



## More boom than bust

A 25-YEAR economic boom is predicted by Economist editor-in-chief Bill Emmott (above) with occasional short-term financial booms and busts and the only serious risks to political stability coming from Asia.

Addressing the Institute for International Human Resources conference in California earlier this month, Emmott said there was a high risk of a short-term turnaround in the US economy, through lack of saving and the strong dollar, and a danger of protectionism. He predicted a "nasty" year or 18 months, after which the economy would bounce back. Rising oil prices and tight labour markets would affect profits, he said, but inflation would be prevented by increased interest rates to slow the economy down.

Scanning potential political risks, he thought Russia and the Middle East could be risky locally but not globally.

He was rather more concerned about what was happening in Pakistan and between China and Taiwan, and saw China as particularly problematic in the long term.

However, overall, as a result of the Internet, biotechnology and energy technology, the next quarter century would see continuing growth and development.

## Not yet dot.compos mentis

PEOPLE and culture issues present far greater challenges for organisations pursuing e-business than does technology, according to a recent survey of over 300 major companies offering products or services via the Internet.

Of particular concern among respondents is the lack of e-literacy in the workforce: 87 per cent feel not enough of their key managers have "e-commerce skills and insights". But at the same time they regard traditional training and development as inadequate.

The survey was conducted by consultants Towers Perrin among predominantly multinational companies in Canada, the UK and the USA; there were also respondents from Asia, Australia and mainland Europe. A third of those participating employ over 5,000 people.

Thirty-two per cent of respondents described their main business as physical goods, while 28 per cent were in financial services, another

third in 'other services' and 7 per cent supply electronic or digital goods.

The focus of the survey was the organisational challenge facing companies seeking to exploit e-based opportunities, and, while attracting the best people was inevitably one of the major obstacles, it was evident that traditional business infrastructures tend to work against generating effective employee behaviour.

Nearly three-quarters of respondents admitted "our organisation structure tends to inhibit the pace at which decisions are made" and 59 per cent saw "culture as a barrier to getting things done".

Interestingly, length of experience in e-commerce did not correlate with fewer such problems, which indicates, say Towers Perrin, that "there is no built-in learning curve on these issues".

However, new network communications technologies are changing the ways in which some companies

organise work, in part enabling joint working with customers and partners, shared service organisations, and more temporary staff, homeworkers and contractors.

The report also predicts more emphasis on teamwork and employee empowerment. But the authors add that, despite this focus, relatively few respondents see significantly fewer organisational levels or broader spans of control. This suggests, they conclude, that, "while companies understand the need for change, they have not yet developed clear implementation strategies".

Two years from now, however, it is suggested, organisation structures will be designed around customers or markets, and/or business processes oriented around flows of work such as order fulfilment or customer acquisition.

Meanwhile only 15 per cent of respondents had yet made [▶ continued on page 7](#)

## Chirac will close congress



PHOTO: PA News

Jacques Chirac, President of the French Republic, will immediately follow HR guru Professor Dave Ulrich in the closing ceremony for this year's World Congress on Human Resource Management to be held in Paris at the end of May. Also during that session will be the presentation of the prestigious WFPMA Petitpas Award.

● For full conference programme details, see pages 4 and 5.

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MAGAZINE OF THE  
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Associations

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announcements of

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These should be accompanied

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## Next issue

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# Skills developme

## Anne Jones describes a European Training Foundation project to instil a more business-oriented culture in a former Soviet State

In December 1999 I went, at the invitation of the European Training Foundation (ETF), to Krgyzstan to help train a team of eight social researchers to carry out a survey of the skills and attitudes to training of 200 companies across the whole country. The study was managed by the National Observatory of Krgyzstan as part of a three-year ETF project designed to support and strengthen Krgyzstan businesses.

In the first year the aim was to raise awareness amongst employers of the need to retrain and develop the workforce for business success in a competitive world market. By April 2000 the plan was to produce a full skills survey report, a handbook for human resource management and a training tool designed to enable companies to develop in-company training programmes for themselves, tailored to their specific needs. Quite a tall order for a newly independent state still in transition from its former status as part of the USSR, and a pretty tall order for me, particularly as I didn't speak Russian, to train the survey team and then to develop an HR manual based on the results.

