



US guru wins 'the Petitpas'

THE GEORGES Petitpas Memorial Award which recognises outstanding contributions to international HR management has been won this year by United States academic, writer and consultant Dave Ulrich, Professor of Business Administration at the University of Michigan.

The award, a crystal globe, was presented by WFPMA past president and chair of the judging panel Alberto Fuster de Carulla on the final day of the Federation's 8th World Congress on Human Resource Management, held in Paris at the end of May (see conference report, pages 6 and 7).

Announcing the unanimous decision of all WFPMA member federations, Fuster said Ulrich truly met the key criteria of someone

whose work broke through geographic and functional borders and broadened both perceptions and the reality of HR.

WFPMA Secretary General Geoff Armstrong, describes Ulrich's work as 'groundbreaking'. "By articulating his ideas in a simple way, which reflects what managers do and what organisations need," he told *WorldLink*, "he has helped to mainstream the HR contribution to business management."

Mike Losey, outgoing WFPMA President, who co-edited a book with Ulrich in 1997, highlights the practical nature of Ulrich's approach: "He is a good business person himself, and that comes through to people."

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Judging panel chairman Alberto Fuster (left) presents the crystal globe trophy to Petitpas Award winner Professor Dave Ulrich. Looking on World Congress compère Jacques Hébert

Hong Kong HR director becomes WFPMA President

EDDIE H. K. Ng, head of HR for Hong Kong-based investment bank Jardine Fleming Holdings, is the new President of the World Federation of Personnel Management Associations.

His appointment, which is for two years, was confirmed at a meeting of the WFPMA Executive Council and Regional Delegates held on the eve of the 8th World Congress on Human Resource Management in Paris at the end of May.

A former President of the Hong Kong Institute of Human Resource Management and for three years President of the Asia Pacific Federation of HRM, Eddie Ng is well known in the international HR arena, having spoken at numerous conferences around the world, including previous WFPMA World Congresses,



Eddie Ng

and served on many committees. Before assuming the presidency, he was WFPMA Treasurer.

Organisations for which Ng worked before joining Jardine's include Lucent Technologies, AT&T, Citibank and Motorola.

A graduate of the University of Hong Kong, he is a voracious reader with a particular interest in futurology.

He told *WorldLink* that by the end of his term of office in 2002 he hoped the number of countries whose national professional HR associations were in WFPMA membership would exceed 60, that the Federation itself would be represented on more global bodies and that, by the continued promotion of the professional, ethical HR contribution, the WFPMA would have played a significant role in returning the focus to respect for human values in the new 'cyber era'.

Ng's predecessor as WFPMA President, Mike Losey of the US Society for Human Resource Management, remains a member of the Executive Council in the official post of Past President, while Secretary General Geoff Armstrong, who is Director

General of the Chartered Institute of Personnel and Development (UK and Ireland), now also assumes the role of WFPMA Treasurer.

Juan Vicente Vera of Venezuela becomes Vice-President of the Federation.

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WorldLink

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Next issue

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Professor Dave Winner of the 2000 Georges Petitpas

WORLDLINK PROFILE

Over the years there have been many internationally-renowned business gurus – behavioural scientists, organisational theorists, labour economists – whose work has seemed to have major implications for the personnel professional. We buy their books, pay thousands to hear them speak and even more to bring them into our own organisations either to convince our own top management or, increasingly recently, actually to act in a consultancy capacity.

However, while most of them have been 'adopted' by personnel practitioners, the gurus themselves see their key customer as the chief executive. Where Dave Ulrich differs is the degree to which he actually champions the HR professional and seems genuinely to believe in the centrality of HR to business change.

Chief executives find him relevant to their problems but he suggests solutions in terms of people competence. No wonder personnel professionals warm to him!

From the personnel perspective, the key aspect of Ulrich's work has been his classification of four interdependent dimensions of the HR role. Each of these roles, he maintains, is equally vital.

The roles are 'strategic partner' (responsible for defining the organisation's culture, governance, work processes, etc); 'change agent' (helping replace resistance to change with excitement about its possibilities); 'employee champion' (engaging employee commitment and monitoring morale); and



'administrative expert' (improving efficiency in organisational processes, which in turn builds HR's credibility).

Not that the roles are set in concrete; nor indeed the competencies which he considers key for HR professionals' effectiveness. For instance, he told *WorldLink* that he now feels the need for speed is a new dimension in the change agent role and creating value is perhaps a more significant element of the strategic partnership role.

