



## Competencies still in vogue, new survey shows

Interest from around the world in using competencies in HRM as the basis for developing qualifications continues to grow, according to a recent survey conducted by the WFPMA.

Intended as a follow up to the major research undertaken by the Federation and published in June 2000, the study shows a small increase in the use of competencies since then.

In particular Venezuela reported using the research to help establish professional standards, Botswana to raise awareness and Slovakia was using the competencies in its programmes.

Other countries said there had been an increase in the use of HR competencies – in Australia and the UK for defining jobs, in New Zealand, Venezuela and the UK for performance management, in Paraguay for training and in the UK for management development.

Poland reported that its Ministry of the Economy and Labour is working to standardise 250 professions, including HRM, and to this end is undertaking a study of competencies. The Polish HRM Association is then intending to prepare a learning model at a number of different levels and base certification on these. European social funding is supporting this project.

The survey shows a continuing consensus about the body of HR knowledge, which was one of the core findings of the original work, say the WFPMA researchers.

• [www.wfpma.com/proj.html](http://www.wfpma.com/proj.html)

# Africa focuses on 'triple bottom line'

WITH HIV/Aids causing such devastation among workforces on the African continent, the issue of employee health and well-being is a high priority for the newly-formed African Federation of Human Resource Management Associations.

Hosting the first WFPMA Board meeting since the creation of AFHRMA, Federation President Tisetso Tsukudu stressed the need for HR professionals to focus not only on the economic bottom line, but also on the environmental and social bottom lines.

The concept of a triple bottom line, identified in South Africa's 2002 King Report on Corporate Governance, highlights the trend towards a more holistic approach to doing business, he said, with the recognition that "if an organisation only strives towards achieving its monetary objectives, it may not succeed in keeping its employees satisfied and productive."

The environmental bottom line refers to the national capital or wealth of nations in terms of both renewable and non-renewable resources, and HR needed to "help organisations ensure sustainability through responsible use of natural resources and preserving the natural environment."

Most important, though, was the issue of the social bottom line. It was HR's role to increase organisational effectiveness by ensuring the development of skills and the education of



employees, and also their health and overall well-being.

Florence Namatta Mawejje, Secretary/Treasurer of AFHRMA and President of the Uganda HRM Association, drew attention to the skills shortages, especially in the younger workforce, caused by increasing deaths due to Aids.

A report to the WFPMA Board from Namibia, where the HIV/Aids 'pandemic' has been estimated to have caused a reduction in the GDP per capita of about 2.4 per cent, emphasised that the virus affected all occupational classes.

### Community work

Also on the social agenda for Africa and among the top issues for AFHRMA members, said Tsukudu, was social responsibility and good corporate citizenship. Organisations were being encouraged to contribute not only to the development of their employees, but also to the communities in which they did business. In many companies employees were involved in fundraising for charities and

◀ **AFHRMA Secretary/Treasurer Florence Namatta Mawejje whose 'day job' is General Manager, HR for telecommunications company MTN, based in Kampala, Uganda**

NGOs that were working with disadvantaged communities, as well as doing voluntary work themselves for community organisations.

In addition to Tsukudu and Namatta Mawejje, AFHRMA was represented at the meeting, held in Sandton, South Africa in late February, by its Vice-President Jowitt Mbongwe, President of the Botswana Institute of HRM and by Evan Thomas who is working with the IPM of Namibia and the Namibian Qualifications Authority to establish professional accreditation and quality assurance for HR practitioners.

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## WorldLink

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## Next issue

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# Expats' partners: practitioners to get permit constraints re

"I'd been posted to Brunei. My wife is a medical doctor and for the first year was able to get voluntary work in the hospital 'obs and gynae' (obstetrics and gynaecology) department. But then her work permit was withdrawn. Aged 29, she did not want to play bridge or golf or drink gin and tonic all day. It almost put an end to our marriage."

Now Jan Schaapsmeeders – still married – is HR Director of Shell Nederland, but this increasingly common problem of international executives' early careers is one reason why he agreed to take on the chairmanship of the not-for-profit Permits Foundation set up in 2001 to encourage governments to relax work permit regulations for the spouses and partners of expatriates.

Dual careers are now the main reason why people turn down international assignments, according to Permits Foundation Board member Kathleen van der Wilk-Carlton. Countries that did not grant open permission for partners



**Jan Schaapsmeeders: still married!**

to work, she told a recent conference on international dual careers, were losing much needed skills at all levels, not just senior executives.

And, if a company cannot offer a favoured candidate the opportunity for his or her partner to work, "you cut the chances of employing the person you want by 75 per cent", added Andrew Gould, Chairman and Chief Executive of Schlumberger. He said he had moved countries 14 times and his wife long ago had

## Where are partners

The UK, the USA, Canada, Australia and Sweden grant an open permission to work. The EU also allows its own EU citizens to work freely, though spouses of work permit holders from countries outside the EU still find it difficult to work in many EU countries even though they are legally resident; this is a problem for many international

to give up her career; now his daughters wanted to know why she did.