Luckily, I had already managed to travel and work in a number of such states, Slovenia, Bulgaria, Albania, Estonia, the Ukraine, Belarus and Georgia. This meant that I was culturally attuned to the Russian way of life, which provides an overlay under which the distinctly national characteristics of each state remain.

In Bishkek, capital of Kyrgyzstan, currently Russian is the main language spoken, not the indigenous language, Kyrgyz. Historically, the Kyrgyz were a nomadic people, who originally worked the silk route from nearby China, lived in tents and traded silk and horses; they have a strong oral tradition of stories and songs. This is high snow-covered mountain country, with deep clear lakes, hardly any flat territory, potentially volcanic, cold in winter, warm in the summer. There's gold in them there hills, which is being very professionally mined by a Kyrgyzstan-Canadian venture/project and plenty of water to be turned to hydro-electric power when resources permit. And the potential for tourism, particularly for mountaineers is enormous. The Kyrgyz are already good trading people, tough and enterprising, friendly and caring, even though

living conditions are still hard and money is short.

So, how to train people who only spoke Russian when I only spoke English? Everything was translated but, after a while, I began to understand, helped by body language and recognisable international words.

The survey questionnaire was derived from a skills audit of small and medium-sized enterprises (SMEs), devised originally by the UK's Salford University, to evaluate the way SMEs consider and address the issue of skills need and development within the workforce. With Salford's permission, we translated the survey, removed the explicitly English questions about such topics as national vocational qualifications (NVQs) and made one or two minor adjustments. My first task was to work with the group, section by section, to make sure that they understood the meaning behind the words. Very often this meant introducing and explaining concepts which were relatively new to the former Russian state. The survey team were mainly social scientists, but a few had worked in business, particularly in banking, and were more familiar with using concepts such as quality, customer care and just-in-time, so they were able to add examples to my words. The concepts of key skills and of multiskilling took longer to get across. The employers we spoke to later reinforced the view that multiskilling was becoming more important in an emerging enterprise economy and was hard to find in a society which formerly had prided itself on very highly skilled specialist technical expertise.

## Role play

In the training sessions for the survey team, we did a lot of role play: as the researcher in discussion with the reluctant employer, who was refusing to take part, demanding an explanation of why to bother, worrying about confidentiality, asking the meaning of the new words and ideas in the questionnaire, refusing to give details about the existing training programmes. Then we did a complete run-through of the face-to-face interview, with each person trying out the role of interviewer and interviewee, the preliminary patter and the post-interview reassurance. By the time I left, the team were confident about the skills survey, but apprehensive about the employers' reactions. They need not have worried, they were well received, mainly by the managing director. Access was easier than anticipated and the refusal rate was low.

The first findings of the survey were both interesting and encouraging:

- 200 employers from all over Kyrgyzstan had taken part in the survey
- Of these 141 were private enterprises

# nt in Kyrgyzstan



- 80% of companies were introducing quality improvements and 71% were introducing new services
- 76% saw price and 69% saw quality as key determinants of competitiveness
- In these companies full-time staff numbers had reduced by 1,200 in the past year and by 8,932 over the last five years
- Labour supply exceeded demand: 73% said they had no problem finding staff
- Skills shortages were mainly at senior manager and middle manager level
- There was sometimes a skills mismatch at this level: there were many highly qualified professionals who need now to widen their skills to meet the demands of the market economy
- Overall, 28.5% of employees were computer literate with marked sectoral differences. Highest computer literacy was in banking and finance, 74.2%; media 43.1% and communication 39.2%
- 59% had recently trained staff to use new equipment
- 62% recognised the importance of investing in training and development.

At a conference in February to present the initial results, the employers mentioned the lack of entrepreneurial qualities in many highly qualified graduates and the problems of motivating long-serving staff to retrain in these skills. It sounded quite familiar!

Technical expertise, a great strength in the workforce, was no longer enough; management and social skills, such as good communication, self-presentation, teamworking, motivation, flexibility, showing initiative and responsibility, were needed as well. The employers preferred company-based training: less expensive and targeted towards company needs.

In April Karen Richter, a European expert from Eastern Germany, who does speak Russian, is running a course, using the training tool she developed to enable companies to devise their own training and development programmes. Employers are being invited to send a key member of staff to participate. The aim is to enable companies to customise the training tool and use it to meet their own specific needs.

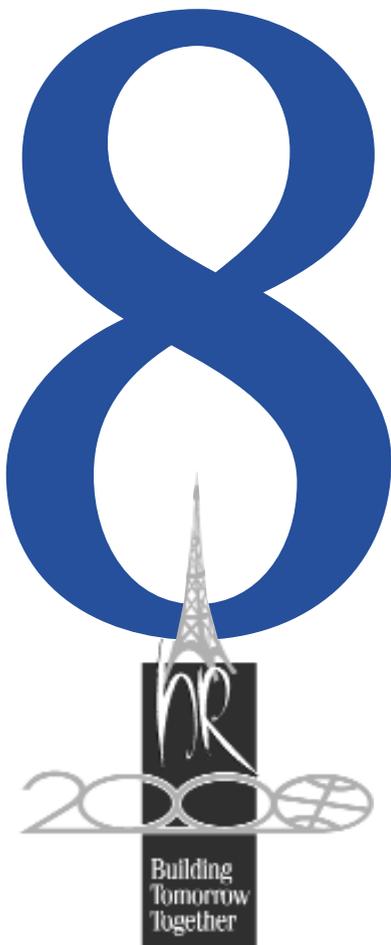
### **Empower and equip**

In the meantime, the HRM guide is being developed – with some difficulty. The aim is for the European expert (that's me!) to be advisory, but the problem is finding enough Kyrgyzstan people with the skills and experience to be the main authors. At a distance the language problems loom larger because there is no body language to add to the words. We've already changed the title from 'manual' to 'handbook' or 'guide', as there's absolutely no point in attempting anything too comprehensive; the KISS (keep

it simple, stupid!) principle has to prevail, though then we may stand accused of doing something superficial and lightweight, compared with traditional Russian tomes of rules and regulations about personnel practice. And as for other resources, such as books, training videos and on-line interactive courses, these are difficult to find, let alone at the right pace for a country at this stage of economic development and growth. And they do want to do it for themselves and not be preached at by American/English 'experts'.

The overall aim of the project is to empower and equip the employers rather than impose western methods on them. Encouragingly, there does seem to be a move towards realising that a new way of working is needed. As one employer said at the end of the conference: "When I came, I was thinking about the skills needed now. As a result of this discussion, I am now thinking about the skills needed in the future as well."

*Professor Anne Jones was a British secondary school headteacher for 17 years, before joining the Department of Employment where she was responsible for all initiatives linking education and training in the UK. Currently, she is Director of the Centre for Lifelong Learning at Brunel University.*



# 8th World Congress on Human Resource Management

Palais des Congrès, Paris  
May 28-31, 2000

Ernest-Antoine Seillière, President,  
MEDEF, the French employers  
association, will speak at the first  
plenary on Monday morning ▼



## Monday May 29, 2000

08.00 – 09.30 Registration

### 09.30 – 10.00 Opening ceremony

Mike Losey, President, WFPMA; Pál Boday, President, EAPM;  
Bernard Niglio, President, ANDCP

### 10.00 – 11.30 International comparison of business practice in the 21st century

Michel Bon, Chief Executive, France Telecom; Anthony Giddens, Director, London  
School of Economics; Jeffrey Joerres, Chief Executive and President, Manpower;  
Jane Nelson, Prince of Wales Business Leaders Forum; Ernest-Antoine Seillière,  
President, MEDEF; Juan Somavia, Director General, ILO (video)

### 11.30 – 14.00 Welcome reception and exhibition opening

### 14.00 – 15.30 Concurrent sessions

#### A1 Teams and managers

Murray Dalziel, Hay Group and Professor J Richard Hackman, Harvard University

#### A2 Human resource management and creating value

Serge Barbitch, ST Microelectronics; Catherine Chouard, Grandvision; Geneviève Ferone, Aresé

#### A3 How are European businesses managing their skills?

Pedro Cordova, Telefonica and Roy Harrison, Institute of Personnel and Development