As for the competencies – an understanding of business, knowledge of HR practices, the ability to manage both culture and change, plus personal credibility – he would now add measuring the impact of HR, a subject on which he has recently co-written a new book.

Provisionally titled 'Building the HR scorecard: creating and sustaining high performance through people metrics', this will review the research on how to measure HR and offer tools to do so, says Ulrich. "It shows the impact of bundled HR practices on creating an organisation's capabilities and, in turn, their impact on business results."

One HR academic who has seen many gurus come and go over the past 30 years suggests that Ulrich's recent preoccupation with measurement is not so much a response to fashion – though without question numbers are what everyone wants these days – as a deliberate attempt to redress the somewhat 'pop' image he has among other academics – almost inevitable in one so prolific (over 90 articles and book titles) and indeed popular with practitioners.

Evolutionary

But this evolution of his ideas, not to mention the language he uses and the practical tools he proposes, is a key factor in his success. For instance, another book due out next year and tentatively titled 'Employee commitment' will consign words like 'loyalty' and 'satisfaction' to the past and replace them with 'commitment' and 'engagement'. Moreover it will suggest seven things managers can do to give employees 'voice' and thus increase their commitment: offer a vision/values to show where the organisation is going and how, give employees opportunities to allow them to develop skills, offer incentives that reward performance, meaningful work that has an impact, community to provide relationships, communication to share information and entrepreneurship for work flexibility.

Ulrich Memorial Award

Above all, though, it is by putting people issues at the centre of business change, organisation performance and shareholder value, that he has given HR practitioners a way of communicating how and why their expertise is crucial. Not least, his 'model' has helped them better understand themselves the various elements that make up the HR contribution, how they fit together and what they can deliver for the organisation.

One senior HR professional with global responsibilities feels that one of the strengths of Ulrich's model is that it is a framework as opposed to a prescription, and as such can be adapted to different organisational as well as national cultures.

Two of Ulrich's current US-based clients (he is a partner in two firms – Global Consulting Alliance and Results Based Leadership) gave *WorldLink* examples of how he has helped them.

The greetings cards 'industry' has been relatively stagnant of late; Hallmark Cards decided in the mid-'90s that the answer was to diversify and used Ulrich to help senior executives conceptualise the business changes required. "Dave played a key role in showing us how to accomplish that

transition," said senior vice president, human resources, Ralph Christensen. "He has brought both conceptual insight that we have depended on heavily and a consulting style which is a marvellous fit."

In the IT sector, Libby Sterbakov, who is now working with him in Pitney Bowes but was formerly head of Digital's own company management 'institute' for leadership development, describes Ulrich's role in designing and initially part-running this venture as "instrumental in helping us create the DNA for leadership talent. Many senior executives said their participation in the institute changed the way they led their organisations, people and teams."

Family influence

Ulrich, a large homely-looking man in his late 40s, grew up in Oregon, Utah and Kansas City. His father, a forest ranger who later managed a civil service organisation known as Job Corps, and his mother, a voluntary worker "both taught me the importance of values, creativity and innovation," he says. Still a practising Mormon, he added: "our family has been very active in the church, where we learned how a well managed organisation can create meaning and value for people.

"My interest in organisation thinking expanded dramatically when I took a course from J. Bonner Ritchie. I was on the way to law school, but he convinced me that the world of organisations offered intellectual challenge and practical value.

He helped me see organisational issues in all settings, from novels to movies to work to visiting restaurants. I became devoted to assessment and improvement to the point of being a pain to those around me when I would talk about the 'organisational implications' of a movie or novel."

Ulrich went on to do a PhD in organisation theory at UCLA (University of California) and is now a professor in the University of Michigan's School of Business, academic co-director of the university's HR executive programmes and a member of the core faculty for executive programmes. He has been an editor of a US HR academic journal and a member of other HR-related journal editorial boards.

In addition to his prolific writing and extensive consultancy work, he is a regular speaker at conferences and for chambers of commerce and business roundtables. Inevitably such engagements take him all over the world, and indeed his books have been translated into Japanese, Korean and many other languages, but, apart from one current assignment with Zurich

Financial Services in Switzerland, he tries to work mostly in the US for family reasons.

