that while overall there is no hourly wage difference between men and women, this is only because the public sector pulls the overall average up. **Women graduates who enter the private sector earn 8.2% less per hour than men - a significant gap given that it emerges after just three years.**

Not surprisingly then, more women than men opt for the public sector with 74% of male graduates opting for the private sector as against 59% of women.

"Graduates in the public sector earn significantly more per hour (and per week) than those in the private sector" says the report.

"Therefore, the over representation of female graduates in the public sector counteracts their disadvantage in the private sector leading to equality in the economy-wide hourly wage".

**It appears that female graduates instinctively know which sector is best for them and they have chosen the public sector. This means that the private sector is losing out on over 40% of female graduates.**

In terms of weekly wages female graduates earn 11% less than men and here there is no difference between the private and public sector. This larger gap emerges, said the report, not because a high proportion of female graduates are working part-time but because the weekly hours of female full-timers are significantly lower than those of male full-timers.

Amongst full timers the weekly pay gap remains at 10% which is important in terms of standard of living and control over resources, it says.

The earnings gap is also down to differences in terms of bonus and fringe benefits. 42% of male graduates received a bonus as compared to 32% of female graduates which noted the report, is once again down to men's higher concentration in the private sector. Even these bonus are paid, men get 25% more than women.

In the public sector men are more likely to receive pensions and free subsidised meals. With regard to training men are more likely to have received training in the previous two years than women. Men are also more likely than women to have been promoted in the previous two years though there is no major difference between the public and private sector in this regard.

#### The study suggests five sets of processes which underpin gender differences in pay.

Field of study, it says, has a strong influence in pay and while the gaps does not vary by field of study, the strong sex difference in subject choice does mean that subject choice does influence pay. "For example, in the private sector, lower earnings for arts graduates mainly affect women while higher earnings for engineering graduates in that sector accrue mainly to men", says the report.

With regard to work experience men in the private sector receive a higher reward for each months of experience.

Institutional influences have a significant affect on pay differences and within the private sector, the gender composition of the organisations where graduates work was found to influence pay.

"Working in a female dominated workplace decreased wages for both men and women but of course it was women who were most likely to experience this penalty" says the report.

Equality policies were found to have a positive impact on earnings and reduce the wage gap while in the private sector the gender pay gap is wider in in firms without formal promotion procedures and those without incremental pay scales. Concentrating on the private sector where the largest gap is found, the report notes that male graduates receive a greater return from their qualification levels and from achieving first-class honours.

"This means the higher qualifications found among female graduates in the private sector do not translate into higher earnings", it says.

Similarly, the greater reward attached to previous experience for men are another source of unexplained gender inequality. Since the level of match between job and education does not differ by sex, it is unlikely that men's previous experience was any more relevant than women's so it is difficult to account for these differential returns. The report suggests that this "possibility of discriminatory practices or processes in the private sector of the labour market".

One possible explanation for the difference is that more men than women were found to have negotiated a wage increase but it does not explain why more men negotiated a wage increase.

Gender segregation is important in establishing wage differentials, says the report, and fields of education is critical in this regard.

"Therefore, part of the explanation for the gender pay gap is rooted in the education system and in earlier educational choices, some times made as far back as junior cycle of secondary school".

Values attached to certain skills are also important and the report notes that these are in part socially and historically determined.

"The negative impact of the proportion of women in the workplace on earnings also highlights the role of gender segregation in the pay gap, and again raises the question as to why female-typed occupations are paid less".

The ESRI also predict that given the higher returns to labour market experience found in the private sector could lead to a widening of the pay gap in the years ahead. It also suggest that as these recent female graduates come into child rearing age the effect will be to similarly widen the pay gap.

Accordingly, the ESRI suggests a greater focus on the processes of early career integration and career choice to avoid women being segregated into what are still perceived to be lesser value occupations.

But employers have to take a large portion of the blame to, suggest the ESRI. "The results (of the survey) also suggest that employers and work

organisations continue to play a role in reproducing gender segregation and gender inequality in the labour market".

Formalised and transparent employment practices such as formal; pay scales, recruitment/promotion practices and the operation of explicit equality policies which exist in the public sector and have helped to narrow the gender pay gap, needs to be more widely implemented, says the report.

Access to and the values of bonuses also need to be closely monitored, it says, as do gender differences in access to training.

If the survey of recent graduates shows that the pay levels of recent female graduates was bordering on discrimination in the private sector, the Institute's survey 'Time-Use in Ireland' conclusively show that it is women who look after children, do almost all the housework and care for the elderly.

The impact for the workforce and the economy is that domestic duties are pursued by women at the expense of employment. Finance Minister, **Charles McCreevy** radically restructured the PAYE system some budgets ago in order to persuade women back in to the work force where they are badly needed.

While this has worked to some degree in the last few years, according to the ESRI's survey women's male partners are not following in McCreevy's footsteps by making it any easier for women to hold down what are effectively two jobs - domestic work and paid work.

**According to the survey, women spend 1 hour 9 minutes cooking every weekday while men can take just 16 minutes of the heat of the kitchen. Similarly, women spend 1 hour 18 minutes cleaning as against just 12 minutes for men while shopping duties are a little more evenly spread with 42 minutes for women and 16 minutes for men. In total women spend more than four times as long every day doing the housework.**

With regard to childcare the gap is even wider. Women spend two hours 30 minutes on childcare every weekday while men can manage just 31 minutes. Care of adults is similar with women spending 25 minutes per weekday and men spending 5 minutes ( The times used are average over the 1,000 people surveyed and as such

average times would be considerably reduced by those who spend no time at a particular activity).

Gardening, however, is one area that men take pride in with men spending 28 minutes per weekday and women spending 14 minutes. **Men are also out in front when it comes to time spent in pubs and restaurants giving over 25 minutes every weekday as against 11 minutes for women!**

However, when it comes to employment men spend 5 hours 17 minutes at work every weekday while women spent less than half of that at 2 hours 22 minutes.

The gaps do not narrow that much during week-ends when one would expect a more equitable approach to domestic duties when paid work is not an issue for most people. Women spend just short of three hours cooking, cleaning and

shopping at the week-end while men can manage just short of one hour. With regard to childcare men spend a bit more time with 51 minutes spent supervising and playing with children but women give over 2 hours 37 minutes to childcare the week-end - almost three times as much.

Men also increase their activity in the garden at weekends with 44 minutes spent out taming the wild while women venture out for just 15 minutes.

Men also still hold their lead for time spent in pubs and restaurants at the weekend at 1 hour 28 minutes but women catch up somewhat on this activity at the week-end spending 1 hour 9 minutes taking a break from house work.

"There are substantial gender differences in the time spent on unpaid work and caring time in

Ireland which are quantified here for the first time" concludes the ESRI Time-Use study. "However, at week-ends women and men's employment time declines but women's unpaid work and caring time remains virtually unchanged. This leads to a significant gender gap in leisure time (and in uncommitted time more generally)".

The ESRI do add, however, that the findings shows that with respect to the use of time Irish people follow "broadly similar patterns to that of our European counterparts".

"There is a substantial difference in the gender division of gainful work and domestic work; employed persons sleep less and have less free time; women have less leisure time than men, and those with children have less leisure time than those without children. +

# 2005 Excellence in Human Resource Management Awards

In November, the winners of the 2005 Excellence in Human Resource Management Awards were announced at a glittering black-tie ceremony in the Guinness Storehouse in Dublin by Maurice Pratt, chief executive of C&C, who chaired the judging panel. "The HR Excellence Awards serve as a national platform for recognising the contribution that HR professionals make to the management of business in Ireland" said Kevin Empey, head of Watson Wyatt's Human Capital Practice in Dublin, who were the overall sponsors of the event.

**Irish Life & Permanent** won the CIPD/Watson Wyatt Supreme Award for Excellence in Human Resource Management. The judges felt that the HR team, led by **Teresa Canniffe**, showed innovation and ingenuity in leading a corporate change programme to consolidate not one but two mergers into a single corporate culture with HR at its heart. During this time they also managed to re-define how a corporate HR function could best partner with the diverse businesses within the combined organisation. Special awards also went to **Hewlett Packard**, **ESB Power Generation**, **Meteor Mobile Communications**, and **Montupet (UK)** from Northern Ireland.

The **2005 judging panel** was chaired by **Maurice Pratt**, chief executive officer of C&C group. The other members were **Bryan Andrews**,



Mr Ray McKenna (far right), Managing Consultant, Watson Wyatt, presenting Irish Life and Permanent with the Supreme Award for Excellence in Human Resource Management. Pictured were: Mr Kevin Empey, Watson Wyatt, Ms Orla Kennedy, Mr Conor Maguire, Ms Barbara Irwin, Mr Denis Casey, Ms Teresa Canniffe, Mr Niall Saul, Mr Gerry Danaher, Irish Life and Permanent Plc, with Sharon Ni Bheolain, ceremony MC.



Frank Brennan, CIPD, Awards Co-ordinator with Maurice Pratt, Chairman of the Judging Panel.



Mr Padraig O'Riordain (far left), Managing Partner of Arthur Cox, presenting the Special Merit Award for Excellence in Human Resource Management to Hewlett Packard. Pictured were Mr Aidan Lawrence, Mr Kevin McNamara, Ms Avril McDermott, Mr Tony White, Ms Orla Kelly, Mr Lionel Alexander, Mr Martin Hart, with Kevin Empey, Hewlett Packard, with Mr Kevin Empey, Head of Human Capital Consulting, Watson Wyatt.

chief executive of the Public Appointments Service, **Anne Heraty**, chief executive **CPL Resources**, **Dr Mary Redmond**, consultant **Arthur Cox** solicitors, **Kevin Empey**, head of **Watson Wyatt's** HR consulting practice, **Martin Farrelly**, **IMI** Faculty member, **Johanna Fullerton**, **Pearn Kandola** partner, and **Dr Gerard McMahon**, managing director **Productive Personnel** and **DIT** lecturer.

The quality of entries for the 2005 Awards clearly demonstrated the difficult challenges business and human resources professionals face today, and how their effective responses to these challenges managed to deliver real value in practice. The awards provide a national platform for recognising

the contribution that these professionals make to the management of business in Ireland, which is what makes this process so different from anything else. They help to promote initiatives that have had proven business success and the HR industry as a whole can learn from these experiences rather than reinventing the wheel. ⬇



Ms Anne Heraty, Chief Executive, CPL Resources Ltd presenting the Special Merit Award for Excellence in Human Resource Management to Mr Billy Byrne, Mr Willie Edmonds, Mr Dave Hughes and Mr Declan O'Brien of ESB Power Generation, pictured with Mr Kevin Empey, Watson Wyatt.



Ms Johanna Fullerton (far right), Partner, Pearn Kandola, presenting Ms Brid O'Brien and Mr David Goggin of Meteor Mobile Communications with the Special Merit Award for Excellence in Human Resource Management.



Mr Martin Farrelly (third from left), Human Resources Senior Specialist of IMI, presenting the Special Merit Award for Excellence in Human Resource Management to Montupet (UK) Ltd. Pictured were Mr Bill Atkinson and Mr Paul McDermott, Montupet (UK), with Ms Angela Corrigan, Ms Orla Mooney and Ms Rachel Armstrong, Independent Newspapers.

**The 2005 finalists of the Awards for Excellence in Human Resource Management were:**

**Allianz:** Extensive, HR led business change programme in the Commercial lines part of the business.

**AXA Insurance:** Integrated performance management and career structure improvements.

**Dublin Bus:** Introduction of an innovative work life balance project for staff with specific work patterns.

**EBS:** Innovative, performance management process and associated technology system.

**ESB Power Generation:** Innovative, person centred programme to retain core and specialist skills after a major restructuring

**Hertz Europe Service Centre:** Competency framework and management process to identify behaviours and skills required for future success.

**HKR Architects:** Reward linked performance management and development scheme.

**Hewlett Packard:** Implementation of a new global training model led by the technology company's operation in Ireland.

**Irish Life and Permanent:** Leading a major change programme while restructuring the HR delivery model following a period of mergers and restructuring.

**JurysDoyle Hotels:** Design and delivery of a highly creative customer care training initiative developed and delivered in-house by the company

**Masonite:** Pioneering partnership with Sligo Institute of Technology to develop a National Certificate in Engineering to help drive business change.

**Meteor Mobile Communications:** Innovative, e-learning initiative to swiftly train staff in product/system and process knowledge.

**Montupet:** Staff skills upgrade programme for this manufacturing company in Northern Ireland to improve quality and competitiveness particularly against lower costs suppliers in Eastern Europe.

**Tesco (Tesco had two entries shortlisted):** 1. Accelerated management training programme including coaching, and four-week residential "finishing school". 2. The development of a management-union group established to resolve conflicts, adopting consensual approach to employee relations.

**HR Excellence Awards 2005 Sponsors**



ARTHUR COX



IRELAND'S EXECUTIVE  
MANAGEMENT CENTRE



# Grief At Work

By Breffni McGuinness

Every year in Ireland 28,000 people die, with approximately one in ten of the working population being directly affected by these deaths. Such a loss is one of the most profound and challenging things that can happen in a person's life. Grief – which is the normal and natural reaction to loss and change – is a complex process. When we lose someone who is significant to us, our world is shaken. We are affected emotionally, physically, psychologically and spiritually – and this is not easily left behind when we come to work. The workplace is a huge part of our lives, where we spend as much as half our waking hours. While we might like to keep our work and personal lives separate, grief is one reality which cuts through these boundaries.

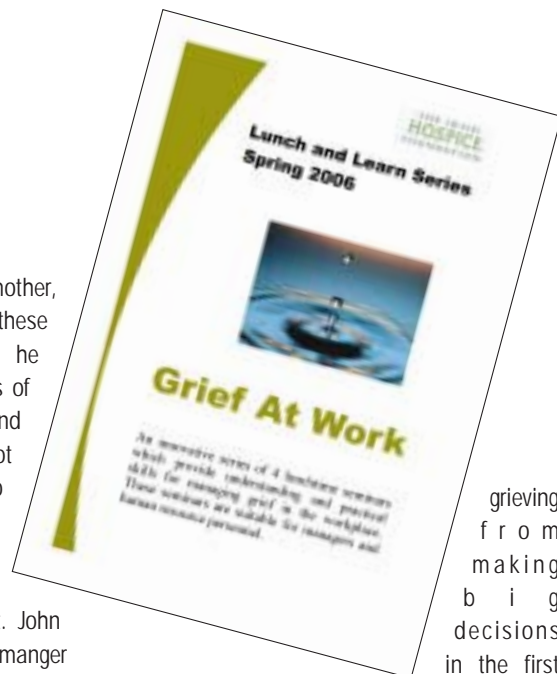
John worked for a medium sized computer company. He travelled a lot as part of his job. Just over a year ago, while out of the country, he received a phone call in the afternoon from the police telling him that his mother had been involved in a serious accident. He knew from the tone of the call that his mother was dead. The company were very helpful at the time, arranging a flight home and getting someone to accompany him. They also sent a wreath and attended the funeral. The official company policy on bereavement was three days compassionate leave. John did not return for a week. Nobody said anything and he wasn't deducted any pay. John appreciated how these things were handled.

When he returned to work though, people did not say much to him and he felt an unspoken pressure to get back to productivity and 'get on' with things as quickly as possible. At times work was a blessed relief where he could concentrate

on something other than the loss of his mother, but there were also other times, and these were becoming more frequent, where he found himself overcome with the effects of grief. He felt sad, lonely, angry, guilty and empty. And the exhaustion – he could not believe how tired he felt. He wanted to get back in to his work but sometimes he just did not have the energy. John's line manager noticed that his performance was slipping and confronted him about it. John took this very personally and felt that his manager did not understand his situation and was uncaring. Their relationship deteriorated and John eventually went out on sick leave for a couple of weeks. On his return to work there was an uncomfortable tension between John and his manager. **Six months later John quit his job and moved to another company.**

This was an unfortunate outcome in which everybody lost out. It could have been avoided. Most people want to do the right thing when someone is bereaved but often they do not know what to say or do. The reality, of course, is that grief is difficult for everybody, the person themselves, but also the manager and work colleagues. Understanding these realities and the way that grief can affect people can make a big difference.

It would have helped John and his manager to know that grief is not over quickly and that concentration, energy levels, productivity and relationships with co-workers can be temporarily affected. In fact, it is usually a number of months after the loss, when the initial support begins to subside, that the reality of what has happened begins to sink in. Knowing that one would generally discourage a person who is



grieving from making big decisions in the first

year, e.g. changing job or house, would also have helped.

Being proactive about supporting employees who are grieving helps everyone. The organisation itself will benefit by helping reduce sick leave and unnecessary staff turnover while increasing morale and commitment among employees.

**In recent years, the Irish Hospice Foundation has organised a series of seminars aimed at giving line managers, team leaders and human resource personnel the confidence to support their colleagues and employees at a time when it's needed.**

Supporting our colleagues through one of the most traumatic periods in their lives is not just the right thing to do from a humanitarian perspective but it makes sound economic sense. 🍀

*Breffni McGuinness is Training Officer with the Irish Hospice Foundation. To learn more about the "Grief at Work" programme, you can log on to [www.hospice-foundation.ie](http://www.hospice-foundation.ie) or contact Breffni McGuinness on [breffni@hospice-foundation.ie](mailto:breffni@hospice-foundation.ie)*

*Supporting our colleagues through one of the most traumatic periods in their lives is not just the right thing to do from a humanitarian perspective but it makes sound economic sense.*



# EMPLOYMENT LAW AND THE ART OF WAR

ADRIAN F. TWOMEY

**In the early 21st century HR professionals routinely find themselves embroiled in what can feel like trench-warfare with difficult employees. Absenteeism is a recurrent problem, dismissals have become legal mine-field and stress, bullying and harassment are terms that are encountered in practice on an increasingly regular basis. HR practitioners can and do find themselves engaged in a process of shadow-boxing with employees as both position themselves for the sometimes inevitable battle in a court-room or tribunal. Against this back-drop, it is, with apologies to Sun Tzu, important that HR professionals become at least familiar with the key factors that come into play in practising the art of war.**

Before entering into any battle, experienced generals will ensure that their arsenal of weaponry are properly stocked, their troops are trained and primed for battle, their generals are capable (or, in Napoleon's case, lucky) and their strategy is clear. A similar degree of planning and careful preparation is required of HR professionals in dealing with problem employees.

## EQUIPPING YOUR ARSENAL

As a practising employment lawyer, I often feel that I come close to nagging employers and HR professionals about the importance of having appropriate policies and procedures in place. However, I am encouraged to repeat the message every time I encounter an employer that does not have appropriate policies or that has not implemented or regularly updated those policies. Amazingly, I encounter such employers on a daily basis.

It really is imperative that the modern employer have appropriate policies in place on matters such as grievances, discipline, bullying and harassment, equal opportunities and the use of internet access and e-mail facilities. These days, it is probably also advisable to have a policy on stress. In the absence of effective policies on these matters, the employer loses not only the ability to adequately defend claims but also the weapons that are often necessary to attack problems in the workplace. If you are weak on this front then your army lacks the weapons that are necessary in order to both defend itself and attack the enemy.

## PREPARING YOUR TROOPS

**Line managers are the equivalent of regular soldiers on the employment law battlefield.** If you don't know them then it will be difficult to direct them as the actions they need to take, to gain their trust in times of crisis and to ensure that they understand your concerns. **Encountering HR managers who do not know their line managers and who rarely interact with them is often a significant problem.** After all, the most effective training that you can provide to your line managers will take place through the medium of your discussions with them. Just like any army, your cohort of line managers must be properly trained, conscious of the dangers that present themselves on a daily basis and prepared to respond appropriately. They must also be aware of the need to communicate with you when they spot the first signs of danger.

## YOUR GENERALS

Most larger companies now employ or retain the services of a range of key professionals who will assist them in dealing with common problems.

Each of these key professionals must be carefully selected and must be absolutely trustworthy.

**Do you have an employee counsellor, an occupational physician, an employment lawyer, an independent investigator and an independent mediator upon whom you can call in times of crisis? If not, then you may find yourself hastily having to obtain the services of a professional in one of these disciplines at very short notice. That can be disastrous. After all, there is nothing worse from a HR perspective than to find yourself sending a malingering employee to an expensive and supposedly highly specialised occupational physician only to receive back a report which simply regurgitates everything that the employee said in the course of a medical examination and advises you that the employee will be unfit to attend at work for at least three months (at which stage, of course, another expensive medical report will need to be obtained). Similarly, many HR professionals will have been frustrated by their lawyers routinely producing legal opinions containing the words “on the one hand... and on the other hand...”**

Each of the professionals mentioned above is retained by a company with a view to assisting in the resolution of problems. If they do not assist you then they are not worth the fees that you are paying. Legal problems may be complex but your lawyer should be able to explain them to you and help you devise a strategy for dealing with them. Similarly, occupational physicians may not always be in a position to certify your problem employee as being fit to return to work, but they should be able to devise a course of treatment that will bring you to that situation quickly or advise you that the employee is unlikely to recover in the short-term and that terminating their employment is an option that should be considered.

### YOUR STRATEGY

It is not unusual to find HR managers simply reacting to each development in a scenario as it happens. To do so, however, is to allow yourself to be led down a path without knowing the location to which you are being led. As each new problem arises, it must be assessed – often with the help of your generals – with a view to determining your optimum outcome and devising a strategy that will assist you in attaining it. There may be some unforeseen twists and turns along the road and you may have to deal with the occasional tactical diversion but your end goal should remain clear at all times. If any particular step takes you away from attaining that end goal then it is unlikely to be worth pursuing.

Clients often ring me with problems that initially seem to be insurmountable. No matter which way they turn, the outcome appears bleak. At the same time, their MD or CEO may be demanding the immediate dismissal of the employee in question.

The first step to be taken in dealing with these problems is to ensure that the MD or CEO understands that while their objective is attainable, it will not be achieved immediately and they will be expected to demonstrate a degree of patience. **Once the CEO or MD has bought into your strategy, then many of the most intractable problems can be resolved by adopting a policy of restraining, blockading and destroying.**

The **restraining process** often simply involves defusing the employee's immediate and most potent lines of attack. So, for example, a resignation that will inevitably lead to a good constructive dismissal claim can be overturned or diffused by meeting with or writing to the employee asking them to carefully reconsider their decision and pointing out options that may be available to them. If one of those options is availing of the company's grievance procedure,

then it will be difficult for the employee to later argue at the Employment Appeals Tribunal that they had no option other than to resign. The threat of a successful constructive dismissal claim is thereby immediately blunted.

Once the immediate threat has been dealt with, **the blockading process** involves assessing other dangerous options that may be open to the employee and closing them off. For example, suggesting that employee visit your counsellor or avail of your EAP program will limit the risk of them subsequently successfully claiming to be suffering from stress-related personal injuries.

Finally, once the immediate problems have been dealt with and the employee has no other direction in which to turn, one can, if one wishes, enter **the destroying phase**. Hence, an employee who made wild and inaccurate allegations of harassment against their supervisor can have little complaint if they are dismissed after the complaint was properly investigated and found to be both baseless and malicious.

### CONCLUSION

Employment-related legal disputes are far more complicated these days than they were twenty or thirty years ago. For that reason, it is not sufficient for HR professionals to simply be aware of the key provisions of the various pieces of employment legislation. Rather, it is important that they have some strategic and tactical awareness as well as the support and advice of a range of appropriate professionals when dealing with potential court cases. After all, a good lawyer may help if you're in trouble, but a carefully managed factual scenario is always more advantageous. 📌

*Adrian F. Twomey will be speaking on these and other related issues at the CIPD's upcoming annual employment conference. He can be contacted on 053-23077 or [atwomey@doylesolicitors.ie](mailto:atwomey@doylesolicitors.ie)*

# FIXED TERM OR NOT FIXED TERM

By Richard Grogan and John Greene of  
PC Moore & Co Solicitors

In a recent judgement by Ms Justice Laffoy delivered on the 13th December 2005 on a preliminary application at the conclusion of evidence by a plaintiff an issue arose in relation to a fixed term contract. The fixed term contract had a Probation Clause. It also had the usual clause relating to the Unfair Dismissal Legislation not applying at the expiry of the contract. There was also a clause which dealt with dismissal for "cause".

The contract also had an additional Clause 19 which provided:

"Notwithstanding the fact that this is a fixed term contract, the [employer] reserves the right to terminate your employment prior to the expiry of the fixed term. In the event of such early termination, the [employer] undertakes to give you, and you are required to give three months notice, however, both parties have agreed to waive their right to notice and/or accept pay in lieu of notice if agreed."

The plaintiff's case was that as a matter of construction of her contract which was described as a three year fixed term contract the defendant was not entitled to invoke the relevant clause being Clause 19 during the currency of the fixed term. The cases of BBC -V- Eyanu 1975 ICR 267 and Dixon -V- The BBC 1979 1QB 564 were both quoted.

The case was not dealing with a claim under the Unfair Dismissal Legislation. The claim was under Common Law. Counsel for the employer submitted that the clause disemploying the provisions of the Unfair Dismissal Legislation to the contract of employment bringing it within the provisions of Section 2 Subsection 2 of that Act whether done effectively or not was not an issue in this case. It was argued by Counsel for the defendant that the issue was whether in Common law there can be an agreement between an employer and an employee that a contract of employment being a three year fixed term contract but subject to summary dismissal on justifiable grounds and also subject to termination on notice before the expiry of the fixed term at the behest of either side was one which at Common Law the parties should be free to make such an agreement on. Ms Justice Laffoy in her decision agreed with this when she stated:-

"I see no reason why at Common Law the parties should not be free to make such an agreement."

The case is an interesting case in that while it is generally accepted that a fixed term contract can be subject to being terminated for cause this does not affect its status as a fixed term contract for the purposes of the Unfair Dismissal Legislation. If the contract runs its term and is subsequently simply terminated at

the end of its term the employee has no claim under these Acts.

**There has been a tendency by some employers to insert a further clause in line with that set out above in this article enabling an employer to terminate a contract without cause on some level of notice. The recent decision of Mary Laffoy while not addressing the particular issue has raised the spectre that where such a clause is inserted the contract may well cease to be a fixed term contract.** It may well be that such a clause is so at variance with the basic premise of a fixed term contract that it effectively creates an open ended contract. The effect of this is that it is possible that in such circumstances an employee will have a claim under the Unfair Dismissal Legislation despite the fact that the disclaimer clause has been inserted in the contract at the end of the "fixed term". It also raises the question as to whether it is possible to renew such a "fixed term" contract under the Fixed Term Legislation and still be protected.

What is interesting in the decision is that this issue as to whether a general right to terminate a contract, other than for cause, has the effect of making the fixed term element of the contract effectively void. While the decision did not address the issue it is noticeable that Ms



Justice Laffoy in her decision based her reasoning on what parties can contract to do at Common Law. The exclusion of the Unfair Dismissal Act only applies to a fixed term contract as described by Statute. If it is not a fixed term contract then the exclusion of the Unfair Dismissal Legislation cannot be effective. If a contract is determinable by an employer on notice, other than for cause, it is arguable that such contracts are effectively not fixed term contracts.

The issue of clauses relating to the termination of a fixed term contract, otherwise than for cause, has as yet not been seriously litigated upon in this jurisdiction. At Common Law employers can set out any terms they like in a contract of employment. That is a given. The issue however is whether an employer seeking to rely on a statutory exclusion of the Unfair Dismissal Legislation can insert a clause in a contract of employment which is at variance with the concept of a fixed term contract as commonly understood.

In BBC -V- Eyanu 1975 ICR 267 Lord Denning stated:

"In my opinion a fixed term is one which cannot be unfixed by notice. To be a fixed term the parties must be bound by the terms stated in the agreement and unable to determinate by notice on either side. If it is only determinable for misconduct it would, I think, be fixed term because that it imported by the Common Law anyway but determination by notice is destructive of any fixed term."

In the subsequent case of Dixon -V- The BBC the Court of Appeal overruled the decision. However the Dixon case overruled the Eyanu case on the grounds of the particular terms of the relevant statutory provision in UK law. There is no such similar term in Irish law.

We believe it is likely that this whole issue of the status of fixed term contracts where there is a clause allowing it to be determined has now been raised as an issue to be determined as to whether such a contract is a "fixed term" contract. There is strong grounds for arguing that a clause allowing a fixed term contract to be determined otherwise than for misconduct may

well be held to be destructive of any fixed term. The effect of such a ruling, if made, in a future case, would be to allow an employee at the end of a fixed term, where there is such a clause to pursue a claim for unfair dismissal despite a clause excluding the provisions of the Unfair Dismissal Legislation.

I believe that the decision in Dixon has been relied upon by many employers when drafting their contracts of employment but without reference to the decision in Eyanu. The Dixon decision was based on specific UK legislation which is materially different than Irish legislation.

In the case that was recently before Ms Justice Laffoy she did not have to rule on this issue as it was irrelevant to the case. Her comments have however opened the vista of a new difficulty for employers who have such clauses in their contract being now possibly subject to challenge on the basis that what they believed was a fixed term contract is in fact no longer a fixed term contract for the purposes of the Unfair Dismissal Legislation or the Fixed Term Legislation. 🇮🇪

# Mandatory Pension Coverage Neither In or Out... For Now

Speaking after the comprehensive National Pensions Review report from the Pensions board last month, The Minister for Social, Community and Family Affairs, Seamus Brennan, said that mandatory coverage cannot be ruled out.

Brennan said that whatever solution is picked to resolve the fact that over half of all Irish workers have no occupational or supplementary pension, "painful choices" will have to be made.

But according to the report it is clear that none of the participants are willing to take that pain. Employers have ruled out mandatory pensions coverage on the basis of exorbitant cost while it is clear that employees, particularly younger, lower paid and female workers who have the lowest cover, will simply not make the contributions necessary to secure a decent retirement unless they are forced to do so.

But Brennan also has to deal with opposition from a less likely source - his cabinet colleague, Minister for Finance, Brian Cowen.

Several of the key recommendations in the report include the rider 'the Board recommends, with the exception of the representative of the Minister for Finance...'

Finance does not accept, for example, the NPPI's replacement income target of 50% of gross pre-retirement income to fund an adequate retirement. Neither does Finance accept the NPPI's proposals that the Old age pension pegged at a minimum of 34% of average industrial earnings.

Finance also disagreed with the Pension Board's proposal that state retirement support be "pursued vigorously" because of the potential benefits to supplementary provision.

With regard to a number of proposals to enhance the existing voluntary supplementary pension, particularly better tax breaks, Finance said that it would consider such proposals "in

the light of their economic and budgetary implications, the findings of the examination currently in progress on pension-related tax reliefs and the needs of other areas of the economy". That appears to be about as polite a way of saying 'no' as Finance can muster, though some breaks for lower paid workers are envisaged in the forthcoming Finance Bill.

**Politically, however, Brennan has real problems trying to implement mandatory pension cover. With some 18 months to go to an election, it is very unlikely that the Government will sanction any move which forces people to fork out money for a retirement that for many of our younger workers is too far away to worry about.**

Accordingly, Minister Brennan kicked for touch and instead of any action proposed a national forum to debate the central issues in the report.

But it is almost ten years since, first the ESRI in 1997 and then the National Pensions Policy Initiative in 1998, highlighted the stark statistic that at least half of the workforce had no occupational pension and were totally reliant on the state pension in retirement.

In the decade since the 'pensions time bomb' was revealed, little to no practical measures have been introduced which would even partially defuse the bomb that threatens our rampant economy.

The National Pension View report which, if anything, showed that the situation has

got worse since the ESRI completed its survey on pension coverage in 1995.

"Supplementary coverage is insufficient and is a cause for concern" the Pension's Board warns in its report.

"The numbers in the workforce are now considerably higher than was anticipated in the 1990s. It is likely that the increase in the workforce has made the supplementary pension coverage percentage lower than it would otherwise have been."

While twice as many people today have supplementary pension coverage than existed in 1995 and this number is actually greater than was targeted for 2013, in the same period the workforce has almost doubled as a result of reduced unemployment, higher female participation, and immigration, hence the lack of a significant percentage increase in coverage, says the report.



# Pensions

**Personal Retirement Savings Accounts or PRSA, despite the drum roll that heralded their arrival two years ago, have not worked and take-up has been low.**

Even though there were a number of recommendations as to how to achieve the NPPI target of 70% coverage for those over 30 by 2013, it came down to the one contentious issue - **mandatory coverage**.

Even more divisive is the issue of cost and, particularly, who would bear that cost of mandatory coverage or if that burden is shared, what precisely will the share out be.

Currently, state and occupational pension costs are shared in various ways between the employee's contribution covering PRSI and any occupational pension contribution, the employers' contribution on the same two fronts and the considerable contribution from the Government or the taxpayer in the direct provision of state pension and the tax breaks for occupational pensions.

**Tax breaks for private or occupational pension costs €2.7 billion - almost as much as the Government pays out in the state pension.**

On mandatory coverage, the Board's report simply lays out the parameters rather than making any specific recommendation.

On this most sensitive issue which some argue would not slow down but bring our economy to a shuddering halt, the report notes that the NPPI's target of 50% replacement income "cannot be achieved without almost doubling the aggregate private sector retirement contributions currently being made, whether the targets are to be achieved through mandatory or voluntary contributions".

This can only be achieved without adding to employer costs, if the additional costs are borne only by contributors, and /or by the Exchequer without recovering costs from employers, says the report.

"It is not axiomatic that a mandatory system must require employer contributions; However, most if not all such international systems do require employer contributions", it said.

Many people, continues the report, have expressed "considerable concern" about the effect of mandatory pensions on employer costs,

particularly for those who are currently not making pensions contributions.

Others argued that the choice of whether a person saves for their retirement is an individual one and the state should not force somebody to do it. It was also asked whether employers have a responsibility to contribute to pensions for their employees.

The considerable opposition to mandatory pension coverage, said the report, also pointed to the effect it could have on existing supplementary pension coverage. "There is a concern that a relatively low level of mandated provision would also become the norm for many individuals and employers". it warns.

The cost may also impact on actual pay since many people consider pay and pensions to be one package, says the Board. "A mandatory employer contribution could result in a different split of the same overall remuneration cost and benefit"

Given the huge costs involved to whoever will bear the brunt of what the report admits is a doubling of existing contributions, the Pension Board opts out of a clear recommendation.

"The case for a mandatory private sector system would have to be assessed in the light of the industry's ability to provide a fair, comprehensive, competitive and comprehensible service to a largely financially-unsophisticated public, the likely effects on the taxation system and savings nationally and the implications for state liability generated by compulsion. The latter two factors, together with the cost to the exchequer, would have to be assessed if a mandatory state-run system were being called for"

"A mandatory system can be structured to achieve any given set of coverage and adequacy targets. Achieving the NPPI adequacy target can only be done at significant cost and with serious economic implications. However, the cost of the achieving the targets will broadly be the same whether this is achieved through voluntary or mandatory means".

A somewhat terse comment explains the Pension Board's predicament on mandatory cover; on the one hand they have been mandated to help achieve the NPPI's coverage target of 2013 yet on the other it is clear that

this is unachievable without the introduction of mandatory cover.

"If it is decided that a mandatory system would impose unacceptable employer costs, it would be useful to make clear whether this means that the additional contributions should be borne wholly by contributors (directly or via the Exchequer), or that the NPPI targets are too expensive and must therefore be reduced", says the Board.

With that plea made, the report duly covers both sides of the debate no doubt aptly reflecting the opposing views of employers, unions and Government representatives. "Some members of the Board believe that a mandatory approach is the only certain way of achieving the NPPI targets, and that such an approach should be considered urgently. However, others believe that the cost of this certainty is too great in terms of potential economic and other impacts".

Addressing the role of the state in enhancing the existing voluntary system the Board notes that no single change or enhancement will achieve the NPPI targets, but the cumulative effect of a number of proposals "may make a significant difference".

It was these state proposals which gained the most publicity and which were similarly noted by the Department of Finance.

First, the Board recommended that tax relief for pension contributions be made available to everybody at the higher 42% rate so that those on low incomes would get the same benefit and have the same incentives to make contributions.

The Board also recommended that the State incentive for PRSA personal contributions be granted by mean of a matching contribution of €1 for each €1 invested rather than through tax relief, subject to a maximum amount.

Tax relief for other forms of supplementary pension provision is allowed at the higher rate for all personal contributions, the Board recommended. This should apply through the current method of granting relief at source or through a method of refundable tax credit, where appropriate, it adds.

With regard to PRSAs which some suppliers said were hindered by bureaucracy, the Board recommended that the point of sale of

regulation of standard PRSAs be reduced by eliminating the requirement to prepare a fact finding questionnaire in such cases.

**On the maturing SSIA's themselves which has been the subject of such speculation, the Board recommended that incentives should be encouraged so that SSIA funds be saved for retirement and that these incentives be targeted at those who would not qualify for tax relief. It specifically recommended a (a) once-off increase in pension contribution limits for those who had not fully used their pension contribution in the past and (b) exemption for SSIA exit tax on transfers to pensions where no income tax relief is also being claimed on the amount being transferred.**

While Finance Minister Brian Cowen promised to examine all the Board's proposals in the light of the budgetary situation, it is understood that the Board is pushing an open door on the latter recommendation. It is understood that while Cowen and the Government is adamant that there will be no more SSIA schemes, some form of favourable tax treatment or extension of SSIA's is under consideration for low to middle income earners only, in the forthcoming Finance bill.

While the forum to debate the central issues in the report is welcome, concrete action rather than more discussion needs to be taken on pensions.

Pensions, or the lack of them, is becoming a very divisive issue in the workplace, as recent disputes in ESB and Aer Lingus will testify.

**An increasing number of companies are changing over from defined benefit schemes to defined contribution schemes because of the high cost factor and risk of DB schemes. But employment experts have warned that having one section of workers on a superior pension to another group simply because they joined the company later, could give rise to a legal challenge.**

The forum is expected to be up and running shortly but more concrete action on pensions could come out of the national pay talks which should conclude by April. 🍀



# DRIVING THE BUSINESS THROUGH PERFORMANCE DIFFERENTIATION

By Jean Cushen and Lorna Byrne,  
Watson Wyatt Worldwide, Dublin.

**Recent Watson Wyatt research confirms our suspicions - the most successful organisations make substantial reward distinctions based on performance<sup>1</sup>. Organisations that pay significantly higher bonuses to high performing employees achieve a substantially higher total return to shareholders.**

Linking and managing performance and rewards to create real differentiation amongst employees allows organisations to effectively invest their reward spend for maximum impact. It also supports the identification, development and retention of top talent to secure sustainable competitive advantage. In contrast, organisations which do not reward top performers and ignore poor performance are failing to maximize their resources and are likely to lose top talent, compromising the future of the business.

If it makes economic sense that employees who drive and contribute most to business results should be rewarded as such, why is there still a disconnect between pay and performance? Our research shows that most Irish organisations have yet to leverage the power of effective performance and rewards management<sup>2</sup>, with less than half of employees having a favourable perception of the link between pay and performance in their organisation.

Against the current background of managing both cost and growth it is a good time for both HR professionals and business leaders to take control of performance and rewards equation and align them more effectively to the needs of the organisation.

## CREATING THE FOUNDATIONS FOR MANAGING PERFORMANCE AND REWARDS

Performance management and rewards are the most effective vehicles an organisation has to

align the actions of employees to the business goals. Four key steps are involved:

- communicating performance expectations,
- measuring the degree to which employees meet these expectations,
- rewarding, developing and promoting employees who meet and exceed expectations,
- improving or removing employees who fail to meet expectations.

However, while design is important, success is even more dependent on a manager's desire, confidence and ability to manage performance

within their teams. Indeed, there are certain truisms underpinning performance management that all those responsible for managing performance and rewards must fully endorse; namely:

- relative to each other, any employee base is made up of high, medium and low performers,
- distinct approaches to managing and rewarding each category are necessary,
- performance and rewards is as much about managing and developing top talent as it is about managing and addressing poor performance.



1. Watson Wyatt 2005 Human Capital Index  
2. Watson Wyatt 2005 European Total Reward Survey

Organisations must ensure that all managers understand and support the performance and rewards system. If management is not consistent in their vision then disparities will occur. Too often HR responds to such issues by over-engineering the process by creating more definitions, scales and tick boxes to increase the comfort levels of managers. The process therefore becomes burdensome and distracts from the root causes of the problem and from the goal of managers having meaningful and engaging discussions with employees. **If managers find the concept of performance management challenging, HR need to focus their efforts on coaching them and providing a spectrum of tools to enable them to communicate the performance and reward decisions the business needs them to make.**

#### THE IMPORTANCE OF DIFFERENTIATION

The importance of meaningful differentiation cannot be over-emphasised. As stated earlier, if top performers are not rewarded and developed for their efforts they may become disengaged and/or leave the organisation. Either way the organisation as a whole will fail to reach its full potential. **This argument is supported by research stating that organisations who pay top performers more than 4 times the bonus payout of lower performers earned a higher total return to shareholders.**

The level of monetary differentiation within an organisation can vary by job family or job level, e.g. selling employees typically have more 'at risk' pay than other positions at a similar level. An organisation can consider any number of performance related reward schemes including base salary performance ranges, annual bonus schemes or longer term incentive plans. If resources cannot be stretched to provide optimal financial differentiation, still try, as even some differentiation gets across the message that you value and recognise high performance.

A properly designed reward plan will help focus employees' efforts and drive a performance culture. Reward elements in the overall package should support not contradict the business goals, be they financial, operational etc. The extent to which the performance and rewards are aligned with the business strategy can be measured through the extent to which payouts are self-financing. High performance payouts should only occur when the organisation as a whole has performed well.



#### DON'T FORGET: REWARD ISN'T ALWAYS ABOUT MONEY

It is dangerous to assume that higher monetary rewards are sufficient to retain top talent. Managers rely heavily on their top performers but can sometimes overload them and neglect their developmental needs. Yet, our research would suggest that the elements of reward that have the strongest influence on employee behaviour are intrinsic e.g. training, career opportunities. Many organisations are designing specific intrinsic rewards for high performers, incorporating rewards that have a value to employees that cannot be easily quantified in terms of monetary value such as learning opportunities, career planning and development.

#### MEASURING THE EFFECTIVENESS OF YOUR PERFORMANCE AND REWARDS SYSTEM

As business critical processes, the effectiveness of performance and rewards systems must be continuously monitored and measured. Many systems have evolved as the sum total of piecemeal solutions, developed and implemented without consideration of how the individual elements fit together to reinforce each other and the business. To maintain high performance, the alignment between reward plans and business needs must be tested regularly. While reward changes 'at the speed of business' may be too ambitious and unsettling, letting reward programmes stagnate too long fosters ambivalence and dilutes alignment. However, there are a number of warning signs including:

- poor participation in the performance management process
- low level of differentiation
- high payouts in times of poor performance.

Organisations are increasingly undertaking active steps to understand the extent to which performance management is adding real value. Mechanisms such as performance management audits, employee surveys and structured focus groups are being utilised in addition to detailed analysis of pay and performance data, analysis of employee objectives to ensure business alignment and proper monitoring of overall performance management effectiveness across the organisation.

#### PERFORMANCE AND REWARDS: IT'S A BUSINESS ISSUE

Clearly, the management of performance and rewards in combination has a critical role to play in business success. As part of an integrated and aligned system, effective management of performance and rewards can:

- improve returns to shareholders,
- engage and motivate talent,
- change and direct employee behaviour to encourage greater efficiency,
- control compensation costs in times of poor performance,
- self fund variable costs, and,
- enable employees to identify with and take ownership of business success.

Such factors represent a real opportunity for HR professionals to be an active business partner by driving an initiative that impacts on the ability of the organisation to achieve its business goals. +

*If you want more information on any of the research quoted in this article or on performance management audits, measurement techniques, reward or design you can contact Lorna Bryne or Jean Cushen on 01-661 6448)*

# WORKPLACE LEARNING - THE EMERGING TRENDS

**Maurice Fines (MBS. FCIPD) Employee Relations Manager An Post, reflects on the CIPD (Ireland) Annual Learning and Development Conference.**

Demonstrating how learning and development can add real value to organisations was the principle theme of the conference, held in the Clontarf Castle Hotel last November. The conference, attended by over 160 human resource and learning and development professionals, focused on three interconnected themes; talent development, accreditation and organisational capability through learning.

The conference was chaired by Conor Morris, MD, Evolve Organisational Learning Consultants.



In a thought provoking and highly informative presentation, **(Identifying Talented Individuals-What Really Works) John Loughran, Managing Psychologist, Pearu Kandola**, discussed the constant challenges that organisations face in

attracting and retaining talented people. The current levels of near full employment create a particularly strong 'sellers' market for talent. (The patient will see you now doctor!!) Only the right people, he argued, can produce the innovation in products, services and systems necessary to drive growth and competitiveness. The effective recruitment, nurturing and retention of talented people are therefore critical to survival.

John advocated the use of 'honest' job previews with candidates and to select against systematically derived competencies. In addition there is a requirement to assess a candidate's motives and values to ensure that they identify with core organisational values.

In a world where Company loyalty is no longer a given and work-life balance is a real imperative, the need to negotiate a 'psychological contract' where the expectations of both sides are crystal clear, particularly regarding personal development and career progression, is of

paramount importance. Violations of this 'psychological contract' he argued, are the principal reason for de-motivation, poor performance and loss of talent.

Holding on to talented people means understanding exactly what bonds them to the organisation. John stated that what is of real value is help with their long term career development and opportunities to prove themselves. Organisations can assist this process by; providing inspirational and accessible leadership; holding regular reviews/feedback sessions; mentoring and coaching and giving people space to develop. Ultimately, organisations must manage the talent of all their employees and help each of them to reach their potential and maximise their contribution.

Following the theme of talent development, **Rosheen McGuckian, CEO Ireland, GE Money**, gave a very practical and informative presentation, **(Growth Starts with Talent**



Conference Delegates: Georgina Power, Hibernian; Linda Maloney, O2 and Marie Russell, Hibernian



Conference Delegates: Katie Duffy, Tesco; Regina Goslin; Liam Bergin, Mansal Ireland and Hilary Clegg, Tesco



Conor Morris, Evolve and Event Sponsor, with Conference Speakers Niamh O'Donoghue, Revenue Commissioners; John Butler, FAS; Rosheen McGuckian, GE Money and Michael McDonnell, CIPD

**Development-The GE Approach)** in which she described GE's approach and commitment to talent management and development (GE invests over\$ 1 billion in development and education programmes globally) and the organisation's philosophy to always focus on the customer and seek out new growth opportunities. The key for GE is in talent management and identifying and developing growth leaders (at every level of the organisation).



Cyril Kirwan, Cyril Kirwan & Associates; Dom Crotty, OPP and Mary Collins, Eircom



Conor Morris, Evolve; Ann Hinds, HOK; Michael O'Sullivan, Arra HRD and Jason Denman, HOK

Supported/Sponsored by:



**EVOLVE**  
Growth through Learning

In leadership terms, GE growth traits, which are at the core of their leadership model, include: the ability to be able to create an external focus that defines success in market terms: to be a clear thinker who can simplify strategy into specific actions, can make decisions and communicate priorities: has imagination and courage to take risks on both people and ideas: and develops expertise in a function or domain using depth as a source of confidence to drive change.

Rosheen discussed in detail how GE approaches talent management, their **Talent Acceleration Programme (TAP)**, how they identify performance and promotability, and how this links in with GE's business objectives.

The need to build technical capability, provide career development opportunities for staff and to adopt a more integrated approach to learning and development was the catalyst for the **Office of the Revenue Commissioners HR Division** to seek external accreditation. In a very engaging and insightful presentation (**University Accreditation for your in-house Learning and Development Programme**) **Niamh O'Donoghue, Assistant Secretary**, discussed in detail how Revenue, following a competitive tendering process, secured an agreement to accreditation with the University of Limerick and the challenges that both organisations faced in bringing this about. The tangible benefits for Revenue are; adoption of best practice principles in relation to training and learning; upskilling of trainers in Revenue and greater engagement with training programmes (participation rates, exams taken, results).



Dave Malone, Evolve

The afternoon session got off to a great start with a brief but lively, relevant and entertaining presentation from **Dave Malone, Director of Evolve Consultants**, on (**Web Watch- Great Sites for Trainers**). Dave brought delegates through the process of how to use the Web as a research tool with an emphasis on leadership and training.

Maintaining the Conference theme on how learning and development can add real value to organisations, **Ronan MacGiolla Phdraig-HR Director, Sean White-T&D Manager and Nicola Kerrigan-T&D Specialist** from **Hertz Europe Service Centre** presented on (**Using a**

**Development Centre to Identify Behaviours and Skills for Future Organisational Success**). The Hertz team shared their experience of the business context and background that led to the establishment of their development centre that, in addition to many other benefits, would provide them with a 'snapshot' of their organisational capability.

In terms of achieving 'buy in' the team discussed the need for: linkage to the business strategy; education and communication (communication, they argued, was of critical importance and the key to success in bringing staff on board); a top down approach and the involvement of key stakeholders in the process.

Their development centre consisted of a maximum of eight people at a time; a blend of different activities; individual reporting and personalised feedback sessions. The team cited a number of tangible benefits for Hertz as a result. **Increased:** job satisfaction, flexibility and organisational commitment; **Improved:** teamwork and customer service. **Reduced:** complaints, conflicts and stress and a highly impressive 477% Return on Investment!



Conference Speakers: Nicola Kerrigan & Sean White, Hertz; Rachel Mooney, Google and Ronan MacGiolla Phdraig, Hertz

**Whose mission statement is to 'Organise the world's information and make it universally accessible and useful'?** Well **Google** of course! And why not, given as **Rachel Mooney, Head of HR, Google Ireland** informed us, the insatiable human demand for information. Rachel's presentation (**How Coaching and Mentoring keeps Google one Click Ahead**) provided a fascinating insight into Google and its culture and how they learn and develop. At Google, Rachel stated that people really are their most important asset and talent management (attracting and retaining talented people) is a key imperative for the company. As HR professionals we all recognise the critical importance of effective recruitment and selection and no more so than at Google. **With**

**5,000 staff worldwide, 400 people are engaged in the recruitment process and it can take up to 14 interviews to get a job offer! Every hire has to be approved by the founders, Sergey Brin and Larry Page and the executive board.**



Mary Dempsey, CIPD; David Goggin, Meteor Mobile Communications and Lindy Edwards, CIPD

The final presentation was delivered by **David Goggin, Development Manager, Meteor Mobile Communications. (Rapid Learning-A New Cutting Edge Approach to Learning and Development)**. For companies facing challenges from competition, tight deadlines, dispersed workforces, limited trainers and operational/time constraints on learners, then rapid learning may be for you! David gave an enlightening overview of rapid learning and its various applications, how to develop a rapid learning strategy and how, in an impressive case study undertaken at Meteor, real and measurable added value can be achieved.

**Rapid Learning is e-learning that can be delivered quickly and cost effectively and is shaping the way companies educate and train their staff, customers and prospects.**

By popular acclaim the Conference was a great success and the various speakers clearly demonstrated how learning and development can add real value to the bottom line. The case for corporate learning is compelling and to quote Dr. W. Edwards Deming (1900-1993) '**Learning is not compulsory- neither is survival**'. 🇩🇪



Conference Room with record attendance

# Our high tech society more Myth than Reality?

There appears to be a mismatch between espoused Government policy to encourage growth in the scientific occupations and actual occupational numbers, according to a research paper by Thomas Turner and Daryl D'Art of the University of Limerick.

In a paper entitled 'Is There a New Knowledge Economy in Ireland? An Analysis of Recent Occupation Trends' the authors question whether the so-called high-level occupations in Ireland, particularly the much heralded science or research jobs, are increasing as a proportion of the overall workforce.

Though the Government reminds us of the need for Ireland to create high level skills jobs, particularly in the area of scientific research jobs, a study of the QNHS between 1997 and 2004 "does not indicate a sanguine scenario for the future", the paper argues.

"Four of the main science occupations together (Chemists; biological scientists; physicists; and other natural scientists) increased from 5,600 in 1997 to 8,100 in 2004, an increase of 45%. Although this represents an increase comparable to the other high growth occupations, nevertheless it represents only 3.8% of the overall increase in professional jobs. To put it in perspective, a single occupation software engineer increased from 5,700 in 1997 to 9,000 in 2004 and accountants increased from 20,000 to 32,000, an increase greater than the total number of scientists in 2004", say the authors.

**Minister for Enterprise Trade and Employment, Michael Martin** has been strongly pushing the concept of Ireland as a "global knowledge based economy". But the Minister admits that despite the Government increasing its investment in research and development five-fold over the life

of the National Development plan, "we still have a lot of catching up to do".

The objective of the Government's new strategy, Minister Martin told a conference 'Exchanging Knowledge - Next generation Researchers for Universities and Industry' before Christmas, is to "make a quantum leap forward in the area of R & D and to move Ireland from impressive latecomer to acknowledged leader in this critical area.

"We need increased participation in the sciences by young people" said the Minister, "increased numbers with advanced qualifications in science and engineering, enhanced contribution of research to economic and social development, a transformational change in the quality and quantity of research undertaken by enterprise, increased output of economically relevant knowledge, enhanced

productivity and an established international profile for Ireland in this key area".

A long and ambitious set of targets but Turner and D'Art question whether we are actually on the road to this 'global knowledge based economy' or whether the booming job markets is really all about service related middle to low level jobs.

The authors argue that some of the private sector jobs in particular that are classified as high skill knowledge jobs should not really be in the high skill level.

Taking the increases in the labour force between 1997 and 2004 across high, intermediate and low skills jobs, the authors first question whether some of the 'manager' jobs placed in the high skill level i.e. category I and II such as butchers and hairdresser managers, should be classified in I and II.

If one then strips out the public sector which will always employ a greater share of high skill workers, job growth figures from the Quarterly National Household Survey show that lower level skill occupations account for the greater proportion of the employment growth in the private sector (35%) between 1997 and 2004 with 33.7% occurring in the higher skill levels and 31.4% at intermediate level, says the authors.

Though the QNHS survey indicates a proportionate decline in lower skill level occupations nevertheless, say the authors, these occupations remain a substantial and vital component in the labour force.

Overall, the QNHS survey indicates that knowledge occupations as included in the higher skill level group make up 30% of the labour force, says Turner and D'Art, which indicates the continuing importance of intermediate and particularly lower skill level occupations in the Irish labour force.

In a further questioning of the classification of jobs, the authors note that the occupational category that recorded the single largest increase was 'other managers' which rose from 8,800 to an astonishing 35,500 in the seven year period under review.

But they say that considerable caution must be used if we are to use this rapid rise as

demonstrating the emergence of a high skill knowledge economy.

In the private sector, the growth occupations are accountants, managers generally and computer related occupations. But Turner and D'Art question whether these can really be classified as knowledge intensive work. The authors similarly ask whether other rising job categories such as nurses, scientific technicians and computer programmers can really be regarded as knowledge workers i.e. jobs where the person has considerable autonomy in the creative application of knowledge.

"Overall, four distinct have experienced considerable growth since 1997.

when public sector occupations are excluded high skill occupations account for little more than a quarter of the labour force in 2004. Indeed, in the private sector employment in the lower level skill occupations is growing at a faster rate than high skill occupations

Firstly, health and education areas at the high skill levels and care assistant at the lower skill level in the public services. Secondly, financial accountants at the high-skill level and clerks at the intermediate level in financial services. Thirdly, craftsmen/builders at the intermediate level and general labourers at the lower level in the building industry and fourthly, sales assistants/representatives at the lower skill level in the retail industry.

The authors conclude that in the period between 1997 and 2004 there was "a moderate increase

in the proportion of the labour force in higher-level occupations" which by 2004 accounted for one third of the labour force with intermediate and lower skill jobs accounting for the remaining two thirds.

"However, when public sector occupations are excluded high skill occupations account for little more than a quarter of the labour force in 2004. Indeed, in the private sector employment in the lower level skill occupations is growing at a faster rate than high skill occupations".

On the apparent mismatch between espoused Government policy to encourage growth in the scientific occupations and actual occupational numbers identified in Turner and D'Art's paper, the authors suggest that it may be the case the supply of science based occupations is not adequate to meet the demand from industry and public sector organisations.

"Yet this is unlikely to be the case" they say. "It is worth noting that Irish universities have in the main been unable to attract sufficient students to fill available places in the science and engineering degree courses in recent year. Furthermore, in the five year period 1999 to 2002 alone, the Irish third level sector processed 10,265 primary degrees in sciences. Given the substantial educational resources invested in the third level sector, and the obvious over-supply in the sciences, this is a cause for concern".

As for measures to remedy the problem the authors suggests that one approach would be to expand Government funded research positions. To some extent, they say, this is already happening under government funded research programmes. But, the paper adds, this is unlikely to provide the level of expansion required to turn Ireland into a technology creator.

"Alternatively, demand for science occupations could expand in the private sector. This is only likely to occur where government subsidies or tax incentives are applied. Green (2005) has suggested that an increase in the corporate tax rate by 5% would generate substantial funds to boost research and give a new impetus to the creation of a mature knowledge based economy. In the absence of such substantial measures it is difficult to see an expansion in science based occupations for the foreseeable future".

## Literacy Skills in the Workplace: Help is at hand!

"25% of my employiyees hav diffacultyy reeding safty notises and seaing what's wrong with this sentence? I don't think so!"

Research indicates otherwise. The results of the International Adult Literacy Survey in 1997 published in the co-operation with the OECD first highlighted the problem of low levels of literacy existing in the workplace. Poor reading, writing and numeracy skills directly affected an organisation's ability to compete efficiently in today's knowledge societies and since 1997 computer knowledge has become an essential basic skill in the working environment. Further studies show that poor literacy is directly associated with higher operating costs and lower profits. In the UK the cost to industry in 1993 was estimated as being €9.5 billion.\*

Many employers do not realise that some of their employees may have problems with these basic skills. For individuals this is a sensitive issue and they will hide it. But consider whether your Company has had problems with

- **Absenteeism**
- **Flexibility** - staff unwilling to participate in training or work in different job roles
- **Wastage** - caused by skills deficit
- **Non Compliance with regulations** - staff unable to read or follow instructions or write up incident reports
- **Introducing new methods of working and technology** - reluctance to change
- **Communication with and by employees** - affecting customer relations and profits
- **High staff turnover** - being unable to keep the right staff for the job you have

An underlying reason for such difficulties may be due to low basic skills which in turn affect an employee's self confidence.

Workplace Basic Education Programmes (WBEP's) aim to address the problems associated with low skills. Employees are given the opportunity to attend a course in the workplace, designed to meet their needs and

those of their employer, and delivered at an appropriate pace by personnel experienced in adult literacy teaching. As well as improving the key skills of reading, writing, communication, numeracy and computer knowledge, raising confidence levels is seen as a major benefit of such programmes. A more confident worker is viewed as a better worker.

In Ireland, government, employer and employee bodies have all recognised the need to embrace lifelong learning and upskill. WBEP's have been operated on a partnership basis between employers, employees and local VEC's (the primary providers of literacy tuition) in the public sector for local authority and hospital workers. Smurfit Corrugated Cases has run a number of successful programmes but the concept has been slow to take off in the private sector with training costs being perceived as a major barrier.

As part of its **One Step Up** programme FÁS is now administering a specific Workplace Basic Education Fund, which can be accessed by employers to cover the costs relating to WBEP's. The Fund was established towards the end of 2005 and already is attracting interest amongst employers on a national basis. It is hoped that other private companies, regardless of their size, will avail of this opportunity to address the problem of low skills in the workplace.

Good basic skills are the essential foundations on which to develop skills to meet the changing demands of the workplace and to give workers the confidence to progress on a journey of lifelong learning. There is a growing awareness of the importance of on going training throughout the employment hierarchy and recognition of a partnership approach being the way forward. WBEP's provide the arena where both ideals can be realised. +

\* *The Basic Skills Unit (1993), The Cost to Industry : Basic Skills and the UK Workforce*

For further information on Workplace Basic Education Programmes please contact:

Susan Ward, Dublin City VEC  
Ph: 01 4547054; Mobile: 086 854 5565;  
Email: [tac@gofree.indigo.ie](mailto:tac@gofree.indigo.ie); or your local Skills for Work Co-ordinator



# CIPD Midlands region hears why Boston Scientific Tullamore is a great place to work

Best Company to Work for in Ireland and one of Europe's top ten, Boston Scientific Tullamore hosted the second regional meeting of the CIPD Midlands Region at their Tullamore plant. The meeting was addressed by Patricia Conroy, Chairperson of the CIPD Midlands Region. Guests included the CIPD committee, human resources and other professionals from midlands companies. Also in attendance was Mike McDonnell, Director of CIPD Ireland and President of the European Association of Personnel Managers, (EAPM).

Colin Wallace, Human Resources Manager at Boston Scientific Tullamore, who was the main speaker provided key insights into why Boston Scientific was named 'Best Company to Work For in Ireland', awarded one of the 'Top 10 Best Companies to Work for in Europe' by the Great Place to Work Institute and received an Outstanding Achievement Award from the IITD at its National Training Awards. The company were also first to achieve the FÁS Excellence through People, Platinum Standard.

Speaking at the event Colin Wallace said "We were delighted to be invited to host the meeting



Pictured at the meeting of the CIPD Midlands Region hosted by Boston Scientific Tullamore were from l-r: Colin Wallace, Boston Scientific; Michael Slevin, Glanbia; Yvonne Hutchenson, Tullamore Court Hotel; John O'Donovan, Boston Scientific.

and to share our experience with our fellow colleagues. Winning these awards is a wonderful endorsement of Boston Scientific's belief in the importance of its people. It is also a great opportunity to underpin the regions and in particular Tullamore's reputation as an important location for other businesses looking for high calibre employees and facilities"

Operations Director, John O'Donovan, reinforced the focus the company put on its culture and values and the extent to which this is intrinsically linked to performance and growth. "Tangible results are achieved as indicated by the extent to which the Tullamore plant performs as benchmarked with 14 other manufacturing plants world-wide", he said.

Mike McDonnell (CIPD) reinforced the need to build on success stories such as Boston Scientific in Ireland. "While there is a great need to move to a higher value added economy,



John Cusack, Head of Business School, Athlone Institute of Technology (AIT).

Boston Scientific's success story indicates that we need to remember that there some very successful manufacturing businesses in Ireland", he said.



Patricia Conway, Chair Midlands Region

John Cusack of the Athlone Institute of technology (AIT) complimented Patricia Conroy and the CIPD midlands committee on their achievements to date and encouraged the CIPD to work closely with the AIT to foster greater links between the two organisations.

The CIPD continue with its programme of events which they launched in September 2005 with an update on Employment Law by John Brennan from IBEC on Feb 28th in Athlone Institute of Technology . Based on the success of its first two events, this is an evening not to be missed. +

## Future Events 2006:

Date	Event	Location
Feb 28th 2006	Employment Law Update John Brennan, IBEC	Athlone Institute of Technology
Apr 6th 2006	CIPD Social / "Night at the Dogs"	Mullingar Greyhound Stadium
May 3rd 2006	CIPD Midlands Region AGM	Abbott Diagnostics Longford

## WESTERN REGION HR PRACTITIONERS/CPD RESIDENTIAL WEEKEND SPONSORED BY VHI HEALTHCARE

The annual HR Practitioners Residential Weekend was held during the first weekend of February – Friday 3rd and Saturday 4th. The event was kindly sponsored by VHI Healthcare over 150 delegates and CIPD students attended HR seminars and lectures in the Hotel Westport.

The first seminar on Friday evening highlighted the key ingredients of a successful business including strategy, execution, culture and structure – this interesting and informative event was delivered by Kevin O'Reilly (HR Leader, Bank of Ireland Asset Management Services).



Attending the CIPD Residential Weekend in Hotel Westport Sponsored by VHI Healthcare were Dr. Katie Sweeney Head of GMIT Castlebar Campus, Michelle Murphy CIPD West Region Chairperson, Judith Holland Corporate Manager VHI Healthcare, Tom Brennan VHI Healthcare Regional Manager Connacht and Brid O'Brien CIPD National Chairperson.

A gala dinner was held on Friday night and the attendees were address by Michelle Murphy (Western Region Chairperson), Brid O'Brien (CIPD National Chairperson), Barry Hill (CIPD Regional Development Officer) and Tom Brennan (Regional Manager VHI Healthcare) and the course Directors – Katie Sweeney, GMIT Castlebar and Deirdre McHugh, GMIT Galway. The Western Region Chairperson Michelle Murphy wished the students well in their year ahead and encouraged them to get involved with the CIPD locally. She also thanked VHI Healthcare for their generosity and support in sponsoring the event and looks forward to having them on board as sponsors again next year.



Attending the CIPD Residential Weekend in Hotel Westport Sponsored by VHI Healthcare were Barry Hill (Regional Development Officer CIPD), Judith Holland (Corporate Manager VHI), Michelle Murphy (CIPD West Region Chairperson), Tom Brennan (Regional Manager VHI Connacht) and Tom Devaney (Careewise Recruitment)

## WESTERN REGION BREAKFAST EVENT:

The CIPD Western Region held their first ever breakfast event on the 17th of January last. The event entitled 'Powerful Conversations' was kindly sponsored by Careewise Recruitment and the speaker on the morning was Heather Campbell from Campbell McWilliams Consulting in Glasgow. Tom Devaney from Careewise Recruitment stated how delighted his Organisation is to be associated with the CIPD both at a local and national level. Heather address a room of over 75 attendees and provided useful new techniques and models to personally increase the power of your conversation as well as refreshing others. Heather has coached Leaders from various sectors through the years including financial, pharmaceutical, IT and environmental sectors.

She brought to light current research in the fields of neuro-science and leadership and introduced techniques and tools to make conversations immediately more powerful.



Attending the CIPD Residential Weekend in Hotel Westport sponsored by VHI Healthcare were Adrian Twomey (Doyles Solicitors), Anne Gallagher (VHI Healthcare), Jacqueline O'Dowd (Tyco Healthcare), Sharon Conacur (Connect HRM) and Tom Brennan (VHI Regional Manager Connacht)

Tom Brennan (Regional Manager VHI Healthcare) addressed the attendees and spoke about the various new products VHI Healthcare have developed over the years and he highlighted that they were delighted to be associated with such a popular CIPD event at a regional level, they are heavily involved at a National level and feel it is important to filter this down to a regional level.

Saturday morning commenced with Adrian Twomey's seminar entitled Dismissing by Numbers: The No-Pain Guide to Handling Termination. Adrian is head of Employment Law in Doyle's Solicitors in Wexford and the attendees were extremely participative in this seminar – with no end of questions for Adrian. The afternoon session was presented by Mary Keightley (Director of Mind Associates) and was entitled 'The "X Factor".... Identify the characteristics of the outstanding employee'. Mary's knowledge in this field was excellent and she gave an overview of the key 'must haves' for an outstanding employee which included focus, flexibility, organisational skills and optimism – she also covered a range of 'nice to have traits' in this very interesting seminar.

The feedback from the delegates was superb and everyone is looking forward to this event in Westport in 2007.



Attending the CIPD Residential Weekend in Hotel Westport sponsored by VHI Healthcare were Deirdre Mc Hugh (Course Director GMIT Galway), Pam Connolly (HSE), Dr. Katie Sweeney (Head of GMIT Castlebar), Mary Keightley (Mind Associates) and Tom Brennan (Regional Manager VHI).



Attending the CIPD Western Region Powerful Conversations Breakfast Event were Michelle Murphy (Western Region Chairperson), Tom Devaney (Careewise Recruitment – main sponsors) and Heather Campbell (Campbell McWilliams Consulting).

Attending the CIPD Western Region Powerful Conversations Breakfast Event sponsored by Careewise Recruitment were Bernadette Sweeney (Goodman Medical), Tom Devaney (Careewise Recruitment), Heather Campbell (Campbell McWilliams Consulting) and Helena McGann (NET IQ).



**BOSTON SCIENTIFIC GALWAY HOSTS WESTERN REGION**



*Martin Clancy BUPA , Caitriona O'Donovan BUPA, Neville Bourke Sponsor HR Director Boston Scientific and Joe Sherlock BUPA*

**LAUNCH OF THE CIPD WESTERN PROGRAMME HELD IN THE COURTYARD MARRIOTT HOTEL**



*Gareth O'Callaghan MC, Michelle Murphy CIPD West Chair and John Garaty sponsor tlcMANAGER*

**DINNER DANCE**



*Bernard McHugh, Deirdre McHugh, Brid O'Brien (Chairman, CIPD Ireland), Michelle Murphy CIPD West Chair , Bernard & Mary O'Hara (GMIT) and Marian & Joe Coy (GMIT).*

**CIPD SOUTH EAST REGION**

The recent programme launch of the South East programme of activities for the coming year was held at the Ramada Hotel in Waterford and sponsored by the Waterford News and Star Newspaper.



*Photographed at the event were L to R, Adrian Twomey Guest Speaker, Caroline Dower, Advertising Sales Manager, Waterford News and Star presenting the Sponsorship cheque to Sonya Kirwan Chairman CIPD South East Region, Brid O'Brien Chairman CIPD Ireland and Barry Hill Regional Development Officer CIPD.*

**SOUTH EAST REGION ANNUAL PROGRAMME OF EVENTS**

The Chartered Institute of Personnel and Development South East Region launched their annual programme of events recently at the Ramada Hotel in Waterford. The large attendance included Human Resource professionals from the region and students from the Waterford Institute of Technology. Also in attendance were members of the CIPD National Executive including Brid O'Brien, National Chairman and Barry Hill, Regional Development Officer. The guest speaker on the evening was the well known Employment Law solicitor; Adrian Twomey who briefed the audience on current employment law updates.



*Photographed at the launch were the new CIPD South East Region committee members, L to R, Anne Marie McGrath, Kieran O'Connor, Tara Maharaj, Brid O'Brien, National Chairman, Sonya Kirwan, Regional Chairman, Helen McGrath, Sandra Carrol and Roney Coveney.*

**CIPD SOUTHERN REGION OCTOBER BREAKFAST MEETING 2005**

The October Meeting of the Southern Region was held on October 19th 2005 in the Maryborough House Hotel, Cork. GMB Executive Search & Selection sponsored the event and provided the guest speaker, Ms. Elizabeth Ryan, who is a well known Solicitor with Mason Hayes & Curran. The meeting was well attended and guests enjoyed Elizabeth's enlightening presentation on 'Vetting Recruitment and Selection for Equality Compliance'.



*Pictured left to right: Tom O'Sullivan (Chairman ~ Southern Group CIPD), Yvonne McNulty (Director ~ GMB Executive Search & Selection), Elizabeth Ryan (Speaker /Solicitor ~ Mason Hayes Curran), Peter Garvey (Managing Director ~ GMB Executive Search & Selection) and Barry Hill (Membership Development Officer, CIPD)*

**CHARTERED UPGRADES FOR HOSPITAL HR TEAM**

At a recent Chartered Institute of Personnel and Development awards ceremony in Cork, three members of the Human Resource team at the South Infirmary - Victoria University Hospital received membership upgrades.



*Pictured, back L to R, Michael McDonnell, Director CIPD Ireland; Tom O'Sullivan, Chairman Southern Region; Eleanor Driscoll Chartered Fellow; Barry Hill Regional Development Officer CIPD; Front L to R, Rachael Lahive Chartered Member and Caroline Costello, Chartered Member.*

**SOUTHERN REGION ADDRESSED BY JOHN HORGAN**



*Photographed at the November meeting of the Southern Region CIPD where John Horgan, HR Consultant and former Chairman of the Labour Court spoke on the Employees (Provision of Information and Consultation) Bill, 2005, (from left) Don Hegarty, GSK, Tom O'Sullivan, Chairman Southern Region CIPD, John Horgan, Charles Dolan, Ely Lilly, and Damien Burns, HMC*

**THE ORGANISERS**

The CIPD Southern Region's Annual Membership Awards Ceremony was held recently In Cork and was hosted again this year by Beamish and Crawford Brewery.



*Photographed above, are the organisers of the event L to R, Willie Weir, University College Cork, Pat Moore, Cork County Council, Fergus O'Connor, Human Resource Director, Beamish and Crawford, Professor Mairtin O'Fathaigh, Director Centre for Adult Continuing Education, University College Cork and Barry Hill, Regional Development Officer CIPD.*

**CIPD GRADUATE MEMBERSHIP FOR U.C.C STUDENTS**

At a recent CIPD ceremony at Beamish and Crawford in Cork the Chartered Institute of Personnel and Development presented Graduate Membership Certificates to a number of students who successfully completed the Diploma in Personnel Management Programme at University College Cork.



*Photographed, (standing L to R) , Paul Kelleher, Niall Hartnett, Hilda Lane, Eric Burke, Edward Heffernan, Simon Grace, Helen McSweeney and Pat Moore. (Seated to L to R) , Barry Hill, Regional Development Officer, CIPD, Ann Marie Turner, Kim Lenane, Michael McDonnell, Director CIPD Ireland, Jennifer Ruston, Ronan Kennelly and Clara O'Gorman*

**UCC GRADUATES UPGRADE TO CHARTERED MEMBERSHIP**

Thirteen of the students who successfully completed the CIPD accredited Diploma in Personnel Management at University College Cork last Summer and who subsequently applied for and obtained a membership upgrade to Chartered Member were guests at a recent Membership Awards Ceremony at Beamish and Crawford in Cork.



*Photographed at the event were (back row L to R), Barry Hill, Regional Development Officer, Peter Herman, Manager Education Assessment CIPD, Tom O'Sullivan, Chairman CIPD Southern Region, Caroline Quill, Paul Ward, Professor Martin O'Fathaigh, Director Centre for Adult Continuing Education, U.C.C. (Front L to R) , Maeve Doyle, Noreen Kerins Sexton, Michael McDonnell, Director CIPD Ireland; Niamh O'Sullivan and Andrew Mulcahy, course tutor. .*

**GARDAÍ AWARDED CHARTERED MEMBERSHIP OF THE CIPD**

Two Cork City based members of An Garda Síochána were recipients of Chartered Membership Awards at a recent ceremony organised by the Southern Region Committee of the Chartered Institute of Personnel and Development. Sergeants Ronan Kennelly BCL, based at McCurtain Street and Simon Grace based at Togher Garda station are responsible for the day to day Human Resources activities in their areas of operation. Prior to Upgrading their membership to Chartered status both were Graduate members of the Institute having previously completed the CIPD accredited Diploma in Personnel Management at University College Cork.



Photographed at the event were, back L to R: Micheal McDonnell, Director CIPD Ireland; Tom O'Sullivan, Chairman CIPD Southern Region; Barry Hill, Regional Development Officer CIPD. Front L to R, Simon Grace Chartered Member, Peter Herman, Manager Education Assessment, CIPD and Ronan Kennelly Chartered Member.

**CIPD SOUTHERN REGION MONTHLY MEETING OCTOBER 2005**

At the Southern Regions October Monthly Meeting at the Cork Harbour Commissioners Mr Mark Glynn of IBEC gave a very informative presentation on the need for and role of Human Resources in the promotion of Science in Ireland.



Pictured L to R, Don Hegarty, Mark Glynn Guest Speaker, Charlie Dolan, Audrey Burke McCarthy and Tom O'Sullivan Chairman CIPD Southern Region.

**CIPD SOUTHERN REGION - MEMBERSHIP UPGRADES**

At a recent Membership Upgrading Awards Ceremony in Cork a member of new Chartered Fellows and Chartered Members were presented with their Chartered Certificates.



Photographed at the event were, back L to R Eileen Forde, Carmel Griffen, Aideen Shannon, Tom O'Sullivan Chairman CIPD Southern Region, Melissa O'Halloran, Caroline Costello and Barry Hill, Regional Development Officer CIPD. Front L to R, Eleanor Driscoll, Bernadette Twomey, Michael McDonnell Director CIPD Ireland, Rachel Lahive and Terry Walsh

**CIPD EVENING PRESENTATION**

As part of the CIPD November Programme of events, GMB Executive Search and Selection Limited sponsored an evening event on November 15th 2005 in the Hilton Hotel, Dublin. GMB provided the guest speaker, Mr. Frank Byrne, who is a well known Management Specialist in Organisational Behaviour for the I.M.I. The meeting was well attended and guests enjoyed Frank's enlightening presentation on 'The Positive Psychology Movement - Organisational Implications'.



*Pictured left to right: Peter Garvey (Managing Director - GMB Executive Search & Selection), Michael McDonnell (Director - CIPD), Yvonne McNulty (Director - GMB Executive Search & Selection), Frank Byrne (Speaker / Management Specialist - Organisational Behaviour - I.M.I.) and Brid O'Brien (Chairman - CIPD Ireland).*

**EASTERN GROUP EVENING MEETINGS**

Allianz Ireland hosted and presented "Successful Implementation of a Change Management Programme" on Tuesday, 24th January.



*Pictured left to right: Paul Smyth, Vice Chairman, CIPD Ireland with Allianz speakers, Rory O'Carroll, Project Manager; Sandra Groess, HR Manager and Eugene Hardiman, HR Manager.*

**SPECIAL AWARD TO TOM MULLIGAN**



*CIPD Chair, Brid O'Brien presented a special award to Tom Mulligan in grateful recognition of outstanding service and commitment to the Institute. Pictured at the presentation with Brid are esteemed members of the Institute (l to r): Donie Wiley, Finbarr Flood, Ada Kelly, Sean O'Driscoll, Shane Twomey, Tom Mulligan, Niall Saul and Mrs. Myra Mulligan*

**ARTHUR COX**

**SAFETY HEALTH & WELFARE AT WORK ACT 2005**

Thanks to Arthur Cox, Solicitors, who hosted and presented 'Safety, Health and Welfare at Work Act 2005, a reality', on Wednesday 30th November 2005.

**IRISH LIFE & PERMANENT EVENING PROGRAMME**



*Pictured at the Irish Life & Permanent evening programme, entitled, "Change Through Learning & Learning Through Change" last December, which was kindly hosted and presented by Irish Life & Permanent, are speaker: Teresa Canniffe, General Manager, Group HR, Irish Life & Permanent with CIPD Chairman, Brid O'Brien, HR Director, Meteor Mobile Communications.*



*Pictured at February evening programme entitled: "Using Partnership to Implement the Information & Consultation Directive - Lessons from a Multi-Union Environment, on Wednesday 8th February, which was kindly hosted and presented by Dublin City Council are (pictured l to r): Finbarr Maguire, Joint Chair, Corporate Partnership Forum with CIPD Chairman, Brid O'Brien, HR Director Meteor Mobile Communications; Frank Kelly, Personnel Officer, Dublin City Council, Mary Mac Sweeney, Partnership Co-Ordinator and Michael McDonnell, Director, CIPD Ireland*

## CONGRATULATIONS

To the following new Chartered Fellows and Chartered Members  
who have successfully achieved upgrades:

### NEW CHARTERED FELLOWS

Ms P Barr	BCM Hanby Wallace	Mr C Coleman	Sanofi-Aventis	Ms S Farrelly	Equant
Mr H Bendali	Project Management Ltd	Mrs P Connolly	Western Health Board	Mr M Fines	An Post
Ms H Bennett	Pauwels Trafo	Mr J Conroy	TMP Worldwide	Ms M Fingleton	Institute of Public Administration
Mr J Boyle	Dublin	Ms P Conroy	Elan Plc	Mr B Fitzpatrick	Irish Prisons Service
Mr P Breathnach	Coillte Teoranta	Mr J Conway	AIB Capital Markets	Mr M Fitzpatrick	Kilkenny
Ms C Breen	PriceWaterhouse Coopers	Mr D Costello	Dublin	Ms S Flemming	HSE
Mr L Brennan	Wyeth Medica Ireland	Mrs P Courtney	Dublin	Miss A Fox	Louth
Ms A Burke	Boston Scientific Ireland Ltd	Mr S Cowman	Dublin	Ms K Fragolini	Cork
Mr K Byrne	Microsoft Ireland Operations	Ms N Devlin	North West Institute FHE	Ms D Giblin	Dublin
Mr D Cagney	Dublin Institute of Technology	Mr A Dinnigan	BFS Finance Ltd	Mr K Glynn	GFP Consult
Mr P Candon	Statoil Ireland	Mr E Doherty	NTDI	Mr N Glynn	ABN AMRO
Mr A Carroll	ESB	Mr J Dorgan	Dublin	Mr G Goldsmith	Wyeth Media Ireland
Miss B Chambers-Brown	Abbey National	Mrs E Driscoll	Albemarle Chemicals UK Limited	Mr G Gorey	St Vincent's University Hospital
Ms S Clohessy	Co Clare	Mr B Duffy	Department of Finance	Mr M Graham	Dublin
Ms A Clyne	Orbiscon	Mrs G Dunleavy Larkin	Lisney Ltd	Mrs O Graham	Deloitte & Touche
		Mr T Fahey	Impetus HR Consulting	Ms E Hardiman	CIT

Mr F Hatton	F P Consulting Ltd	Mr G Winters	Invexo Ltd	Ms J Busuttill-Reynaud	Glanbia Consumer Foods	
Mr R Hoare	Lagore Consulting Ltd	Mr M Whelan	NSAI	Miss C Byrne	Bank of Ireland	
Ms M Hunt	ESB Customer Supply	Mr E Young	VEC Nat. Partnership Forum	Ms D Byrne	Organon (Ireland) Ltd	
Ms C Kelly	Airtricity Holdings Ltd	Mr V Norton	Dublin City Council	Mr G Byrne	Louth County Council	
Ms D Kennedy	Northside Partnership Ltd			Miss G Byrne	Co Waterford VEC	
Miss M Kilcar	Galway	<b>NEW CHARTERED MEMBERS</b>			Mr P Byrne	Bank of Ireland Global Markets
Mr D Killen	Wicklow	Ms M Ahern	Ingersoll-Rand International	Mr W Byrne	ESB Power Generation	
Ms D Lehane	Sodexo	Ms N Ahern	Dublin	Mr D Carolan	Human Rights Commission	
Ms T Macken	Galway	Mr H Allen	Cheshire Ireland	Ms K Carroll	Dublin	
Ms G Magliocco	Brothers & Charity Service	Miss H Anderson	IDA Ireland	Ms S Carroll	Icon Clinical Research	
Ms N Mason	Dublin	Ms S Arundek	NCB Stockbrokers	Ms L Carthy	Dublin	
Ms M McAdams	LGMSB	Mrs P Ayres-Corcoran	Tytex Irl Ltd	Mr P Casey	Meath	
Mr S McBride	Stena Line Ltd	Mr D Bailey	Waterford	Mrs F A Chandler	Musgrave Cash & Carry	
Mr E McConville	Dublin	Ms A Barry	Limerick	Ms L Clarke	ARUP Consulting Engineers	
Mr A McEntee	Dublin	Mr D Barry	Eli Lilly S.A.	Ms Y Clarke	The Rotunda Hospital	
Mr N McEvoy	Masonite Ireland	Mrs S Baynes	Galway Simon Community	Ms O Cleary	Atlantic Homecare	
Mr B McGann	An Post (SDS)	Miss K Behan	Hibernian Group	Ms A Coleman	Mayo	
Mr E McGee	Coillte Teoranta	Ms C Benson	Fingal County Council	Ms A Colleran-Murphy	FAS	
Mr I McGowan Smyth	Meath	Ms J Benson	Jenkinson Jones	Mr D Collings	University of Limerick	
Mr R McKimm	Coyle Hamilton Willis	Mr C Black	Honeywell	Ms J Collins	Tesco Ireland	
Ms A Miskella	Stiefel Laboratories	Ms J Boles	Dublin	Mr J Collins	Irish Prison Service	
Mr C Molloy	Falcon Holidays	Mr S Bradley	Dublin	Mr P Collins	Dublin	
Mr N Murphy	Dublin	Mrs H Breathnach	Microsoft Ireland	Ms C Compton	Eaton Automotive	
Mr W Murphy	North Western Health Board	Mr P Breathnach	Coillte Teoranta	Ms J Conlon	Bank of Ireland	
Ms Y Nolan	Dublin	Mr S Brennan	BDO Simpson Xavier	Miss A Conroy	Irish Express Cargo Ltd	
Mr C O'Brien	Kerry Ingredients	Mr M Brophy	The Childrens Hospital Temple St	Ms S Cooke	ICS Building Society	
Mr T O'Brien	Cordele Recruitment	Ms M Browne	NSAI	Ms J Cooper	Institute of Technology Tallaght	
Mr P O'Carroll	Ernst & Young	Ms N Brownrigg	Alienware Ltd	Mr K Corbett	Dublin Institute of Technology	
Mr J O'Hehir	John O'Hehir & Associates	Ms B Burchill	Conoco Phillips Whitegate	Mr A Corcoran	West Wood Club	
Mr R O'Leary	Irish Recruitment Consultants	Mr E Burke	Richmond Recruitment	Mr T Corr	An Post	
Mr J O'Mahoney	Dublin	Mr J Burke	Dublin	Ms S Corrigan	Tesco Ireland	
Ms C O'Malley	Sun Microsystems Ireland					
Mr D O'Malley	Kildare					
Miss R McNamara	CCP Recruitment					
Ms T O'Neill	Clarion Hotels Ireland					
Mr A McNeive	Institute of Public Administration					
Ms P O'Riordan	Environmental Protection Agency					
Mr P O'Shaughnessy	Bluekite HR Ltd					
Mr M O'Sullivan	Arra Hard Ltd					
Mr M Ostinelli	Dublin					
Mr J Peters	Tegral Building Products					
Ms E Regan	Institute of Public Administration					
Mr P Rowley	Pioneer Investment					
Mr P Savage	IPC Consulting					
Mrs M Shanley	Bank of Ireland					
Mr V Steadman	Dublin					
Ms M Strain	HR2Connect Limited					
Ms M Tobin	Institute of Public Administration					
Mr J Treacy	IT Sligo					
Mrs E Webb	Kylemore Training					

**NEW CHARTERED FELLOWS AND CHARTERED MEMBERS**

At a recent Membership Upgrade Awards Ceremony in Dublin a number of recently Upgraded members were presented with their Chartered Certificates.



Photographed, back L to R , Shane Bradley, Ruth Meehan, Michael Shannon, Karen Fanneran, Mark Graham, Josephine Boles, Anthony McGrane, Philomena McKenna, Janet Collins and Barry Hill, Regional Development Officer CIPD. Seated, L to R, Michael McDonnell, Director CIPD Ireland, Brid O'Brien Chairman CIPD Ireland and Emer Hardiman.

Ms C Costello	Kerry	Ms C Dobson	Office of the Director of Public Prosecutions	Miss R Fitzpatrick	Dublin
Mr M Coughlan	CSO	Mr A Doherty	Tesco Ireland	Mrs C Flynn	ESB Commercial Enterprises
Ms N Coyne	Mayo	Miss K Donnellan	Meath	Ms J Flynn	Dept of Social and Family Affairs
Mr P Creedon	Tesco Ireland	Mr J Donavon	VHI	Mr J Forde	Celtic Linen Ltd
Mrs M Crosby	DSG Retail Ireland Ltd	Miss S Doyle	Abbott	Mrs O Forde	Danone Ireland
Mrs C Cross	University of Limerick	Mr S Driver	Musgrave Super Valu Centra Ltd	Ms A Fowley	O2 Ireland
Miss S Cummins	Supervalu	Mr P Ducie	Sap Holdings Ltd	Mr C Gallagher	Atlas Personnel
Miss A Cunniffe	Dublin	Ms S Duffy	Aer Arran	Mr D Gannon	Fas
Miss C Cunningham	Diageo Ireland	Ms C Duggan	DPS Engineering & Construction	Ms D Garcia Diaz	Dublin
Ms A Curley	Kinetics Trimega	Ms C Dunne	Golden Pages	Miss T Garrahy	Technopharm Ltd
Miss M Cushen	Diageo Ireland	Ms A Egan	Hewlett Packard	Mrs L Gaughran	Dundalk Institute of Technology
Ms A D'Arcy	Accenture	Mr C Ennis	Caulfield McCarthy Group Ltd	Miss C Geoghegan	Clare
Ms N Dadabhay	Enterprise Ireland	Mrs M Fagan	Dublin	Mr P Gilbride	ESB
Mr D Dalton	Goal	Mr G Fallon	Enable Ireland	Ms P Gillespie	Ballina Beverages
Mr M Daly	Fingal County Council	Mr J Fallon	Dublin	Ms G Goggin	Kildare
Mr T Daly	Irish Nursing Homes Organisation	Ms K Fanneran	Rehabcare	Mrs N Gorgia	St Patrick's Hospital, Cork
Mr T Davis	Irish Management Institute	Ms R Farrell	Dublin	Ms S Gorman	The Bridge House Hotel
Mr J Dempsey	UPS	Mrs M Finucane-Ryan	UL	Mr S Grace	An Garda Síochána
Mr J Denman	Aer Lingus	Mr K Fitzgerald	Waterford	Ms R Grant	NEC Semiconductor Ireland
Miss E Devaney	NTDI	Mr R Fitzgerald	PWA International Ltd	Miss A Greene	Ulster Bank Group
Miss I Dignam	DHR Consulting	Mr J Fitzpatrick	Cork	Mrs P Gregan	Bayer Diagnostics
Mrs M Dillon	Wicklow			Ms C Griffin	True Temper Ltd

Chartered Institute  
of Personnel and  
Development  
in Ireland



## *Annual Conference countdown has begun....*

Thurs 18th - Sat 20th May 2006

**CIPD Annual Conference**

Great Southern Hotel, Killarney

THEME:

**"HR Strategies for  
High Performance"**

*Details to be announced shortly*

*For further information, please visit [www.cipd.ie](http://www.cipd.ie)*

Ms B Guiney	Banta Global Turnley	Mr T Kelly	Transmould Ltd	Miss M Luddy	Irish Wheelchair Association
Miss S Guiney	Dublin	Miss P Kenna	Dublin institute of Technology	Ms D Lynch	ADM Ltd
Miss M Halloran	Galway	Miss L Kenneally	Ivax Pharmaceuticals	Miss M MacEnri	Dublin
Ms A Halpin	BFS Finance Ltd,	Mr J Kennedy	C.A.S	Mrs L MacManus	Superquinn
Miss M Hamill	Armagh	Mr R Kennelly	An Garda Síochána	Ms M Maguire	Dublin
Mrs C Hanley	Faillte Ireland	Ms C Kenny	Bearingpoint Inc	Mr I Maleady	Dublin Airport Authority
Miss K Hanneffey	Bank of Ireland	Mr T Kenny	Siptu	Ms S Marr	Prem Group
Mr D Hannon	PPG	Ms S Kirwan	Sanofi Aventis	Mrs C Martin	Oracle Corporation
Ms T Hanratty,	Co Louth	Ms S Kirwan	Canada Life	Mr O Martin	Louth
Ms E Harding	Serco Services	Miss M Kutner	Diageo	Miss C McCauley	Meath
Miss A Harris	Brown Thomas PLC	Mrs R Lahive	CIT	Ms P McCabe	Fluor Ireland Ltd
Mr K Harte	Central Statistics Office	Ms C Lane	Takeda Ireland Ltd	Miss A McCarthy	Intel Ireland Ltd
Mr N Hartnett	Barry's of Mallow	Ms H Lane	Bon Secours Hospital Cork	Dr J McCarthy	SIPTU
Mrs L Hayes	Ryans Centra, Cork	Mr P Lavoie	Kanvas	Ms K McCaul	I.A.D.T
Mr M Healy	Dublin	Ms C Lawlor	Biovail Technologies ( Ireland) Ltd	Ms M McCourt	Ed McConville and Associates
Ms M Healy	Galway Mayo Institute of Technology	Miss M Lawlor	ESB International	Miss E McDermot	Eurospar
Ms M Hearne	CICE	Mrs F Leavy	First Data/Western Union	Ms I McDonagh	Tesco Ireland
E Heffernan	Premier Group	Ms B Lee	AC Nielson of Ireland Ltd	Ms S McDonagh	Jurys Doyle Hotel Group
Mr L Hegarty	Bank of Ireland	Mrs J Lee	Jurys Doyle Hotel Group	Ms N McDonnell	North/South Ministerial Council
Ms K Henry	Abbott Pharmaceuticals	Miss D Leggett	Atlantic Homecare	Miss U McEntee	Cavan
Mr P Hogan	HC Training Services Ltd	Mrs K Lenane	Waterford	Mrs B McFarlane	NTL
Ms C Holland	Meath	Ms C Lennon	Dublin	Mr A McGrane	Roche Products ( Ireland ) Ltd
Ms L Holland	Eli Lilly S.A.	Ms M Lennon	Kildare	Mr E McGuane	Galway
Ms C Holmes	Halifax Insurance Ireland Ltd	Mr D Lewis	Bank of Ireland	Ms M McLaughlin	Dublin
Miss S Homan	Motorola	Miss A Leydon	Kildare	Ms L McMahan	Dublin Institute of Technology
Mr R Hudson	Dublin	Mr S Linehan	Heineken Ireland	Mrs M McMahan	HSE
Mr D Hughes	Dublin	Mrs C Logue	Microsoft EOC	Ms H McSweeney	Dairygold Co-Op Society
Mr E Hunt	Dublin	Mr D Long	Delta-Off Site Solutions	Mrs A Meade	Marriott Druids Glen Hotel
Mrs Y Hutchinson	Offaly	Mr G Long	St James's Hospital	Mr L Meader	Wyeth Biopharma
Mr P Hyland,	Parc Aviation				
Miss R Hyland	Meath				
Mrs M Hynes	Western Health Board				
Ms J Jakes	Hewlett Packard,				
Mr K James	North Eastern Health Board,				
Mrs S Jeffery	Dublin				
Miss S Jordan	Quintiles Ireland Ltd				
Miss G Joyce	Kildare				
Ms A Kavanagh	Bank of Ireland				
Miss N Kavanagh	Waterford				
Ms S Kavanagh	Kirby Group Engineering				
Miss N Kaye	Clare County Council				
Mrs O Keady-Giblin	Mayo				
Mr P Kelleher	EMC Ireland				
Ms A Kelly	Dublin Simon Community				
Miss E Kelly	Guidant Ireland				
Mr J Kelly	County Wexford Partnership				
Miss M Kelly	Vivendi Universal				
Mrs M Kelly	National Learning Network				
Miss N Kelly	BT Ireland				

### NCI STUDENTS - MEMBERSHIP UPGRADED

A number of students who completed the CIPD accredited Degree course in HRM at the National College of Ireland in Dublin have been the recipients of a Membership Upgrade.



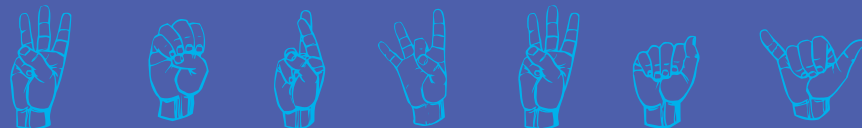
Photographed standing L to R, Pat Hogan, Suzanne Ring, Aisling Nolan, Dara Finlay, Paula White, Gary Byrne, Barry Hill Regional Development Officer CIPD, Hazel Lube and Maeve Hearn. Seated, Paul Smyth, Vice Chairman CIPD Ireland and Eimear O'Reilly.

Ms R Meehan	Dublin	Mr B O'Sullivan	An Post	Miss D Shore	Diageo Ireland
Miss H Minihan	Limerick	Miss B O'Sullivan	Norton Pharmaceuticals	Mr M Slattery	EPTI
Miss I Minogue	Minogue Consultancy Services	Miss P O'Sullivan	Fexco	Mrs A Smyth	Business in the Community
Ms G Mitchell	Galway	Miss N O'Toole	Dublin	Mr T Smyth	Galway
Mr L Mooney	Labour Relations Commission	Miss J Pegley- Reed	Bank of Ireland Global Markets	Ms M Southwell	Watson Wyatt
Ms C Moore	Dublin	Miss J Pepper	Dublin	Ms A Stapleton	Wicklow
Mr D Moore	Irish Family Planning Association	Ms A Power	Moog Ltd	Mr M Stone	Dublin
Miss E Moore	Southern Health Board	Ms G Power	Wyeth	Mrs R Sullivan	Bank of America
Mr P Moore	Cork County Council	Miss A Quinn	AIG Insurance Management Services	Mrs J Synnott	Servisair (Irl) Ltd
Ms T Moore	Galway	Mr G Quinn	Dublin Bus	Ms K Talbot	Enterprise Ireland
Mrs P Morrison	Sanmina- Sci	Ms C Reid	Dublin	Mr R Talbot	St Vincents Hospital
Ms S Mulcahy	Dublin	Mr S Rickard	Wyeth	Mrs K Timmons	Commerzbank Europe (Ireland)
Mrs O Mulqueen	National Roads Authority	Ms S Ring	Clear Channel Ireland	Ms H Tobin	Smart Placements Limited
Mr B Murphy	Dublin	Ms L Roberts	LIB Bank	Miss S Tolan	Heiton McFerran Ltd
Mr D Murphy	Shannon Aerospace	Mr F Roche	Irish Dairy Board	Miss S Tomlin	Swords Laboratories
Miss G Murphy	Musgrave-SuperValu-Centra	Miss P Roe	Roe Oils Ltd	Ms K Treacy	Cross Vetpharm Group Ltd
Miss J Murphy	Shannon Aerospace	Mr S Rouine	Kildare	Ms L Turley	BD
Miss P Murphy	County Dublin VEC	Ms O Ruddy	Dublin	Miss B Twomey	Fehily Timoney & Co
Ms Y Murphy	Royal & Sun Alliance	Ms T Russell	Dublin	Ms C Walsh	Cork
Mrs L Nicholl	Police Service for Northern Ireland	Ms J Ryan	Tipperary Institute	Ms F Walsh	Finsa Forest Products Ltd
Ms S Nicholson	Associated Hardware PLC	Ms M Ryan	Halifax Insurance Ireland Ltd	Ms F Walsh	Snap-On Diagnostics
Ms A Nolan	Heiton Buckley Ltd	Ms M Ryan	Dublin Institute of Technology	Ms G Walsh	Equant
Mr N Nolan	Wyeth Medica Ireland	Ms P Ryan	EBS Building Society	Ms M Walsh	AIB
Mrs R Nolan	Boots the Chemist	Ms O Scott	Pioneer Investment Management	Miss M Walsh	Cambridge Diagnostics
Miss A Nyhan	Stryker Orthopaedics	Ms J Sexton	Galway	Miss S Walsh	Kilkenny
Miss C O'Brien	Gardner HRM Ltd	Mr S Shannon	ESB	Mr T Walsh	Kingsley Hotel
Mr M A O'Brien	University of Limerick	Mr A Sharkey	National College of Ireland	Mrs A Whelan	ESB International
Mr T O'Brien	Shaw & Sons Limited	Ms L Shaw	ICDS	Mr R Whelan	Sodexho
Mr K O'Connor	Dillons Jewelleries	Ms L Sheehan	Kerry Foods	Miss M White	Faite Ireland
Mr O O'Connor	Louth	Miss F Sheppard	Dublin	Ms P White	Ernst and Young
Mr S O'Connor	Applied Materials	Mrs S Shiel	Sisters of Charity	Ms J Wilmesmeier	Accenture ESC
Ms M O'Doherty	Cork			Ms I Wixted	Eagle Star Insurance
Miss T O'Donavon	Health Services National Partner			Miss S Woods	Lake Region MFG Co Ltd
Ms Y O'Donavon	Ashford Castle Hotel				
Mr L O'Gara	Bank of Ireland				
Ms C O'Gorman	Glaxosmithkline				
Ms E O'Grady	Rehabcare				
Ms R O'Hanlon	Irish Life & Permanent				
Ms J O'Hara	The Arts Council				
Miss E O'Keefe	Roche Ireland Ltd				
Ms M O'Leary	Dun Laoghaire County Council				
Mr P O'Leary	Cork				
Ms V O'Meara	Sharptext Ltd				
Ms S O'Neill	Longford				
Mr D O'Reilly	Dublin				
Ms E O'Reilly	Allianz Ireland				
Miss R O'Reilly	Financial Recruitment				
Ms D O'Riordan	CITCO				
Miss F O'Rourke	Marriot Hotel & Country Club				

**CHARTERED COUPLE!**



*At the recent Membership Upgrading Awards ceremony in Dublin Emer Hardiman, Group Finance, CIT Ireland, was presented with her Chartered Fellowship certificate by Michael McDonnell Director CIPD Ireland and Shane Bradley, Defense Forces, was presented with his Chartered Membership Certificate by Brid O'Brien Chairman CIPD Ireland.*



Workway 

# Improving employment opportunities for people with disabilities

The Workway project is an IBEC/ ICTU initiative set up under the Programme for Prosperity and Fairness to increase awareness and promote the employment of people with disabilities in the private sector.

Workway was the first project in Europe to adopt a partnership approach to the ongoing issue of high unemployment among people with disabilities. Private sector employers, people with disabilities, trade union representatives, service providers and Government agencies came together on four regional networks in Cork, Kerry, Donegal and Galway from 2002 to 2005, to jointly address some of the complex and challenging local barriers people with disabilities experience accessing, and in employment around the country.

Guided by a National Steering Committee, the regional networks developed a wide range of practical materials for people with disabilities, employers and trade union representatives which are available to view or download from [www.workway.ie](http://www.workway.ie)

## THE PRE-EMPLOYMENT TEMPLATE

In researching the barriers to employment for people with disabilities, one of the key issues identified by the Workway project was the difficulty encountered by people with disabilities in participating in current recruitment practices. The project found that there was a need for greater emphasis to be placed on developing the skills of the individual in applying for and

getting a job. In this regard, Workway researched current practices of employment preparation and developed a template identifying the gaps in service provision. Alongside this, A Guide for Jobseekers with Disabilities was developed to provide people with disabilities looking for work with a practical guidance tool to help them through the recruitment process.

## UPDATED WORKWAY EMPLOYMENT GUIDELINES:

The Workway Employment Guidelines are a practical and user friendly resource that provide employers, union members, co-workers and people with disabilities (including those with an acquired disability) with advice and guidance regarding all aspects of employment. The Guidelines cover topics such as CV preparation and interviewing, accommodations in the workplace, disclosure of a disability, communication tips, on the job training, career development, promotion etc. It also contains information on current supports and services. Employers and people with disabilities piloted the guidelines and provided the project with feedback that was incorporated to update the guidelines. A training pack for employers was developed to complement the information in guidelines and further enhance their usefulness to the target audience.

## WEB BASED ONE STOP SHOP OF INFORMATION

A key issue for employers, co-workers and people with disabilities is how and where to

access relevant and useful information when seeking advice and support on disability and employment. There is a huge range and variety of valuable services and supports in place for people with disabilities and employers, however sometimes it can be a time consuming and daunting task to find up to date easy to understand information. The project has restructured the website around the employment guidelines and further developed the site to contain information on:

- Current support services, what they offer and how to access them;
- Case studies of people with disabilities currently in employment;
- Real examples of accommodations put in place in Irish based companies;
- Workway Employment Guidelines and the associated training pack;
- Relevant publications on disability in the workplace and;
- Up to date information on adaptive technologies available.

For more information contact:

<b>Catherine Maguire</b>	or	<b>Paula Carey</b>
IBEC		ICTU
01 6051500		01 8897777
<a href="http://www.ibec.ie">www.ibec.ie</a>		<a href="http://www.ictu.ie">www.ictu.ie</a>