#### A4 Alliances and mergers

William R Schultz, AIG Group

#### A5 New technology: risk or opportunity for HRM?

Bruno Frick, SAP France; Patrick Perrois, Data Web; Michel Roszewitch, Sylicom;  
Jean-Claude Lefranchant, IBM

#### A6 Competencies of the HR function worldwide

Professor Chris Brewster, Cranfield University; Judy Whittaker, IPD; Franck Bournois, ClIFFOP

#### A7 Privatisation, open markets and personnel policies

Jacques Pichot, Air France; German Medina Carillo, Endesa;  
Bernie Grey, Eireann Telecom; Juan Jose Schaer and Jean Luc Crozafoan, Telecom Argentina

#### A8 Reorganising and redeploying the personnel function to make a new contribution

Tim Stevens, IBM and Didier Groz, Xerox

### 15.30 – 16.00 Coffee break

### 16.00 – 17.30 Management of human resources and the network revolution

Cathy Koop, Vice-President, Sales and Development, IBM  
and Bandoin Prot, Managing Director, BNP Paribas

## Sunday May 28, 2000

### 12.00 Registration

### 14.00 – 18.00 Pre-conference workshops

1 Success in the 21st century: an international perspective  
John Maxwell, Chief Executive, Sidstar

2 Effective remuneration strategies:  
meeting the needs of the organisation and the workforce  
Robert Greene, Reward Systems Inc

3 Fusions and acquisitions: bridging the cultural gap  
Alison Perlo, Inter Cultural Management Associates

4 Successfully developing and implementing change in not-for-profit  
compensation  
Peter Ronza, Compensation Manager, University Medical Centre of South Nevada

5 Know before you go: practical guide for entering new international  
business markets  
Andy Craggs, Vice-President, International HR, Sony Pictures Entertainment

6 The impact of the Euro on human resources  
Philippe de Chanterac, consultant

#### CONFERENCE LANGUAGES

Plenary sessions will be simultaneously translated into English,  
French, German and Spanish.  
Concurrent sessions will be held in English and French

The congress website will provide updated information:  
<http://www.hr2000.org>

Tuesday May 30, 2000

08.00 – 09.00 Registration

09.00 – 10.30 Concurrent sessions

**B1** Are pay policies levers of economic performance?

Jean-Charles Brutomesso, Migros; Sophie Fortin, Agropur; Jean-Marie Gonthier, Hydro Québec; Bruno Sire, Toulouse University; Michel Tremblay, HEC (Hautes Etudes Commerciales), Montreal

**B2** Setting up international teams

Professor Jacques Pateau, UT de Compiègne

**B3** Personnel management in central Europe

Gyorgy Barany, Bank Austria Creditanstalt, Hungary; Gyongyi Kallai, Unilever, Hungary; Olga Lipic, Lek, Slovenia; Vanda Pecjak, Sava Tires, Slovenia; Roksolana Semerak-Nebes, Colgate Palmolive, Poland

**B4** Evaluating competences

Paolo d'Agosto, Ansaldo; Gérard Pugnaire, Société des Bains de Mer

**B5** Managing experts

Patrick Roger, Aerospatiale Matra Group and Dominique Vernay, Thomson Group

**B6** The future of European works councils

Andy Bailey, British Airways; John Raywood, Glaxo Wellcome; Max Matta, Rhodia; Philippe Decressac and Jean Pierre Geoffert, Danone

**B7** Training technologies and systems

Sally-Ann Moore, Global Knowledge Network; Ingeborg Bo, Norwegian Association for Distance Education; Yves Vincent, Vasti

**B8** All leaders

Yannick Binvel, Sommer Alibert; Etienne Remond, Pizza Hut France; Ulrike Steinhorst, SKW; Bob Aubrey, author and consultant

10.30 – 11.00 Coffee break

**11.00 – 12.30 More technology, productivity, added value, mergers and takeovers – but what about people?**

Bertrand Collomb, Chairman, Lafarge

12.30 – 14.00 Lunch

European Association for Personnel Management workshop on 'Managing people towards a multicultural workforce'

14.00 – 15.30 Concurrent sessions

**C1** Human capital

Leif Edvinsson, Skandia; Debra Amidon, Entonation International; Françoise de Viron, Tractebel

**C2** Organisation and HR tomorrow

Jean-Michel Piquemal and Pascal Soubion, Expertel Consulting; Pierre Crozier, Mercier; Francis Tanguy, IBM

**C3** Knowledge management as a network

Anne Jakeman, Bank of Scotland; Giovanni Testa, Isvor-Fiat Spa; Rob van der Speck, CIBIT

**C4** Recruiting and building international teams

Steven Smith, Cap Gemini

**C5** Employee shareholding

Diane Eberlein, Hewitt Associates and Nathalie Lafont, Pinault Printemps Redoute

**C6** Managing flexibility

Pierre-Henri Antonmattei, Institute for European and International Studies on Work; Alfred Dusing, Voest Alpine; Jacinto Ginesta, Ventura Aguas de Barcelona

**C7** Towards social dialogue in Europe

Jean Lapeyre, CES; Gilles de Lidékherke, UNICE; Odile Quintin, European Commission

**C8** Telework and social consequences

Anne de Lacy, Carrier Air Conditioning; Pierre Leclair, Entreprise et Personnel

15.30 – 16.00 Coffee break

**16.00 – 17.30 Will the European social model survive globalisation?**

Jean-Paul Bailly, Chief Executive, RATP; Paolo Cantarella, Chief Executive, Fiat SpA; Emilio Gabaglio, Secretary General, ETUC; Ulf Laurin, Social Affairs President, UNICE; John Monks, General Secretary, TUC; Raymond Soubise, President, Altedia

19.15 Hotel pick-up time for gala dinner, Versailles



◀ **Bertrand Collomb, who will speak on mergers and takeovers on Tuesday morning, is Chairman of Lafarge which recently bid for Blue Circle; should the deal come off, the company would become the world's largest cement producer, turning out nearly 160m tonnes a year in Europe, Asia, Africa and north and south America**

Wednesday May 31, 2000

08.00 – 09.00 Registration

**09.00 – 10.30 Capitalising on the diversity created by globalisation**

Jean-Marc Espalloux, President, Accor Group; Rob Kuijpers, Chief Executive, DHL Worldwide Express; Jean-Dominique Percevault, Vice-President, Schlumberger; Fons Trompenaars, author and consultant

10.30 – 11.00 Coffee break

11.00 – 12.30 Concurrent sessions

**D1** Compensation and strategy

Ed Gubman, Hewitt Associates and Abbie Smith, University of Chicago

**D2** What is the future of 'virtual' universities?

Paul Broecks, Nestlé; Nadine Lemaitre, Suez-Lyonnaise des Eaux; Jeanne Meister, Corporate University Exchange

**D3** Validating competencies to recognise competence

Maureen Layte and Serge Ravet, Dimensions Consequence; Yves Lichtenberger, Marne La Vallée University; Jordi Planas, Barcelona Autonomie University; Jacques Igalens, Toulouse University

**D4** Managing remote teams

Alan Davies, Alstom Drives and Controls and Irene Rodgers, ICM Associates

**D5** Corporate citizenship

John Hoffmeister, Shell International; Orvald Bjelland, Performance Group; Bertrand Duliscouet, Promodes; Eric Pointillart, Caisse d'Epargne

**D6** <http://www.peoplemanagement.com>

Anne Flamand, DDB et des hommes; Patrick Bennet and Françoise Grassa, Lipha Merck; Olivier Fecherolle, Bosch; Jean-Louise Conti, Pasteur Merieux MSD

**D7** Retirement schemes and the challenges of demography, mobility and individual choice

Carlos Fuentes, Gabriela Mistral University, Santiago; Peter Hicks, OECD; Dimitrios Kontizas, European Commission; Ann Robinson, formerly National Association of Pension Funds; Hans Wilhelm van Damm, European Association of Paritarian Institutions; Pierre Andrieu, Cardiff

**D8** An ecological approach to restructuring

François Baffoil, IEP, Grenoble; Férid Bellali, consultant; Christine Le Goascoz and Vincente Blanco, Lafarge Group

12.30 – 14.00 Lunch

World Federation of Personnel Management Associations  
Leaders' workshop for professional associations

**14.00 – 15.30 Human resource executives in the year 2000: the partners of managers and employees?**

Geoff Armstrong, Director General, IPD; Volker Buring, Director of Human Resources, Accor Group; Professor Dave Ulrich, University of Michigan

**15.30 – 16.30 Closing ceremony**

With the participation of Jacques Chirac, President of the French Republic  
Including presentation of WFPMA Petipas Award

# Institute gets chartered status

THE INSTITUTE of Personnel and Development (IPD), the professional association for the UK and Ireland, has been granted a Royal Charter. As of the launch on July 1, 2000, the 100,000-plus body will be known as the Chartered Institute of Personnel and Development, and will join what Director General Geoff Armstrong describes as "the premier league" of professional bodies.

According to IPD President Sir Geoffrey Holland, chartered status means the HR profession is now recognised for its contribution to society, alongside engineering and medicine.

However, whereas many of the more traditional chartered institutes concentrate on providing a qualification and regulatory environment, said Armstrong, who is also Secretary General of the WFPMA, "we see our qualification

as the start of the relationship that members have with this Institute.

"We see the CIPD as being distinctly valuable to every member throughout their working lives, at whatever stage of their careers, ranging from the most operational levels through to board-level involvement."

In an interview in the institute's professional magazine *People Management*, Armstrong added: "The personnel and development role is increasingly being used in business as a fast-track route for people who are going on to the topmost jobs."

Moreover a combination of the pressures of the knowledge economy on the one hand, and environmentalists, city investors and customers on the other, meant people management issues would assume even further significance as attempts were made to attach monetary value to an organisation's human capital.

One of the objectives of the new CIPD would be to help investors identify the right people-related information to look for in organisations and to assess performance in these areas against key benchmarks.

# AHRI acquired

FOLLOWING OUR report in the last issue of *WorldLink* that the Australian Human Resources Institute was up for sale, AHRI has been acquired by Deakin Australia, the business and training arm of the country's Deakin University.

Deakin Australia has made a commitment to manage the institute for five years, maintaining services such as the professional education programme, publications and the annual convention. At the end of that period it intends to offer AHRI back to its members, "provided a number of pre-determined objectives have been met".

Deakin's plan is to develop an electoral process that will enable members to directly elect representatives to regional organisations. In five years it will conduct a referendum to establish whether the membership wants to regain control of AHRI. By this time the intention is that a rigorous democratic process will be in place to ensure that all members are represented through governance structures.

AHRI's operations in the meantime will be overseen by a board of directors chaired by Kevin Fuller, chief executive of Deakin Australia. Rob Thomason, currently director of the organisation's Associations Division, will become AHRI's executive director.

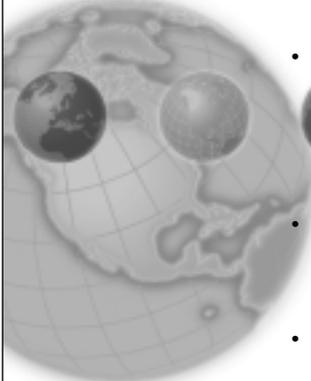


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**27 June to 29 June 2000**

The aim of this course is to assist organisations in developing cost effective approaches to their management of international HRM

If you would like more details, please contact:  
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 Tel: +44 (0)1234 754506  
 Fax: +44 (0)1234 752532  
 Email: hannah.kitchen@cranfield.ac.uk

# Mexico fields NAHRMA's next President

ALEJANDRO Rojas Vazquez, currently Secretary/Treasurer of the North American Human Resource Management Association and Chairman of the Asociacion Mexicana de Ejecutivos en Relaciones Industriales (AMERI), one of the two Mexican HR associations, is to succeed Mike Losey as next President of NAHRMA.

Rojas, who is Corporate Director for Mexico's Grupo Liverpool, said his main priorities for the two years of his presidency would be to secure the return of Canada to NAHRMA and

the World Federation, and to research the possibility of bringing more Central American countries into the fold.

At a meeting of the Association earlier this month, the other officers elected were:

- **Vice-President:**  
Hector Palacios Martinez, International Vice-President of the Confederacion Mexicana de Asociaciones de Relaciones Industriales (COMARI); and
- **Secretary/Treasurer:**  
Carolyn Gould, US delegate to the World

Federation, a past President of SHRM's international division and a consultant with PriceWaterhouseCoopers.

- Mike Losey becomes Immediate Past President.

It was also confirmed that Chairman of the 2002 World Congress committee would be Mexico's Octavio Aguilar Valenzuela (AMERI).



**Octavio Aguilar, 2002 Congress Chairman**

As *WorldLink* went to press, the inaugural meeting of the new Japan Society for Human Resource Management was scheduled to be held in Tokyo on April 21st (for background, see *WorldLink*, July 1999).

## Thai Princess addresses conference



HER ROYAL Highness Princess Chulabhorn Mahidol of Thailand was guest of honour at a human resource development conference held in Bangkok in February. The event, which was co-organised by the Personnel Management Association of Thailand and the Foundation for International HRD, looked at global HR issues for the 21st century.

As well as the Princess who is also a professor and spoke on networking as the key to success in globalisation, speakers included Shiro Mizutoni, an adviser with the Japan Economic Foundation, and Lin Lee Lee, chair and founder of the Chinese Association of Strategic Alliance, who talked about the development of small and medium-sized enterprises; Professor Watler Leibrecht of the Schiller International University based in London; and Eddie Ng of Hong Kong, president-elect of the WFPMA.

*Report by Suchada Sukhsvasti, President, PMAT*

## Leading lights

PERFORMANCE related pay, entrepreneurial labour law, the learning organisation, IT and linking HR with business strategy were among the topics discussed at the annual conference of the Sri Lanka Institute of Personnel Management held in Colombo in February. International speakers included Institute of Personnel and Development Director General Geoff Armstrong, Singapore HR Institute Director David Ang and Professor Jacob Mankidy of India's National Institute of Bank Management.



Picture shows Geoff Armstrong lighting the traditional oil lamp at the inauguration of the conference with IPM Sri Lanka President Chris Obeyesekere

# New laws for New Zealand

BY RICHARD RUDMAN

NEW INDUSTRIAL relations legislation for New Zealand is expected to come into force on July 1 this year. The country's new centre-left coalition government, which took office last December, is moving quickly to fulfil an election promise to replace the Employment Contracts Act which its conservative predecessor passed in 1991.

Minister of Labour Margaret Wilson says the new employment relations legislation will be the antithesis of the old act's ideological approach. She says the contracts act had been about an efficient labour market rather than efficient people. Its low trust, contracts-based approach had been founded on the assumption that labour relations were best run formally through the courts. "I want to see employment being about a relationship, not solely about profit and not solely about contracts," says Wilson.

The new legislation is intended to encourage collective rather than individual bargaining, and will give legally-recognised unions a central role in the process. It will also include a requirement for 'good faith' bargaining.

In another significant move, New Zealand's Labour-Alliance coalition government has moved to return the no-fault accident compensation scheme to the state sector. For the past year employers have been able to place workplace accident insurance with private sector insurers, but the state-owned Accident Compensation Corporation will have its monopoly restored from July.

The move has been strongly opposed by employers who welcomed the lower premiums charged by private sector insurers.

The new government has plans to revamp New Zealand's industrial training legislation, including the reintroduction of apprenticeships, and to amalgamate a number of employment-related statutes into a single minimum code of employment rights.

*Richard Rudman is WFPMA Regional Delegate for the Asia Pacific Federation of Human Resource Management, and a former editor of New Zealand's 'Human Resources' magazine*

► *E-business* – continued from page 1

significant changes even to their recruiting approaches, although almost half anticipated doing so over the next two years.

Pay and incentives fell way behind broader reward and job satisfaction drivers as 'key answers' to attraction and retention challenges for respondents. Forty-four per cent saw "individual growth challenges" as an area of major change over the next two years, with 43 per cent citing "intrinsic job fulfilment" and 40 per cent

"employee branding".

The survey revealed that currently e-commerce represents the main business of only 3 per cent of companies that took part, although this figure was predicted to rise to 12 per cent within two years.

The value of e-business to those companies was expected to more than triple in the same period, though it currently contributes only 4 per cent of sales on average.

*Internetworked organisation survey findings, www.towersperrin.com*

## Ecuador elections



Maria Quelal Aguilar (left) was re-elected president of the Asociación de Directores de Personal del Ecuador (ADPE), for the year 2000-2001. An industrial psychologist, Dr Quelal works in the corporate planning department of Ecuador's state petroleum company. Dr Eddy Troya was elected ADPE vice-president.

# THE WORLDLINK HR CALENDAR

May 27-28, 2000

Paris, France

## WFPMA Executive Council and Regional Delegates Meeting

May 29-Jun 1, 2000

## WFPMA 8th World Congress on Human Resource Management

Theme: 'Building tomorrow together'

Tel: +33-1-4563 5509

Fax: +33-1-4256 4115

Email: andcp@andcp.fr

May 28-31, 2000

Sydney, Australia

## Australian Human Resources Institute National Convention

Tel: +612-9953 2900

Fax: +612-9953 3012

Email: ahrinat@ahri.com.au

May 30-June 15, 2000

Geneva, Switzerland

## International Labour Conference

Tel: +41 22 799 7732

Fax: +41 22 799 8944

Email: RELOFF@ilo.org

June 7-8, 2000

Wiesbaden, Germany

## DGFP National Conference

Contact: Ute Graf

Tel: +49-211-5978 150

Fax: +49-211-5978 179

Email: graf@dgfp.de

June 13-15, 2000

Balatonaliga, Hungary

## OHE National Conference

Contact: Hungarian Association for HRM

Tel: +36-1-361 4655

Fax: +36-1-361 4656

Email: humanpol@mail.matav.hu

June 25-28, 2000

Las Vegas, USA

## SHRM Annual Conference and Exhibition

Speakers include Archbishop Desmond Tutu

Tel: +703 548 3440

Fax: +703 535 6490

Email: shrm@shrm.org

August 8-11, 2000

Sao Paulo, Brazil

## ABHR National Congress and Exhibition

Tel: +55 11 256 0455

Fax: +55 11 214 0858

Email: abhr@abhrnacional.org.br

September 11-12, 2000

Buenos Aires, Argentina

## ADPA Annual Conference/20th

## IAPCO South Meeting

Theme: 'Labour legislation reforms in Mercosur'

Contact: Juan Jose Lauro

Tel: +54 11 4342 6163/6370

Fax: +54 11 4343 3887/3689

Email: adpn@act.net.ar

September 13-15, 2000

Wellington, New Zealand

## HRINZ Annual Conference and Expo

Theme: 'Communication and technology - the final frontier for HR?'

Tel: +64 4 499 2966

Fax: +64 4 499 2965

Email: hrinz@hrinz.org.nz

October 25-27, 2000

Harrogate, England

## IPD National Conference and Exhibition

Tel: +44-20-8263 3434

Fax: +44-20-8263 3223

Email: training.hotline@ipd.co.uk

October 29-30, 2000

Sandton, Johannesburg, South Africa

## WFPMA Executive Council and Regional Delegates Meeting

October 30-November 1, 2000

## IPM (South Africa) Annual Convention

Contact: Event Dynamics

Tel: +27 11 442 6111

Fax: +27 11 442 5927

Email: sandra@eventdynamics.co.za

November 6-7, 2000

Hong Kong

## HKIHRM 20th Annual Conference

Tel: +852 288 5113

Fax: +852 2881 6062

Email: project@hkihrm.org



The WFPMA presents the  
8th World Congress on  
Human Resource Management

## May 29-31, 2000 Palais des Congrès Paris, France

Featuring world-class speakers such as Dave Ulrich, Leif Edvinsson, Bertrand Collomb and Fons Trompenaars who will address the new millennium challenges. Concurrent sessions will focus on case studies of best practice from leading organisations.

Pre-conference workshops will provide in-depth learning on topical issues. An international exhibition of over 200 industry experts will offer opportunities to explore a wide range of available solutions. An exceptional gala evening for delegates at the Orangerie in the Chateau of Versailles; seating is limited so do book early.

### For further details contact:

Website: [www.hr2000.org](http://www.hr2000.org)

E-mail: [hr2000@cwtfrence.com](mailto:hr2000@cwtfrence.com)

Phone: 33 1 55 07 26 10



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RESOURCE MANAGEMENT

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Singapore, Sri Lanka, Taiwan, Thailand

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