There were other factors in people's reluctance to leave their home countries, he admitted: "the Chinese insist on being back in China once their children reach 10 because they prefer their home education system." But China was turning out 300,000 professional engineers as compared with 60,000 from the United States, so companies could not afford to neglect such labour markets.

"Companies want the flexibility to be able to move staff around the world to places where their expertise is needed most," according to Caroline Waters, director of People and Policy, BT Group.

"Understandably most accompanying partners want to carry on working so they can continue to develop their skills and facilitate their re-entry to work when they return home. But few manage to do so.

"This poses a significant challenge," she adds. "Where the permits have been relaxed, we see a real benefit not only to the company but to local economies as well."

This message was echoed by Jan Schaapsmeeders. The removal of limitations to the ability of partners to work, he said, meant countries could attract the skills they needed, companies could secure the best talent and individual employees' motivation and productivity improved.

Companies should work together to identify those countries whose regulations present most problems, he said.

The conference coincided with the launch of a European Commission Green Paper (discussion document)\* considering a

\*[http://europa.eu.int/comm/economy\\_finance/publications/occasional\\_papers/2005/ocp13en.pdf](http://europa.eu.int/comm/economy_finance/publications/occasional_papers/2005/ocp13en.pdf)

# ers working laxed

## allowed to work?

companies headquartered in Europe. In the Netherlands, France and Singapore the process for gaining a spouse work permit has been relaxed, although there are still some restrictions. For the rest of the world, it is difficult for an accompanying partner to work even though they are legally resident.

comprehensive EU strategy to managing economic migration. Sandra Pratt, Deputy Head of Immigration and Asylum at the Commission, said the ageing and declining workforce meant 20 million people would be leaving the labour force between now and 2030, so immigration was key to many countries' needs, as was getting more women into the labour market.

The Green Paper asks whether there should be a harmonised approach to the admission of labour migrants and, if so, how that should be designed and developed. It does not mention spouses or partners of migrants, said Pratt, but that did not mean this could not be raised in employers' comments on the Paper. ○

● For more information visit [www.PermitsFoundation.com](http://www.PermitsFoundation.com)

### High flyer for Mexico

Miguel Angel Sanchez Cervantes, HR Vice-President for the Mexican airline Aeroméxico, has been elected president of AMEDIRH, one of Mexico's two professional HR associations. He will serve until the end of 2006.



### New HRINZ president

New president of the Human Resource Institute of New Zealand is Geoff Summers, a principal at Future Advantage Business Consulting.

## What Fons Trompenaars means to me

BY BOB McCALL

I AM VERY much looking forward to hearing Fons Trompenaars give the opening address at the forthcoming SHRM Global Forum Conference in Chicago. I had the pleasure and privilege of chairing his presentation at last year's CIPD Conference in Harrogate, England and I have greatly enjoyed and valued his books over the years.

Last year, for instance, I read *Managing People Across Cultures*, co-written with his colleague Charles Hampden-Turner. This tackles head-on a variety of HR issues including the relationship between HRM and corporate culture, how training managers can achieve strategic goals, leadership development across cultures and varieties of culture shock.

While everyone will have their own particular areas of focus, the most interesting and enjoyable aspects of that book for me were those relating to 'Recruitment, selection and assessment' and 'How HRM can facilitate problem solving within teams'. In these sections, as elsewhere, the authors examine many of the traditional and established tools and processes of HR and suggest enhancements which could help develop greater insights than their original models sometimes provide, particularly when such tools are not being utilised by genuine experts.

Such benefits could apply in domestic (local) situations, but the authors also focus particularly on issues which might arise in cross cultural contexts.

Amongst the tools examined in relation to recruitment are the Myers-Briggs Indicator (MBTI), 360 degree feedback, Shell's 'Helicopter, Analysis, Imagination, Realism and Leadership' (HAIRL) system and the Hay job evaluation methodology. The key observation in respect to many of these analyses is that these tools are often single dimensional and on occasions, therefore, simplistic.

Indeed in my introduction to Fons' presentation at Harrogate last year



**Trompenaars: wit and humour**

I somewhat facetiously stated that it was always a delight to introduce a speaker who appeared to support one's own prejudices!

For, as someone who had always intuitively felt that a 'sensing' indicator on a Myers-Briggs profile did not marry with either my (or many colleagues') perception of me, I was satisfied to see that when a two-dimensional approach to presenting the functions is adopted then it can reflect more clearly the fact that most people display aspects of both 'opposing' functions. This approach potentially provides a far richer picture of individuals, as profiles can be built relative to the strength of each function's indicator.

The article overleaf focuses on another key area examined in his books – namely, the development of effective teams, and it looks particularly at Meredith Belbin's work. It again proposes that, as with his observations of other models, further work needs to be done to extend their utility, particularly in respect of reconciling opposites.

I understand Fons will focus and expand on this theme in his Chicago address and I am sure it will combine his usual cocktail of wit and humour with perceptive observation, intellectual stimulation and practical value to those of us who operate in the field of international HR... and this time I can enjoy it from a comfortable seat in the audience!

*Bob McCall is Vice President-International, CIPD and formerly HR Director, BBC WorldWide*

# Reconciling opposites fo

Cross-cultural management guru  
Fons Trompenaars and his colleague  
Peter Woolliams share their latest  
research and thinking on how team  
roles differ across the globe

It is part of received wisdom that groups of executives or managers should learn to operate as effective teams. Getting everyone to think the same way is a tempting strategy, but our new research reveals that real teamwork comes when opposites are integrated to work with each other.

The importance of reconciling these opposites is the cornerstone of our work. We have found there is too much one-dimensional thinking across too many HR frameworks and claimed solutions. Too many personality tests mark out people as either 'judging' or 'perceiving'. But why if you are a 'judging' person can you not act as a 'perceiving' person? And, if you are 'individualistic', can you not also be 'collectivistic' and therefore work with others as a good team player?

Behaviour analysis metrics for teams tend to pigeonhole people as being able to contribute mainly through their primary natural team role orientation. Traditional logic then has it that the selection of a group in which all the required team roles are present provides the winning formula.

But is teambuilding that simple? If members of a team play different roles and have different orientations, then the team is full of potential conflict and misunderstanding. Globally we have found the Anglo Saxon world of the US and UK tends to be more individualistic while Asians take to a more communal teamwork approach. So, as long as the Americans remain in America managing all-American teams while, for example, the Chinese stay in China doing the same, then conflict and misunderstanding is at least on a local level. But in today's multicultural world an American leader could be running a team of Thai, Chinese, French and English members. And, furthermore, what if the senior management group already in place comes with an imbalance of team roles?

When we begin to incorporate non-Western types of logic, such as ying-yang or Taoism, we soon realise that we have all

been restrictive in basing any profiling on bi-modal dimensions. For, in a multicultural environment, a highly individualised leader will agonise over the fact that many subordinates prefer to work with their team. Conversely, the group-oriented leader will fail because of an apparent lack in recognising the efforts of individuals. Thus we have a dilemma between the seemingly opposing orientations of what we call 'individualism' and 'communitarianism'.

We have investigated how well our respondents reconcile these seemingly opposing views by extending our own instruments to explore both how well everyone works together in their team to help the organisation and how teams encourage, stimulate, reward and celebrate individual contributions.

As an example of what can be achieved, the US semi-conductor industry achieved global market dominance by fusing teams of creative individuals. The success from one of our clients came from not simply rewarding individuals for their creative ideas or teams for successful projects, but the integration of these opposites. The key was to reward creative individuals to give their findings to their team, and at the same time to reward teams for how they developed the creativity of their individuals.

Conventionally it has been difficult to relate these patterns to what creates effective collaboration in teams, especially across cultures – let alone between any individuals with different value systems. We thought that if we tried to extend existing team analysis tools to find a more subtle way of describing the range of behaviours employed by people in different situations, it would help in more effective collaboration in a team.

We have taken the well-known model developed by Meredith Belbin<sup>1</sup> as one example simply because it is recognised as the most widely used team inventory in the world. And no wonder – it is well researched, it has been thoroughly validated and has made a significant contribution to management development for over a decade. Of course we know that Belbin is not intended for use simplistically as a model for team selection, recruitment or teambuilding, but as an aid to analysis, reflection and constructive debate. We should also remember that facilitators who

have been trained and licensed to use such original models are well able to apply them creatively and effectively but that sadly such models are sometimes used by other trainers in less sophisticated ways – often inappropriately.

We have no wish to criticise the Belbin model, or any other such inventory – just to discuss the usefulness of extending it in the light of our own experiences.

The Belbin model was not intended as a device for comparing country-specific team-role cultures, which can produce problems in a cross-cultural context. Even when the team role distributions of two cultures are quite similar, the cultures themselves are not necessarily similar. So it is not surprising that effective team behaviour may not look the same in different cultures, let alone in multicultural teams.

## Examples of difference

Britain and the United States offer good examples. The team role distributions of both populations are similar but the behaviour which British 'resource investigators' enact to undertake this team role is quite different from the behaviour US 'resource investigators' perform to provide their contribution to their team. For instance, the British might start with personal contacts they have in relevant organisations or government, while in the US the starting point could be rights and rules for the freedom of information.

Similarly, some (more western) 'plants' might emphasise the technical merits of their ideas, while easterners might try to exploit their ascribed status (like Head of Department) or academic title to draw attention to what they are suggesting. