



Poor pension management putting employers at risk

WIDESPREAD WEAKNESSES in the management of defined contribution or 'money purchase' retirement plans are not only putting employees at risk of pensions falling short of their expectations, but also exposing companies to legal challenge, claims for compensation, business disruption and damage to their reputation.

This view stems from a new survey of practices in 10 countries where defined contribution plans are already established or are emerging – Australia, Brazil, Canada, the United States and six countries in Europe – Germany, Ireland, the Netherlands, Spain, Switzerland and the UK.

The areas of weakness, according to Mercer Human Resource Consulting, who conducted the survey, include the monitoring of the adequacy of benefits, qualitative review of investment managers, service standards for administration and the education of scheme members.

It was also found that most organisations do not have written policies setting out the goals and objectives of their plans; nor do they monitor the plans' success objectively, tending to rely on anecdotal evidence.

"With the downturn in investment markets," said Mercer's European Partner Jonathan Gainsford, "organisations should be reviewing their investment managers' strengths and weaknesses and the projected adequacy of benefits to ensure their plans continue to be on track.

"If not, as a minimum they should communicate changes in expectations, so employees can decide whether or not to increase their contributions."

Overall, the study revealed wide variations in practice – from newly-emerging plans in Germany and the Netherlands to more refined schemes in Australia and the US, which provide stronger monitoring and high levels of member education and choice.

The survey, which covered 1,655 organisations, showed that nearly a third of US employers review the adequacy of benefits less often than every three years, or not at all; in Canada, Ireland and the UK, the number rises to nearly a half.

A similar disparity of practice was noted in the frequency of investment reviews. While over 90% of respondents said they review investment performance annually,

reviews of qualitative factors likely to drive future performance were much more varied. Only 30% of UK participants said they conduct annual qualitative reviews of their investment managers, compared with 75% in the US, where such schemes have been operating much longer.

The survey also revealed that many organisations have not established service standards with their plan administrators. "Inaccurate or late information can seriously undermine employees' confidence in the plan and reduce its perceived value. More than this, if money is invested in the wrong place, or invested too late, employers could face claims for compensation," said Mr Gainsford.

Fewer than 1 in 3 of the respondents (29%) provide investment advice to their employees. Some 27% are considering making this available, while 44% indicate they do not plan to offer it at all.

Mr Gainsford commented: "In moving from defined benefit to defined contribution plans, employers are passing the financial risks on to employees. In doing so, they should ensure employees clearly understand the implications of this and are well equipped to make suitable choices. Successful plans implement communication programmes that go beyond providing information, and offer genuine education."

The survey report is available, price £250, from www.mercerHR.com/DCsurvey



Cássio Cury Mattos, president of ABRH, Brazil's professional HR association, opening its 28th national people management congress. With 3,000 delegates this year, CONARH is probably Latin America's largest HR gathering. ABHR will host the WFPMA's 11th World Congress on Human Resource Management in Rio de Janeiro, May 22-25 2006. The 10th Congress will be in Singapore, May 4-6, 2004

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WorldLink

welcomes news stories, announcements of events and ideas for articles. These should be accompanied by a telephone number and email address where possible.

Please send items to Susanne Lawrence Editor, Worldlink PPL, 17 Manchester Street London W1U 4DH, England Tel: 020 7487 4284 Fax: 020 7563 9303 Email: susanne.lawrence@ppltd

Next issue

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Brain drain or How South Africa is facing

BY TISETSO TSUKUDU

After many years of apartheid rule, South Africa has become a full and equal member of the international community and a player in the global arena. This is the good news. The bad news is that globalisation has meant we are increasingly feeling the pressure of the global labour market. In other words, South Africa, like so many other developed countries, is being forced to fight in the world war for talent. This is where the problem lies.

Apartheid South Africa actively spent a disproportionate amount of money and other resources on skilling and equipping a small section of society (white) as opposed to being inclusive of black people. As a result this country now faces a shortage of skilled labour. It is a situation that is compounded by what is called by some a 'brain drain' or by others 'white flight', as it is mainly white skilled people who emigrate.

There are many reasons for this brain drain. There are those who believe that South Africa is worse off under democratic rule and hanker for the old days. They often give reasons such as crime, lack of future for white people and desire for a better education for their children. On the other hand there are those who emigrate because they want international exposure and experience; they will come back after a few years abroad.

A labour market policy study conducted in 1995/6 showed that South Africa had suffered a serious drain of locally trained and experienced people. According to the statistics, the emigration was highest in education (34 per cent of recorded emigrants), engineering (29 per cent), accountancy (24 per cent) and the medical and dental professions (13 per cent).

Trend not abating

Later statistics released by the South African Institute of Race Relations indicate that from 1999 to 2000 emigration rose by 12.4 per cent. The executive and managerial ranks are not spared either. And this trend is not abating.

This situation is exacerbated by international competition for skilled people. The large industrialised nations cannot produce enough skilled labour to provide for their needs. They are thus taking unprecedented steps to attract it.

The US is fast-tracking the supply of temporary visas for skilled workers and before 9/11 was also taking a flexible approach to the implementation of its 'green card' policy. The UK is on an aggressive recruitment drive in South Africa for health professional such as doctors, nurses and dentists.

Even teachers are targeted. It is not uncommon to see advertisements in newspapers encouraging people who may have a distant link to Britain with promises of easily obtainable work permits and citizenship. An advert in the South African *Sunday Times* of September 29 2002 reads: 'Earn up to £123 per day teaching in the UK. Are you a qualified teacher? Are you under 28 or eligible for an ancestry visa or British passport? Interviews...'

These are not the only countries that have adopted this approach. Germany for instance has joined Canada and Australia in implementing a 'points' system to attract skilled labour.

Australia has even gone a step further by allowing foreign students who studied IT and communications technology to apply for permanent residence on the basis of their education alone.

Pros and cons

Is this emigration of skills necessarily a bad thing for an emerging economy such as South Africa?

On the negative side, emigration of skilled labour hurts the economy. Foreign companies that invest in South Africa struggle to find suitably qualified locals to run their operations. South African companies struggle to pay distorted salary packages in direct competition with US dollar or British pound-based offers from abroad. We need to invest more and more in the education and development of our people when others just come and pick the best brains almost at will.

Some people have suggested that these strategies of rich countries are just tactics to ensure emerging economies do not get any stronger, so that they remain a source of cheap international labour.

However, there is a positive side to this brain drain. First, it represents recognition that South Africa has produced a crop of very good, talented and skilled people. Not only are they the best in deep level mining, but one has recently been an astronaut. Others excel in many other fields of expertise. This is what the global economy needs – for South Africa to make a contribution to global competence.

The other positive effect is that South Africa has developed executive managers who are adept at managing complexity. Not only do they need to deliver on high shareholder expectation, but they also have to manage diversity and change in a highly competitive global environment. Many multinational companies have recognised this.

gain?

up to skills migration

South Africa's 'Big Hole', the former Kimberley diamond mine/De Beers Group



Emigration of South African labour has also opened new frontiers for South African products and services around the globe. A South African beer, Castle lager, is now available in London and New York. Canadians have acquired a taste for 'boerewors' sausage.

The new economy is about knowledge. We should see migrant skilled labour as South Africa's eyes and ears around the globe. These people are a source of information, data and knowledge about emerging trends and opportunities which South African companies should tap into to stay competitive.

Overall, however, one cannot overlook the effects of emigration on an emerging country such as South Africa. The loss of skilled people to other countries can have a negative effect. No country can afford to have a labour market that is heavily skewed towards less skilled labour. It does not create opportunities for the economy to grow.

What, therefore, should South Africa be doing about the loss of skilled labour? First, the Government and companies should do their best to retain or 'bind' it. A number of great South African companies are already

implementing strategies to retain talent. Facing this challenge Lebogang Lombard, Senior HR Development Manager at diamond company De Beers, says: "What we are doing is to make sure we pay our people well and invest unashamedly in their development. We also rotate them internationally. Our view and experience is that those who leave mostly come back with enhanced experience. We thus see it as a 'brain gain.'"

Entrepreneurial challenge

Another company that is not taking things lying down is South Africa's power utility ESKOM (the world's lowest cost producer of electricity). According to Mpho Letlape, Executive Director - Human Resources, Eskom offers its people an attractive challenge by giving them opportunities to practise their entrepreneurial skills in Eskom Enterprises. This provides such an engaging environment that those who are in it are reluctant to venture into other environments. "We also have an aggressive incentive programme for our highly talented people, especially our senior executives," she says. "For example, we

get them to sign special contracts with specific deliverables over a one or two year period, at the end of which they get very high dividends if they achieve the agreed results. Our overall incentive programme also includes posting people abroad on secondment or on foreign assignments. With our current drive to be a big player on the African continent, a number of opportunities are there for highly skilled people and many are taking advantage of them."

The Government is also reviewing its immigration laws to attract people with desirable skills, expertise and entrepreneurial will. It is considering and in some instances starting to apply the following ideas:

- required periods of public service for trainees or the recently-qualified;
- offering inducements to stay;
- replacing emigrants through local capacity-building at a rate as fast as or faster than their departure (brain-train); or
- replacing departing skills with temporary and permanent immigrants (brain-gain).

Meanwhile, South African companies such as Dimension Data, Eskom, South African Breweries, Old Mutual and De Beers, to name a few, are recognised global players. They are on a growth curve and are in acquisition mode. This opens up opportunities for young talented South Africans.

President Thabo Mbeki's efforts to rebuild investor confidence in Africa and South Africa in particular through the New Partnership for Africa's Development (NEPAD) are beginning to pay dividends. Foreign direct investment (FDI) is starting to flow, leading to improved and new opportunities for skilled labour in South Africa and around the African continent. Intra-Africa business is picking up at a fast rate. South African companies such as Vodacom and MTN (mobile phone companies), Eskom and Mvelaphanda (mining) are sending their people to manage their new or joint venture companies in other African countries. It has never been so exciting to be in South Africa.

Yes, there is a down side to emigration of skilled labour from South Africa. But there is increasing evidence that South Africa should experience more of a 'brain gain' than a 'brain drain'. ○

Tiisetso Tsukudu is South Africa's representative to the WFPMA and a former president of the South African Institute of People Management.

An international approach

The Chartered Institute of Personnel and Development's latest research on globalising HR has identified both the strategic pressures facing global HR functions and their responses. Here Frances Wilson focuses on two companies in the study, Diageo and Shell, both of which have established global HR networks

One of the most vital roles for global human resources functions is the need to build and develop the capabilities of the organisation rather than constantly reacting to more traditional issues such as performance management or transactional and international assignments.

The international capability agenda is more concerned with instilling knowledge about the business, including finance and marketing skills, and with spending more time engaging with the leadership teams of the various business functions than with traditional developmental activities.

With global lines of business there is a more immediate relationship between the global human resources professional and the leadership teams within major business functions or markets.

Key questions

The role of the global HR professional shifts towards being able to answer the following sorts of questions:

- How effective is the HR function?
- Where is our 'talent pipeline' ?
- What are the key roles within the business in which we really need to have our top people?
- Who are our top people?
- How do we develop them to get to those key positions?
- How do we build succession cover for those key positions?
- What level of understanding is there about the links between the business agenda and people's capabilities and do these people have the potential for mobility?
- What does a calibration of talent on a global basis suggest for business development?

A critical part of developing organisational capability is the ability to recruit, retain and develop outstanding talent around the world. Issues of 'employer branding' and 'talent management' are intimately linked for most global organisations. This involves

constantly reselling the proposition to employees of why their organisation is the place they should work. The challenge is to understand what makes a really good person want to stay.

These messages cannot be aspirational – they have to be grounded in what the organisation really offers and what potential employees really want. The processes must back up what the organisation says about itself. The key messages to potential employees also must make sense in all the organisation's markets worldwide taking account of cultural differences and similarities.

Common responses

The challenge for global organisations is to decide what is the overriding message of who they are and what they stand for. This thinking about talent on a global basis is leading organisations towards a series of common responses:

- Researching into 'consumer insights' with current and potential employees, sister companies, external agencies, and benchmarking with external companies;
- Managing the 'talent pipeline' – trying to recruit 'ahead of the curve' instead of the more traditional vacancy-based recruitment;
- Communicating an awareness in graduate schools and businesses to get the people they are looking for;
- Developing internal talent pools around the world;
- Creating skilled and competent teams of assessors in different regional geographies;
- Managing recruitment suppliers on a global basis, introducing speed, cost and quality controls, establishing master contracts to co-ordinate the messages conveyed and the use of preferred partners, ensuring audit trails to protect against legal issues associated with global diversity;
- E-enabling jobs noticeboards and redesigning websites to convey important messages about the employer brand.

n to developing capability

DIAGEO

This type of approach is particularly important for an organisation like Diageo, which has a global brand name; they have to recruit from a global perspective, rather than just local people who then have to travel all over the world. They need to search for talent in countries outside those where they have existing operations. For example, they recently recruited people from India and Korea to work in the US.

In fact Diageo's HR community in the US now leads a global network project on recruitment and talent development. Its existence – and the endorsement for any projects undertaken – depends on the ability of the HR leader to write a strategy paper that stands up against a brand strategy or other business strategies. The network then has the endorsement to look at key issues globally, not just locally, and considers the learning for HR from initiatives such as setting up a global employer brand team, and how HR can add value.

Evaluation is based not just around implementation but on success in embedding ideas within the businesses. Work has been carried out to examine the reality of the 'employer brand' – finding out the impact of the message that is sent to potential employees, whether the type of people sought are aware of the Diageo 'brand' and can recite its benefits. Also examined was what consumers think of Diageo in its major marketplaces, such as the US, UK, Ireland and Spain. The messages given to consumers are considered a critical part of the consequent employer brand.

In order to deliver organisational capability, global HR functions need appropriate delivery mechanisms such as e-enabled systems and global centres of excellence. The CIPD research found that cost considerations were turning global HR networks, so effective in transmitting learning without the need for face-to-face meetings, into a critical success factor.

Networking has always been important within global HR. Historically, information about local conditions and practices has tended to be shared by global HR professionals just talking to each other. The intention now is to formalise the process, so that they can work within existing networks. Networks also suit a more decentralised, centres of excellence, model of global HR.

Within Diageo, half a dozen global HR networks were established around

strategically important initiatives, such as recruitment and employer branding, performance and reward, organisation development and international assignments. These global networks are not just put in place for the purpose of knowledge transfer; they are used increasingly to cut through bureaucracy and to act as important decision-making groups. They:

- Provide a forum to encourage innovation and growth throughout the business and a vehicle to get the right people into the right teams in order to make this happen;
- Encourage HR and line managers to think beyond their own patch;
- Create a 'win-win scenario' whereby membership of the network provides advantages to both the line managers and the HR professionals;
- Get stakeholders (the senior HR community, business leaders) to buy into the business change;
- Force the business agenda in subtle ways.

SHELL PEOPLE SERVICES

Another of our case study companies, Shell People Services (SPS), has been experimenting with global expertise networks that also serve a knowledge management role. The purpose of SPS is to provide common HR services to companies in the Shell group and to participate in the setting of the group's HR direction and policies. A repository of HR knowledge and expertise is critical to meeting these goals.

Shell has developed several successful global communities which enable practitioners in a particular field to 'meet' other practitioners and exchange ideas, problems and best practice. Global HR staff are split over three continents and increasingly need to share information and work in virtual teams. In order that all HR staff, regardless of geographical location, can access and use an information store of best practice, SPS has pursued a strategy based on selecting pilot global HR teams with a proven need for collaborative working and team sharing. The lessons that emerge from the operation of these networks are as follows:

- In order to build on the 'social capital' that resides within these communities, HR professionals have to build relationships.

Strong relationships still require considerable face to face contact;

- The communities have to work on real business issues;
- The technology enables, but does not cause, the required connections and sharing;
- One size does not fit all – each HR process is at a different stage of evolution;
- Global HR networks vary, based on the size of the community, the disciplines comprising the network, customer needs, relative levels of regional vs global focus, and the relationships that the global network leader has with one or more core HR processes.

The CIPD believes that the new roles for international HR professionals highlight the need for them to acquire process and political skills, as well as technical knowledge. The attributes that were most frequently evident in the work of professionals that we studied were:

- Being a strategic thinker ;
- Possessing strong personal networks inside and outside the organisation;
- Being a provider of information and advice within this business network;
- Becoming a broker of appropriate knowledge, learning and ideas across a loose connection of people;
- Capacity for and tolerance of the ambiguities and uncertainties inherent in new business situations;
- Being a resource negotiator;
- Being a process facilitator, with diplomatic sensitivity to complex organisational politics and power struggles;
- Mobilising the energy and engagement behind ideas;
- Having a respect for the countries and communities being dealt with;
- Showing an appreciation of the ways in which culture influences core organisational behaviour; and
- The capacity to work virtually.

Above all, they need to be able to understand, develop an insight into and take an overview of the links between HR processes and effective business performance across the global network. ○

Frances Wilson is International Manager, CIPD. This article is based on the CIPD 'Executive Briefing' paper on 'Globalising HR' by Chris Brewster, Hilary Harris and Paul Sparrow.

Traditional Chinese culture can they work together?

William Ho, Global HR Business Partner for the Segments Textile Effects and Coating Effects Division of the Swiss company Ciba Speciality Chemicals, was born and educated in Hong Kong but worked in Europe and the United States before spending four years establishing and managing a joint venture company in mainland China. He believes the core values of East and West can co-exist and indeed that, when it comes to international business, each can significantly enhance the other

Are traditional Chinese cultural values compatible with the type of modern management which is supposedly a prerequisite for success in the current global business environment?

First, in order to answer that question, it is necessary to clarify what is meant by modern management. In fact the adjective 'modern' relates not to management as a concept but rather to the technological developments, such as advanced telecommunications and data management, which bring ever faster changes in business processes and institutional values.

For instance, the modern business environment demands much greater transparency than previously.

Management of a business has little influence on the external elements. To survive and prosper in this modern environment, an organisation has to control and manage its internal elements in such a way that it can learn and react to the external challenges in the most efficient and effective manner. The core question of this article, then, could become whether traditional Chinese cultural values will hamper the organisation's ability to react to these external changes.

Before answering this question, let me turn to those traditional Chinese cultural values. It would need several volumes of writing to explain these in detail. But let me focus on and summarise just four of them.

First, there is the class or hierarchical system. This is the basic philosophy taught by Confucius that has influenced Chinese culture for over 2000 years. He believed that social stability derives from people knowing

their roles and responsibilities in society. If everyone knows their position in society (organisation) and behaves accordingly, there will be harmony.

Secondly, there is 'obedience'. This is an extension of the class system, in that, once a person's position in society (organisation) is defined, he/she will behave accordingly. Subordinates respect seniority and authority and ensure the superior's instructions are carried out. This behaviour pattern encourages discipline and efficiency but requires good judgement and responsibility from the managers. Their judgement in turn comes from thorough training, commitment and willingness to take charge and leadership from the managers.

Avoiding extremes

Next is 'the doctrine of the mean'. People often mistake this for achieving only the average. The correct interpretation is actually to do what is right (in line with the Tao - the way). What is right only emerges after a lot of communication and discussion and therefore the solution proposed tends to be accepted by most of the people.

Since the issue at hand has been discussed and accepted, extreme approaches are usually avoided and the solution will be implemented with devotion and efficiency from all stakeholders.

Finally, we have 'renqin', a phonetic word in Chinese meaning favour among people, or in modern parlance 'networking', 'rubbing each other's back'. This is a crucial practice in China to establish guanxi (relationship) in order to get things done more smoothly. It is mainly applied to



Ru Wie with Huang Li, one of the production heads at Ciba's Gao-Qiao site in Shanghai

external stakeholders such as partners to a joint venture, government officials, suppliers and customers.

The favour used in building up guanxi does not have to be in monetary terms. For example, in the joint venture case study I refer to below, we helped our Chinese partner to develop their management system and provided advice on how to deal with their environmental issues. These favours were highly appreciated and enabled us to obtain cooperation in the boardroom.

We also helped to raise the profile of the city as a good location for investment. For example, we participated actively in their promotional seminars to potential foreign investors. Our headquarters funded and assisted the government to build an incinerator; and also sponsored and managed an international sports event (badminton) in the city, first to raise the company profile, but with the side benefit of raising the profile of the city (the event was broadcasted by Star TV all over Asia) to the international community. Our experienced lawyers also provide advice free of charge on some western commercial laws.

and modern management:

All these 'renqin' enabled us to establish credits with the government officials. In future, when the company gets into bureaucratic difficulties, it could cash in these credits to sort out many issues quickly with the help of the appropriate senior government official.

The essence of these traditional aspects of Chinese culture could actually be boiled down to one single core value, that of 'social stability', achieved through establishing harmony. Now are you surprised that foreigners doing business in China are always advised to be aware of 'guanxi'?

Stability and discontinuity (as often happens with rapid change) are not supposed to co-exist. You would think from the above brief descriptions that Chinese cultural values would not support organisations' efforts to adapt to rapid change. Either the world would have to slow down or Chinese businesses would have to forsake or modify traditional cultural values in order to survive. In my personal opinion, however, the truth is not so black or white.

My opinion should not surprise readers for, being a Chinese myself, I am naturally influenced by the doctrine of the mean. I would like to claim that traditional Chinese cultural values, when conditionally applied, could actually contribute positively to management even in the modern economy.

Joint venture

I will illustrate my point by using an actual example. I was assigned by Ciba in 1993 to look for a partner in China to set up a joint venture with the following specifications: it had to be a world class company capable of producing international standards of organic pigments based on the most modern production technology; supplies from the JV had to be capable of being plugged into the Ciba global supply chain system; and the entire management cadre had to be Chinese.

In January 1995, I was appointed head of the joint venture after it came into being. I started going about building the company, both the hardware (assets) and the software (the management team). The result was very successful. It was built on time and on budget; and the 100 per cent Chinese professional team was able to deliver internationally competitive products using the most advanced production technology for those types of pigments at the time. In fact, using locally developed know-how, product quality from this JV was actually

better than that of similar products made in the headquarters. Lessons learnt, for instance related to plant design, were transferred back to the headquarters for application when a new plant was built later on. The joint venture is now managed effectively and is well equipped, again in both hardware and software, to deal with global challenges in the business of organic pigments.

I ascribe the success of this project in major part to the synergistic marriage of Chinese and western cultural values. Right from the beginning of the project, I set out to establish a company culture based on:

Relationships: to get problems solved and things moving quickly in China and to successfully transfer western technology into a technically and managerially antiquated environment, a good relationship among all the stakeholders is a prerequisite. Traditional Chinese cultural values played a very important role in this area.

People potential: I have confidence in the work ethic and technical knowledge of Chinese managers. I always believe that, given the right training and development, they can do wonders. Accordingly, I sent the entire management team and the technical professionals at different stages to the headquarters for extensive periods of training even before the plant began to take shape. This gave them the know-how, the confidence and the relationship with their counterparts in the headquarters, from where they acquired the technical skills and built up the social relations with the western colleagues. This relationship proved to be instrumental later on when the JV became



part of an international supply network. Relationship facilitates communication and understanding. This value on people's potential and education, I believe, is a trans-cultural value treasured by East and West.

Empowerment: once these Chinese managers and professionals had displayed signs of knowledge and confidence, they were given the authority and trust to take responsibilities. Mistakes were made, accepted, analysed and lessons learnt. This culture was more difficult to establish in the company at the beginning, especially for managers coming from the Chinese partner in the business who were used to autocratic control. Eventually, empowerment as a value was comfortably adopted in the company.

The lesson I have learnt from this experience is that one of the most important tasks that management has to do, whether in the new economy or the old, is to harness the intelligence and potential of employees to tackle the challenges from the market.

In general, a company has to tackle two broad areas of relations:

- (a) external relationships, *eg* customers, suppliers, regulators, communities etc;
- (b) in-company relationships among and between employees and the management.

The traditional Chinese cultural values are actually very useful tools to manage these relationships. When a management faces a critical challenge from discontinuous changes in the market, which kind of company will be able to steer a fast change of course? Only, I believe, a company with good internal relationships.

If a Chinese company has a leader who has the vision and courage for change and a competent team with good communication and trust among themselves and if that leader often openly shares and exchanges views and information with the team about the direction of development of the company, I do not see why traditional Chinese cultural values are burdens to the process of change.

To react and take advantage of global changes, we need leadership. To reach targets effectively, we need a good management team and here traditional Chinese cultural values may not be burdens at all. ○

Joint venture: Scottish engineer Len Smith with local colleague about to inspect a process vessel used in the production of yellow pigment at Ciba's Qingdao operation in Shandong Province

THE WORLDBLINK HR CALENDAR

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Fax: +44 20 8263 3223
Email: training.hotline@cipd.co.uk

November 5-7, 2002

Lillehammer, Norway

HR Norge Annual Conference

Contact: Johanna Sundén
Tel: +47 2211 1122
Fax: +47 6712 5030
Email: hrmorge@hrmorge.no

November 14, 2002

Beijing, China

WFPMA Board Meeting

Contact: Susanne Lawrence
Tel: +44 20 7487 4284
Fax: +44 20 7563 9303
Email: susanne.lawrence@ppltd.co.uk

November 14-15, 2002

Radenci, Slovenia

Slovenian Association Conference

Tel: +386 1 589 7660
Fax: +386 1 565 5920
Email: dora.cerne@gzs.si

November 18-19, 2002

Hong Kong

HKIHRM 22nd Annual Conference and Exhibition

Contact: HKIHRM
Tel: +85 22 881 5113
Fax: +85 22 881 6062
Email: info@hkihrm.org

November 19, 2002

Helsinki, Finland

Finnish Association for HRM Forum

Tel: +358 9 6841 430
Fax: +358 9 6842 6320
Email: henry@henryorg.fi

November 20-21, 2002

Santa Maria de Feira, Portugal

APG 35th National Conference

Tel: +351 22 371 3654
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Email: apgtrh@mail.telepac.pt

November 21-23, 2002

Nantes, France

ANDCP National Conference

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November 2002

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Toronto, Canada

HRPAO Annual Conference

Contact: Marta Pawych
Tel: +1 416 923 2324
Fax: +1 416 923 7264
Email: mpawych@hrpao.org

March 27-29, 2003

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Contact: David Ang
Tel: +65 438 0012
Fax: +65 438 0029
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