



Welcome to edition 3 of NB News

July 2009

John

As you know the CIPD HR Police conference took place from the 11th – 12th June at the Latimer Conference Centre in Buckinghamshire. It was wonderful to see so many of you at this event. Its theme... "HR's fitness for the future" and we were privileged to hear from speakers such as Denis O'Connor, Chief HMIC who gave his vision of HR's contribution and how we need to benchmark HR's contribution to front line policing, Jackie Orme, CIPD Chief Executive who outlined the changes in CIPD which will help us all to be "Fit for the Future" and emphasised the strong links with the Police Forum and NPIA, as well as Martin Tiplady who gave an inspiring presentation about transforming HR and demonstrating real value in the tough financial climate of the next few years. It was also great to hear about Workforce Modernisation in action at Northamptonshire and the emerging Pay and Rewards Strategy from Simon Ash as well as Dr Tim Miller from Standard Chartered Bank who spoke about Employee Engagement and how it had been key to its survival in the banking crisis.



Angela O'Connor
Chief People Officer

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It was a pleasure for me to chair the conference. My sincere thanks go to Hertfordshire Police for organising it this year and for many previous years.



From next year, the NPJA will take over the mantle of this event and organise the conference on behalf of the Police Forum. The dates have provisionally been set for 10/11th June 2010 so I hope to see you all there. I'm please to announce that we have been able to secure a fantastic deal with XpertHR for you but you will need to sign up quickly. The deadline for sign up is September 1st 2009 to find out more see page 13.

It's been a challenging two years since the conception of the NPJA and People and development alike, but this aside we have been able to achieve a great deal. To mark this we have produced our Delivering for Policing and Professional development brochures as well as the new summarised version of the Leadership Strategy for policing. Some of you will have received copies at the CIPD HR Police conference.

Further copies will be sent to all Directors and Heads of HR in due course.

Lastly, some of you may have attended the PPMA conference back in April this year where we all had the pleasure of listening to the great David Ulrich. (see page 5 Andrew's corner) To me this was the highlight of the conference. His latest book, "HR Transformation: Building Human Resources From the Outside In" will be publishe in August this year, I urge you to all to get a copy.

Best Regards,

Angela

" I'm please to announce that we have been able to secure a fantastic deal with XpertHR for you but you will need to sign up quickly".

go to page 13
to find out more »



People and Development's Workforce Strategy unit in the Spotlight



Mick Pepper

Mick Pepper, Head of the Workforce Strategy unit provides an overview of the business unit and our plans for 2009.

The Workforce Strategy role of the NPIA was formerly carried out within the Home Office. The Unit is mainly based in London, with the nine Special Constabulary Regional-Coordinators based in the nine ACPO regions.

We push forward policy in Recruitment, Promotion, Performance Development Reviews, Occupational Health, Safety and Welfare, Special Constabulary and Police Support Volunteers. We administer the 30+ scheme (a tool for forces to retain officers who are due to retire), and the Queens Award for Innovation in Police Training and Development.

In April we launched a new trial of the National Police Promotion Framework.

This changes the way sergeants and inspectors are promoted, giving forces more say in who goes forward, and providing structured development for officers. The new trial includes Bedfordshire, Hertfordshire, Leicestershire, Merseyside, the Met, Sussex and Thames Valley. And we will shortly be selecting three additional forces to join them. **(see page 4)**

Our Regional Coordinators are working closely with ACPO leads to help boost the number of Specials to 20,000 – that's an extra 6,000! As part of this strategy we will launch Employer Supported Policing and national recruitment standards for Specials. You might want to check out our Specials magazine for more information.

“ Our Regional Coordinators are working closely with ACPO leads to help boost the number of Specials to 20,000 – that's an extra 6,000”

We want to ensure that the risks to officers' health and safety are minimised by providing the safest possible working environment through the propagation of best practice on issues such as the threat from pandemic flu, blood borne viruses and the health effects of shift work.

You need to be fit to be a firearms officer or dog handler in the police – that's why we commissioned research to establish appropriate fitness levels for specialist officers. These new national standards will be rolled out later this year.

Candidate survey of the National Police Promotions Framework



Officers from the seven trial forces currently trialling the National Police Promotions Framework have been given the opportunity to tell the NPIA, and their own forces, how they found the process and make suggestions to improve it for the future.

The work was requested of the NPIA, by the trial forces, at a meeting of the trial forces user group and was undertaken in April and May this year.

Over 600 officers responded, with responses from all seven forces involved and the information gained is being analyzed to ensure that the

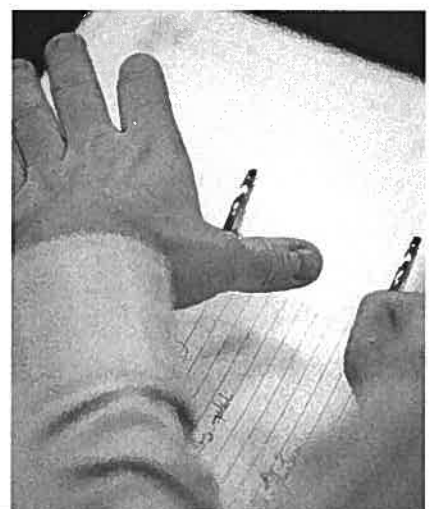
NPIA learns all it can. Already it is clear that the National Police Promotion Framework has many supporters amongst the officers that have been through it.

The opportunity to be assessed doing the job in the workplace and the allocation of a trained assessor to observe, identify and accredit their performance were just two of the areas that officers particularly liked about the framework.

The survey gave officers the opportunity to raise their concerns on areas such as bureaucracy and excessive paperwork. The promotion project board will use this

information to ensure that processes in forces are making use of up to date assessment methods and reducing the burden on officers.

The current trial involves Sergeants and Inspectors from Merseyside, Thames Valley, Bedfordshire, Hertfordshire, Leicestershire, Sussex and the Metropolitan Police. Three new forces will shortly be selected to join the original seven trial forces.



for further information on the National Police Promotion Framework please see www.npia.police.uk/promotions



Andrew's corner



Andrew Marston

Update

Hello folks!

It was good to see many of you at the at the CIPD Police Forum Conference and to catch up with what you are doing.

Here's a quick update on my work for NPIA over the next few weeks:

- continuing to work with colleagues on the HR standards and metrics
- meeting some new senior HR staff to do an induction briefing about the Police HR context and how NPIA can assist/support
- assisting Merseyside Police with a senior HR appointment
- visits to forces and regional meetings

- work with NPIA staff to improve communications - particularly on the "3 things you want from NPIA" question – we still need your feedback!
- Attending the next CIPD Police Forum meeting on 23rd July in London.

Purpose passion and performance

One of the most memorable conferences that I have been to in a long time was PPMA Conference. "PURPOSE, PASSION AND PERFORMANCE" were the themes for the conference and speakers including Vance Kearney (Oracle), David Fairhurst (McDonalds) and Jackie Orme (CIPD) all re-iterated the

message that now, more than ever, HR people have to add value by understanding what drives performance in our organisations and ensuring that we deliver real impact.

Without doubt, the main event was HR Guru David Ulrich's address delivered in the most engaging, funny, thought provoking and "spot on" relevant style that I have ever seen!

He had 3 key messages.

Firstly, to understand the context in which we operate by talking to our staff and our customers and to speak the language of our business leaders. Unless we really understand the "business realities" we cannot hope to solve business problems

Secondly, to create value through solutions that address the paradoxes which exist within our organisations and



by designing systems and processes which can make our people the difference in delivering organisational success.

Thirdly, to take care of ourselves as HR professionals to ensure that we are fit enough to take on the challenges facing us and our organisations. Unless we nurture our physical, emotional, social, intellectual, and spiritual well being, we cannot hope to succeed in influencing and changing our organisations.

He castigated those who had simply swallowed the “Ulrich Model” whole without realising the blindingly obvious that your HR structure has to be aligned with the structure and culture of your organisation. So, Surprise! The model will not be right for every organisation.

The challenge of transforming HR is not just about changing the structure but also the systems and processes. He urged us to “kill the bureaucracy” which typifies so much of what we do and to “turn what

we know into what we do” in creating new structures, systems and processes.

Like everyone else at the conference, his message was that the current climate gives us the licence to drive change in our organisations and to focus on the outcomes that ensure that they survive and prosper in the future. David Ulrich’s presentation made enormous sense but it also instilled confidence that HR is really important and so are the people who work in it!

Please let me know if you would like a visit or any assistance including with senior HR appointments.
Call me on **0782 7968733** or email **andrew.marston@npia.pnn.police.uk**



Working in partnership



The People and Development Directorate has the responsibility of improving the way in which the police service recruits, develops, deploys and leads its people. Like the NPIA as a whole, we are continuing to deliver new products and services to police forces and make a unique contribution to public safety.

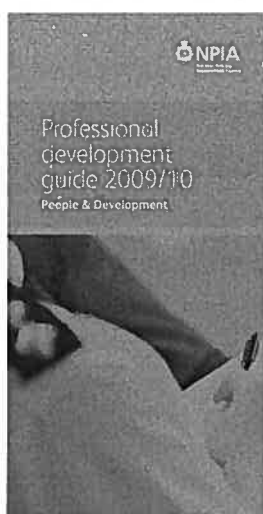
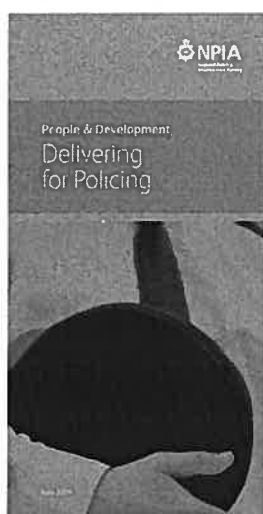
Angela O'Connor said: "I am pleased with the progress we have made so far which is a result of working together. We are grateful for the support we have received from you."

To highlight what we have delivered and achieved to date, we are providing you with our Delivering for Policing and Professional development brochure as well as the new summarised version of the Leadership Strategy for policing.

The People and Development Delivering for Policing and the Professional Development 2009/10 brochures will provide you with an insight into how the learning programmes and development tools continue to evolve, keeping pace

with the changing world in which we operate. The brochures also outline the work development made by the People and Development Directorate and how that contributes to achieving the NPIA's singular aim of improving public safety.

As a team, People and Development plans to continue to deliver products and services, to improve dialogue, share best practice, build strong and productive relationships and to make sure that what we provide is what the police service wants.



for further information on People and Development publications:
Call Ama Opoku on **07595 005369**
or email ama.opoku@npia.pnn.police.uk



Building HR Capacity and Capability



The effectiveness of an HR and Development team depends on its capacity, capability and probably most fundamentally its credibility within the police service. Is it seen as an enabler or a disabler? Does it find solutions or problems? Every Chief Officer Team should be asking:

- **How do we know that the HR and Development team is effective i.e. it is delivering what the business needs?**
- **How do we measure this?**
- **What can the police service do so that HR and Development teams can deliver even better value in the future?**

The NPIA is charged with improving policing and the People and Development Directorate have been supporting forces in improving the HR and Development capacity and capability and has a number of products in development which will further support HR and Development professionals. The leadership strategy and the people strategy recognised the need for greater investment in the professional development of police staff and the Chief People Officer as Head of Profession is committed to doing this for HR and Development staff, particularly in relation to the specifics of delivering this role within the police service. Clearly, HR and Development professionals in the police service work to the standards set by their professional institute.

The CIPD has recently revised its professional standards, working with HR Directors and Chief Executives across all sectors to ensure that the standards meet the needs of organisations. The HR Professional Map (HRPM) will be used as the basis for CIPD membership and professional qualifications. The standard is designed around three key questions:

1. **What do you need to know to be effective in role? (Knowledge)**
2. **What do you need to do to be effective in role? (Activity)**
3. **How do you need to do it? (Behaviours)**

The NPIA supports the Norfolk Safer Community Awards



For the second year running the NPIA was delighted to support the NOSCAs (Norfolk Safer Community Awards). These awards highlight the work of Norfolk Constabulary officers and staff and members of the community who have given something back to the county and in the process have helped the force.

Norfolk Chief Constable Ian McPherson opened the ceremony, which was held at Dunston Hall, Norwich, on the 11th June. In attendance was Chief Superintendent Derek Mann, Programme Director of the Workforce Modernisation Programme to present an award for Continuous Improvement, sponsored by the NPIA.

Chief Supt Derek Mann said: "The workforce modernisation programme brings me into contact with many policing teams.

I am always impressed by the energy and enthusiasm for new ways of working and a desire to provide the best possible service for the public. It is therefore a great pleasure to recognise continual improvement within Norfolk Constabulary."

The **Continuous Improvement Award** reflects creative solutions which have delivered tangible improvement results. Chief Superintendent Derek Mann presented the award to Alan Gilbert, Head of Forensic Investigation.

Alan Gilbert's department is managed in a very efficient and effective way and has the ability to empower his team to develop and build ideas, resulting in an improved service. A citizen focused approach to forensic investigation has produced innovative solutions including a new standardised victim input for all Crime Scene Investigators. He has also introduced a forensic investigation input to local schools that is available online and provides a greater understanding of what the police 'do'.





The standards set out what is expected at 4 different career levels and offers a pick and mix approach to identifying the relevant activities, knowledge and behaviour for a specific role. The standards will also enable gap analysis and support HR and Development professionals in identifying their development needs.

The NPIA are proposing that the police service the adoption of the HRPM and set these standards in the context of the police service. The HR Standards for Policing would therefore address the specific questions:

- 1. What do you need to know to be effective in an HR and Development role in the police service? (Knowledge)**
- 2. What do you need to do to be effective in an HR and Development role in the police service? (Activity)**

3. How do you need to do it to be effective in an HR and Development role in the police service? (Behaviours)

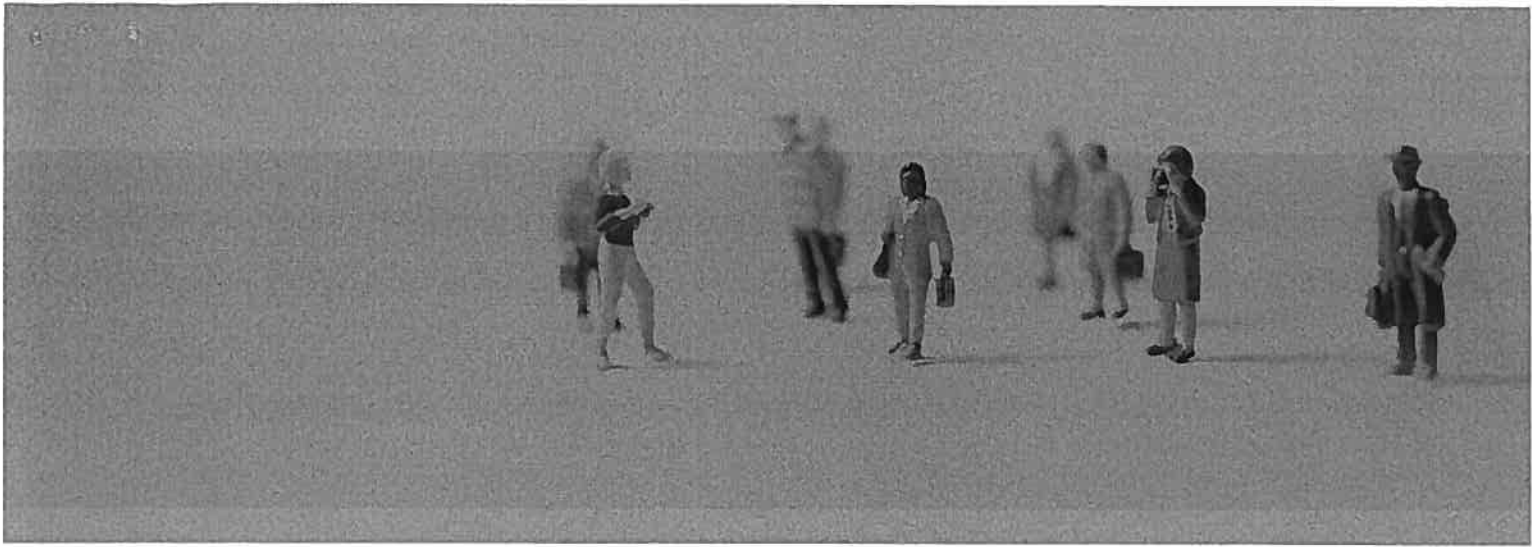
The NPIA wants to support HR and Development professionals in developing their capacity and capability to support their forces and once a set of HR and Development standards are in place, it will be possible to assess teams and individuals against the standard, to identify gaps and to provide support to fill those gaps via a range of development opportunities. The NPIA is working with HR professionals within policing to develop the specific policing standards.

HR effectiveness

Chief Constables want to be able to measure the effectiveness of their HR and Development Team and the contribution

the team make to force performance. A number of forces have been developing a corporate balanced scorecard which includes the people issues alongside operational performance measures, finance etc. By reviewing these examples there is scope to develop a national balance scorecard for policing. The NPIA has also been working with HMIC to develop the people criteria for the organisational health part of the Workforce Inspection. This is fast moving and we will keep you posted on developments.

The NPIA is working with HMIC to develop a set of specific HR and Development metrics for the police service to measure the contribution of the people resources to force performance. There is clearly a demand for this with a number of examples of forces seeking to develop their own metrics or to benchmark with other forces.



Aspirational standard to ensure continuous improvement and development

Will include both qualitative and quantitative measures of the standard

Will need to be measurable at different levels

NATIONAL

- Public confidence levels
- Performance against national outcomes
- Benchmarking for effectiveness - sharing good practice
- Benchmarking for efficiency/productivity
- Evidence to support national debate and developments

POLICE FORCE

- Benchmarking for effectiveness - sharing good practice
- Benchmarking for efficiency/productivity
- HR and Development's contribution to force performance and outcomes (balanced scoreboard)
- Workforce satisfaction/engagement

HR FUNCTION

- What should be in place - minimum
- Aspirational standards to ensure increased contribution
- Aligned to business need and delivering
- Customer satisfaction/workforce satisfaction/engagement
- Measures of efficiency and effectiveness

INDIVIDUAL

- HR Professional Map CIPD
- Policing context
- National JD and PS for HR Directors
- Recruitment and Induction support
- Professional development in policing context - masterclass



NPIA Development opportunity



We know that you are good at looking after your own professional development however we want to try and assist you in this area where we can.

Over the past few months we have provided you with a series of products that we hope have provided you with useful up to date information from CIPD.

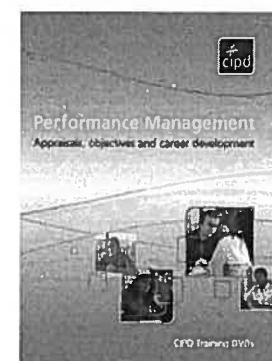
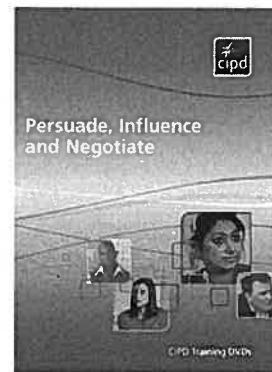
This month we are providing you with a set of CIPD Training DVDs, designed to provide you with an additional resource for your training courses. Topics covered in the DVDs include:

- Selection Interviewing Skills
- Persuade, Influence & Negotiate
- Performance Management, Appraisals, objectives and career development

CIPD Training DVDs will perfectly complement your training courses by helping you to bring key topics to life.

Each DVD is edited into concise clips that can be used throughout your training session to demonstrate clear learning points, which are outlined at the end of each section. They also come with access to a Trainer's Guide, containing customisable tools, handouts and the advice of an expert in the field.

If you need further help or information please call the CIPD customer service team on 0844 322 1274 (UK) or +44 (0) 1795 592 852 (overseas).



Your feedback and suggestions will be very much appreciated, so please do not hesitate to email ama.opoku@npia.pnn.police.uk



Special offer from NPIA



XpertHR

Online HR Intelligence

Some of our HR colleagues across the 43 forces would have heard of XpertHR and will indeed be using their product at present. This organisation is the UK's most comprehensive, cost-effective online information source for HR professionals. This product ensures compliance, promotes best practices and offers benchmarking services to the Police HR community.

The feedback that we have been receiving from you during the course of the year indicated that this was and would be an extremely beneficial product to have and use within the force HR working environment, however the cost was an extreme factor that deterred you from purchasing the product. We felt that this would be an area where we could assist.

NPIA's People and Development have been able to secure a fantastic deal that amounts to huge savings to ease the cost factor for you.

Number of XpertHR	Exclusive Police rates*
1 to 10	£475.00 each
11 to 20	£440.00 each
21 to 50	£390.00 each
51+	£295.00 each

Save time, money and mitigate risk

With over 20,000 specially selected articles and videos offering expert guidance, XpertHR provides comprehensive and up-to-date coverage on all the key issues. The service includes employment law, legal advice, surveys and statistics,

named best practice case-studies, news and more.

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Jeremy O'Dwyer, HR Business Support Manager, Leicestershire constabulary

* All costs are based on a 12 month subscription and are exclusive of VAT. Subscriptions must be agreed before 31 July and to commence no later than 1 September 2009, renewable on 1 September 2010. Two free licences will also be given to those forces who subscribe before September 1st. This deal is also available to existing subscribers.

Contact XpertHR today quoting ref 'NPIA'

Existing subscribers: call Nick Bowden on **07917 648779** or email nick.bowden@rbi.co.uk
New Enquiries: call Stuart Binns on **07824 550095** or email stuart.bnnns@rbi.co.uk



News in brief



Leadership Strategy Update

To date we have delivered:

- Revised High Potential Development Scheme
- Revised SPNAC at Bramshill
- Revised SCC with 67 delegates in 08/09
- Delivery of 1st of revised leadership modules (critical incident training for frontline supervisors)
- Phase 1 of ICF review completed
- Agreement of National College of Police Leadership (NCPL) governance arrangements

Leadership Strategy Next Steps:

- Review of the ICF – phase 2
– The police professional framework

- Talent management strategy
 - HPDS
 - Graduate internship programme – 2009/10
 - Graduate entry scheme – 2010/11
 - Revisions to NSCAS
 - Development of good practice guide to talent management

- National College of Police Leadership (NCPL)

National College of Police Leadership (NCPL) Update

- Agreed governance arrangements – June 09
- Consultation on the scope, remit and shape of the services to be offered by the college – by Oct 09
- Launch – Nov 09
- Review of products and services to be offered by the college – by Dec 09

- Delivery of revised senior leadership products in line with the Leadership strategy – March 2010

Reprioritised NPJA funding to support NCPL

NPJA's new Police Online Knowledge Area: Polka

This Autumn will see the launch of NPJA'S new online knowledge area, POLKA. POLKA will enable our community to work together, to blog, exchange and share ideas, provide news e.g. on events and courses etc, form discussion groups as well as encouraging us to collaborate more effectively. We'll keep you updated on Polka's development in the next issue of NB News.

for more information contact: Ama Opoku on **07595 005369** or email ama.opoku@npia.pnn.police.uk



Welcome to Employment Matters from the experts at Cobbetts. We hope you enjoy this edition and would welcome your feedback on any issues you would like to see covered in this regular publication.

If you have any queries, or require more detailed advice on any employment matters, please speak to your usual Cobbetts contact or:



Judith Watson
0845 165 5205
judith.watson@cobbetts.com

HR Forum 2009

Keeping abreast of the constantly changing field of employment law is a continuous challenge, and one that needs to be faced head on to maximise and manage the performance of your most valuable asset - your people.

Cobbetts HR Forum aims to enhance your knowledge and keep you one step ahead of the various challenges and opportunities affecting organisations today.

More information about the next session can be found overleaf.

We hope you have enjoyed this copy of Employment Matters. However, if you do not wish to continue receiving Employment Matters, please email news.employment@cobbetts.com marking the subject as unsubscribe and providing your name, company name and company address.

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Expenses Claims

The widespread public outcry over the current MPs' expenses scandal has paved the way for many UK employers to scrutinise their own expenses policies and employee's expenses claims. As the credit crunch bites, employers need to be sure that staff are not wasting company money and that none of their employees are "fiddling" their expenses claims to top up their salaries.

Depending on the nature of their terms and conditions of their employment, if an employee is found to have made inflated or even fraudulent expenses claims, employers may be forced to take disciplinary measures which may lead to dismissal and/or even prosecution.

The Legals

There are a number of different types of expenses claims which an employee may make, ranging from travelling and subsistence expenses to removal and relocation expenses and of course the tax and National Insurance Contributions treatment varies depending on the type of expense. Expenses which are incurred wholly, necessarily and exclusively in the performance of the duties of employment are generally speaking tax free. Travelling from home to work has been classed a taxable expense.

If you are faced with a dubious claim, it may be appropriate to withhold payment of the expense pending investigation. You must carry out a full investigation to ensure that claims are not improperly withheld and to determine if disciplinary action is appropriate.

Provided you have the employee's written consent, you may deduct from the employee's wages an overpayment made to the employee in respect of invalid expenses claims. However, this action should be exercised in a reasonable manner so as not to breach the trust and confidence between employer and employee.

If you discover evidence of fraud or deceit, you should take disciplinary action, following your company's disciplinary procedures and the ACAS Code of Practice. Any penalty should be proportionate to the seriousness of the offence. Minor breaches of an expenses policy may only require an informal chat, whereas large scale deliberate fraud or deceit could merit summary dismissal for gross misconduct. In certain cases, the employer should even consider criminal proceedings.



employment matters

Action

- As times get tougher, it is worth reviewing any expenses policies that you may have in place and checking the provisions within your employees' contracts of employment to ensure that your business is in a position to deal effectively with any potential breaches that may arise. You need to have a very clear policy about what your employees can and can't claim.
- An expenses clause within an employee's contract or your Company's expenses policy should make it clear that your company will reimburse those expenses which are reasonable and which are wholly, properly and necessarily incurred by the employee in the course of their employment for a legitimate business use. Moreover, any claim should be subject to the production of VAT receipts or other appropriate evidence of payment.
- Ensure all employees are fully aware of any expenses policy/procedure. If necessary re-circulate the procedure and remind employees of the consequences for non-compliance.
- At a time like this no business can afford to have its systems open to abuse.
- Employers can save a lot of money depending on how organised their staff are. For example, staff must be encouraged to book tickets early and to choose cheaper fares wherever possible.

If you would like to discuss the issue of expenses in more detail, or your policies need reviewing please do not hesitate to contact us.

HR Forum 2009

Cobbetts HR Forum is designed to give your team the skills and knowledge to maximise and manage the performance of your most valuable asset – your people.

The next session focuses on: **Pre-Employment Checks**

Employers often act in haste and repent at leisure when it comes to hiring employees. Pre-employment checks are essential and should be carried out carefully.

The key issues will be:

- What to ask for when seeking a reference.
- What to give in a reference.
- Criminal Record Bureau checks – what might you discover and what can you do about it.



- Immigration – an overview of the points based system and how to cope with a visit from the Border and Immigration Agency.
- What to look out for when checking passports and documents of potential employees.

Dates & Venues

Cobbetts LLP Leeds - Tuesday 8 September
Cobbetts LLP Manchester - Thursday 10 September
Cobbetts LLP Birmingham - Tuesday 15 September

Registration from 5.00pm.

Workshops commence 5.30pm.

Close 6.30pm approx followed by refreshments and networking.

Contact clare.fletcher@cobbetts.com for more details, or to reserve your place.

E-mail Matters

To receive Employment Matters by e-mail please send an e-mail to mailings@cobbetts.com marked Employment Matters and leave your full name and e-mail address. Please also specify whether you can receive html or plain text version.

Events

- **The Vision of HR in 2020**

7 July 2009, 2.30pm

Online

Open forum discussion on the vision for the HR profession, what role HR must play in organisations in the future, and the big issues that will define the UK workplace in the coming years.

The HR function is facing many challenges as some organisations fight for survival. Hot topics include remuneration, downsizing, pension black holes and outsourcing.

But what will the future HR function look like and what should HR professionals be doing now to meet the challenges the next decade will bring.

A panel of experts including:

Vance Kearney

Vice President,

Human Resources, Oracle

Ian Ruddy

Head of HR Operations, O2

Jane Saunders

Managing partner, Orion Partners

Rob Moss

Online Editor, Personneltoday.com

Organiser

Oracle / Personnel Today Webinars

To register visit:

www.personneltoday.com/oracle-webinar

- **Finance skills for HR professionals**

7-8 July 2009,

Kensington Close Hotel
(London)

It is generally accepted that an effective Human Resources department is an indispensable part of the success of any business.

For more information visit:

<http://www.personneltoday.com/events/2009/07/07/1679/finance-skills-for-hr-professionals.html>

Email:

services@cronertraining.co.uk

Web:

<http://www.cronertraining.co.uk/27627>

- **IRS Conference:**

Managing Successful

TUPE Staff Transfers

15 July 2009, Central London

Get to grips with the 'new' TUPE and ensure your staff transfers are legal and problem free

For more information visit:

<http://www.personneltoday.com/events/2009/07/15/1714/irs-conference-managing-successful-tupe-staff-transfers.html>

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