At the recent HR World Congress in Paris, he delighted the audience by telling them the first 10 years of the new millennium would be the decade of HR. If he is right, it will be in no small measure because of the language and tools with which he has equipped today's HR professionals. ○



The engraved crystal globe made specially for each *Petitpas* Award winner

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Skills, knowledge and professional t

By PROFESSOR CHRIS BREWSTER AND ELAINE FARNDALE CRANFIELD SCHOOL OF MANAGEMENT
AND JUDY WHITTAKER INSTITUTE OF PERSONNEL AND DEVELOPMENT

For the past two years research has been conducted on behalf of the World Federation of Personnel Management Associations to develop a global definition of what an HR professional is and does. The project team has surveyed practices all over the world and, where they exist, professional standards and certification programmes. As explained in the January issue of *WorldLink*, the work did reveal a common core body of HR skills and knowledge that practitioners need to master in order to meet the HR challenges in countries across the globe. However, it was clear that fundamental to the relevance of such skills and knowledge is a detailed analysis of the context in which the competencies need to be applied. Based on the second stage of their research, therefore, the project team now explains how that context affects the job and the type of person needed to fill it. The implications are significant for professional institutes and associations' future training and development programmes, as well as for their members

Imagine you are a professional human resources practitioner who has worked in the UK for a medium-sized manufacturing company for 10 years. You can see that it is time to change employer for your career to progress. The opportunity arises for you take up a senior strategic role in a large telecommunications company based in New Zealand. Will the training, education and experience you have accumulated to date enable you to move between these organisations, sectors and countries? Well, if your capabilities have been developed

according to the framework evolved in the WFPMA competencies project, then in our opinion the answer will be 'yes – as far as possible'. The key factor, however, will be that you are aware of the potential areas of new knowledge and skills you will need to acquire.

If HR professional associations have developed certification and training activities based on this framework, it will be easy for them to acknowledge what you have achieved so far, and to direct you to the additional learning which you will need to undergo.

The principles on which our global framework of HR skills and knowledge is based include an in-depth analysis of the context in which an HR practitioner is working, examining the national, sectoral and organisational context. Account must also be taken of the job role (generalist or specialist) and the job level (administrative, professional or strategic).

So, for example, in any one country, a personnel practitioner with specific responsibilities for training and development operating at a strategic level needs to ask:

- What are the favoured learning styles?
- To what level have employees been educated through the national education system?
- Are employees responsible for their own training and development or is responsibility assumed by the employer?
- What facilities and media are available to support training and development?
- What national or regional schemes exist to promote learning in the workplace?

In addition, however, he or she will also need to find out within the particular sector they are working in:

- How fast is the pace of change in that sector?

National context questionnaire

HRM PRINCIPLES

Motivation

- 1 What is the accepted wisdom in the relevant country with regard to what motivates people?
- 2 How does the national culture influence the rewarding of desired behaviour or the punishing of poor performance?
- 3 What is the relative importance of financial rewards or security and status rewards for employee motivation?
- 4 Do employees expect a 'job-for-life' or do they expect to move between jobs on a relatively frequent basis?

Learning

- 1 What are the favoured learning styles?
- 2 To what level have employees been educated through the national education system?
- 3 Are employees responsible for their own training and development or is responsibility assumed by their employer?

- 4 What facilities and media are available to support the training and development of employees?
- 5 What national or regional schemes exist to promote learning in the workplace?
- 6 Does the country have personnel management courses available at national, regional or industry levels?

Teams and individuals

- 1 Is the culture one in which individual effort is assumed to be a key to organisational performance or is the assumption that effective work involves teamwork?
- 2 To what extent does the organisational structure support team effort as opposed to individual effort?

Organisational culture

- 1 What are the shared beliefs and values in the organisation? Do they vary with different groups within the organisation?
- 2 How strong is the organisational culture?
- 3 What are the power structures between departments?

Management theory

- 1 How would you describe the management style?
- 2 Is centralised control or decentralised control favoured?
- 3 Do decision-making structures tend to be hierarchical or collegial?

Change management

- 1 Is the prospect of change seen as a welcome opportunity or is it seen as a threat?
- 2 Who takes responsibility within the organisation to manage major change initiatives?
- 3 Is the organisation, industry or country as a whole undergoing a period of rapid change or is it relatively stable?

ORGANISATIONAL CONTEXT

Size

- 1 How large is the organisation?
- 2 Is the organisation in a period of growth, stability or decline?

Ownership

- 1 Is the organisation privately or publicly owned?
- 2 For privately owned organisations,

is it stock market owned, owned by banks or family owned?

- 3 To what extent are employees involved in the ownership of the organisation?
- 4 What are the expectations of the major investors?

Organisational culture

- 1 What are the cultural values of the organisation?
- 2 How well aligned are the HRM practices to the culture?
- 3 What is the identity the organisation is creating for itself?

Technology

- 1 How advanced is the use of technology in the organisation?

Markets

- 1 Which markets does the organisation serve?
- 2 Who are the current and potential competitors?
- 3 What is unique about the organisation in the eyes of its customers or clients?
- 4 What are the goals of the organisation in terms of desired capabilities?

R standards

acumen, in credibility and professionalism, in leadership, in managing relationships and, not least of all, in resistance to stress and tolerance of potential ambiguity.

In terms of organisational skills and knowledge, this practitioner will need to know and understand the internal and external environment in which he or she is operating. However, in addition to this, he or she will also need to know what the implications of these factors are on the HR department, and indeed how the HR department fits into the organisation as a whole.

Managerial understanding and ability will also be a prerequisite, including such areas as the management of people, resources, operations and information. Self-management skills in terms of the ability to manage one's time, performance and career will be important to personal development. Another key competency in the area of management is change management, and it is fundamental to success that the individual is able to adapt to times both of rapid change and of relative stagnation of activity.

The functional attributes are also related very closely to the results of the contextual analysis. In our example of a training and development specialist, he or she will need skills in recruiting appropriate trainers and selecting external training providers. Skills and knowledge in learning styles and delivery approaches will be fundamental to the successful achievement of employee development objectives. The ability to use or

to understand the use of different media for the delivery of training events is important, as is the evaluation and reporting of development activities. This must all be within the norms and regulations for the organisation, the sector and the country.

To conclude, this example gives the flavour of what the WFPMA project has been aiming to achieve, and the way in which we believe it will be able to be implemented by personnel management associations around the globe.

Following presentation of the results of the project at the World Congress of Human Resource Management in Paris in May, there was considerable interest in testing them out in one or more member countries and associations of the WFPMA.

This next stage in the project could also assess the feasibility of expanding on the work done so far, by developing specific bundles of behavioural attributes that explain in greater depth the competencies we have identified. This would result in easy transference of the results of the project into syllabuses for training and education activities, as well as the criteria to assess performance. ○

Any comments on this project would be very much welcomed and should be addressed to j.whittaker@cipd.co.uk. In particular, we would like to hear from any member associations that would be interested in participating in the project by applying the findings in their country.

- Are there any peculiar demands on the organisation from its stakeholders regarding employee development (such as particular skill shortages)?
- Are there agreements or regulations set at national, regional or local levels that affect employment in this sector?

Now, if we look at the organisation itself:

- How large is it?
- What are the expectations of its major investors?
- What are its cultural values?
- How advanced is its use of technology?
- What are its goals in terms of desired capabilities?
- Are any of its training and development activities outsourced?

Once we have got this far into the analysis, we can already start to see how the answers to these questions will determine which bundles of HR skills and knowledge will be required for this person to be effective in his or her role.

At a personal level, we have established that the person will be operating at a strategic level. This will require skills and knowledge in communication, such as persuasion and negotiation, in decision making, in business

Location

- 1 Where in the country/world is the organisation based relative to its suppliers, customers and employees?
- 2 To what extent does the organisation operate on a global scale?
- 3 In how many countries does the organisation operate?
- 4 Do employees transfer between countries to carry out their work?

Outsourcing

- 1 Are any of the HR activities of the organisation outsourced?
- 2 Are there any providers offering outsourcing services for HR activities in the marketplace?

SECTOR/INDUSTRY CONTEXT

Stability

- 1 How fast is the pace of change in the sector?
- 2 What is the life-cycle of organisations within the industry/sector?

Expectations of stakeholders

- 1 Within the sector/industry in

particular, are there any peculiar demands on the organisation from its stakeholders, eg environmental concerns, maximum profit, social acceptance, lifelong employment?

- 2 What are the industry shifts, and where do you find early indicators of them?

National or regional standards

- 1 Are there agreements or regulations set at national, regional or local levels which affect employment in this industry/sector?

NATIONAL CONTEXT

Economic wealth

- 1 What is the comparative economic wealth of the country on a global scale?
- 2 What are the accepted forms of financial reward for employees?

Legal and regulatory systems

- 1 What is the body of legislation and regulations regarding employment rights in the country?
- 2 What is the body of legislation and regulations regarding human rights in the country and how does this

relate to the employment of individuals in the workplace?

- 3 How is the system of industrial relations legislated or regulated?

Labour market

- 1 How stable is the labour market?
- 2 What are the labour demographics that affect the country, industry and organisation?
- 3 Are there any shortages of employees based on skill requirements or geographical location?
- 4 How extensive are alternatives to long-term, full-time employment in the country?
- 5 What are the most common methods of recruitment and selection in the country?

Government influence

- 1 How strong is the influence of the national government on employment activities?
- 2 To what extent are organisations free to choose their employment arrangements?

Ethics

- 1 How are issues of integrity and

confidentiality addressed?

- 2 Is employment equity a key issue in the field of employment?
- 3 Is diversity encouraged in employment? How is this managed?
- 4 What is the value accorded to family life for employees?

Formalisation of work

- 1 Are formalisation and standardisation of work organisation more appreciated, or is change more desirable?
- 2 How does the country compare with others on a global scale with respect to power distance and uncertainty avoidance?

Quality of life

- 1 To what extent is the quality of life of employees valued by organisations?

Manager/subordinate relationships

- 1 What is considered to make a manager effective?
- 2 In what form does employee feedback take place?
- 3 Is the managerial culture more people or task oriented?

8th World Congress on Human

WFPMA PARIS CONFERENCE REPORT WFPMA PARIS CONFERENCE REPORT WFP



Two thousand delegates and speakers from over 70 countries visited Paris in May for the eighth biennial congress of the World Federation of Personnel Management Associations. With a conference theme of 'Building Tomorrow together' much of the discussion focused on the impact of new technology on the workplace and the future role and skills needed by the HR professional. Big name speakers included gurus Professor Dave Ulrich of the US and Fons Trompenaars of Holland, chief executives Rob Kuijpers of DHL Worldwide Express, Paulo Cantarella of FiatSpA and Bertrand Collomb, chairman of the Lafarge group, the French President Jacques Chirac, plus senior HR professionals and consultants from major organisations based all over the world.

IT skills gap a strategic issue

THE EFFECT of the 'internet revolution' on jobs and how people work was discussed by Federico Castellanos, HR vice-president for IBM Europe, Middle East and Africa, Baudoin Prot, Director General, BNP Paribas and Hugh Shanks of consultants Towers Perrin.

A recent Towers Perrin survey showed that unfilled IT jobs would rise to 1.7 million in Europe by the end of 2003; 80% of respondents believed attracting and retaining talent would be the top strategic priority by 2010.

Castellanos said the need for new skills was so immediate if companies were to

avoid lost business opportunities that often the only way to acquire them in adequate numbers was to buy a whole company.

Meanwhile training, both Prot and Castellanos agreed, needed to be stepped up but to be for shorter periods, and with greater use of distance learning, with mentors and tutors available when required.

Shanks said companies needed to provide on-line and campus-based support if employees were to take control of their own learning and development.

IBM had created a 'virtual' management development centre, providing access to

performance management support materials, online e-learning modules and complete information on all global job offerings. Such electronic tools freed up the HR director's time and resources to focus on more strategic issues, said Castellanos.

These issues were the same for both the head of HR and the chief operating officer, according to Prot – how to get the workforce the organisation needed and getting values and motivation right.

Shanks said the three key priority areas for HR were learning and development, new recruitment methods and creating a culture for 'disconnected' businesses.



The Orangerie at the Palace of Versailles was the very splendid setting for the formal recognition of Mike Losey's two years as WFPMA President. A presentation was made by Secretary General Geoff Armstrong (left)

Shift to 'softer' competencies

EUROPEAN managers now rate leadership, customer orientation and the ability to motivate as more significant success factors than the traditional 'hard' competencies like decisiveness, assertiveness and independence, according to a new survey commissioned by the European Association for Personnel Management.

Carried out by Ole Iversen of the Norwegian HR Institute (NIPA), the study looked at competencies for first line and mid-level managers in 11 countries across 14 different industrial sectors, and found very few regional or sectoral variations.

In a report made available for the Paris Congress, Iversen comments that, when the results of his research are compared with those of other previous studies of competencies, the key difference is the relative lack of importance now attributed to persuasiveness, impact, influence and

directiveness. At the same time what are described as 'soft' competencies – motivating and empowering others, sensitivity and integrity – have become more important. Business sense and change orientation are also now considered more important.

The key regional differences were a slightly higher ranking for impact, 'ascendancy' (assertiveness) and decisiveness in Eastern European countries, while France rates 'empowerment' higher but business sense and customer orientation lower than the rest of Europe. There is also some slight variation according to size of organisation.

In general, however, Iversen concludes that managers need to worry much less about being independent, strong, decisive and assertive than on developing customer and change orientations, business sense, leadership and motivational skills.
o.iversen@nipa.no; www.eapm.org

Employees more vocal – but constructively so

THREE-QUARTERS of HR managers in Western Europe and the United States and half of those in Japan think employees are both more determined and more qualified to voice their views and play a proactive role in their organisations.

Jeffrey Joerres, chairman and chief executive of Manpower, told the conference that a survey of 2,800 HR managers in seven countries conducted this year for his organisation and the ANDCP (the French personnel association) also showed that employees did not want to work in a conflict-ridden or hierarchical environment.

In Germany and the US there was a perception that trade unions were still geared towards conflict, and in France this was felt to be true in respect of unions and employers. However in the UK, Italy, the Netherlands and



Japan the focus was seen to be very much more on dialogue between the parties.

It therefore fell to HR professionals, said Joerres, to work towards building communities in which people could express themselves and exchange ideas. And these ideas had to come direct to the chief executive – not be 'filtered' out first by the HR department. Moreover the organisation had to be seen to take action in response to ideas and suggestions if the whole exercise was not to be regarded as a charade.

Regional differences

The survey also looked at views and practices in key HR functions – recruitment, training and skills development, incentives and employee relations – and found many regional differences.

In recruitment countries split between those that put experience as the most important criterion (France 66%, Germany 59%, Italy 50%) and those that placed more emphasis on the candidate's attitude (Japan 56%, Netherlands 48%, US

Companies that fail to adopt a moral or socially responsible stance have nowhere to hide and are likely to be wiped out, said London School of Economics director Anthony Giddens (above right) in a debate with Joerres. Not just the public and customers but also current and potential employees were looking for ethical as well as successful companies

44%, UK 40%). The Americans and Japanese ranked qualifications way above professional experience.

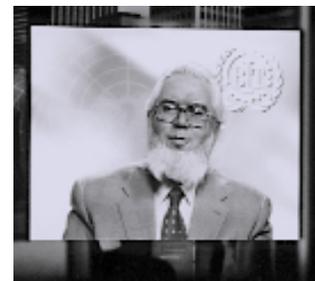
However, Joerres added that many US firms would hire for 'aptitude' and 'fit' and then provide training, albeit in fits and starts over a period (often at night and via the internet).

He also highlighted a worrying trend towards habits such as lateness and absenteeism, and reported a corresponding trend to training on the responsibilities of being a worker.

While most respondents claimed personal fulfilment as the primary motivating factor for themselves and for middle and senior management, only those in the Netherlands saw this as the prime motivator for other employees as well; in every other country between half and three-quarters of respondents put money top for employees.



Bernard Niglio, President of the Association des Cadres et Dirigeants de la Fonction Personnel (ANDCP) and host, with the support of the EAPM and WFPMA, of the 8th World HR Congress



Supported by International Labour Office Director General Juan Somavia (above) who addressed the conference by video link, ANDCP Vice President François Mancy proposed the adoption of a declaration of support for the principles on fundamental rights at work adopted by the ILO conference two years ago. The charter later received a standing ovation in the presence of French President Jacques Chirac.

PHOTOS: CITimages/Paris

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

August 30-September 1, 2000

Singapore

HRD Asia 2000

Tel: +65 278 8666

Fax: +65 278 4077

Email: cemssvs@singnet.com.sg

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

E-mail: adpa@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.uk

October 4-6, 2000

Barcelona, Spain

AEDIPE 35th Congress

Theme: 'Building a more human future'

Tel: +34 91 420 0612

Fax: +34 91 420 0894

Email: aedipe@hpr2.es

October 5-6, 2000

Salzburg, Austria

Osterreichische Personalleitertagung

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October 25-27, 2000

Harrogate, England

CIPD National Conference and Exhibition

Tel: +44-20-8263 3434

Fax: +44-20-8263 3223

Email: training.hotline@cipd.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

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November 6-7, 2000

Hong Kong, China

HKIHHRM 20th Annual Conference

Tel: +852 2881 5113

Fax: +852 2881 6062

Email: project@hkihhrm.org

November 13-14, 2000

Lisbon, Portugal

AGPTRH 33rd National Conference

Tel: +351 21 849 9766

Fax: +351 21 849 9340

Email: apgrth@mail.telepac.pt

November 14, 2000

Helsinki, Finland

HENRY 10th Annual Seminar

Contact: Finnish Association for HRM

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June 26-29, 2001

Geneva, Switzerland

EAPM 20th Congress and Exhibition

Tel: +41 26 436 5692

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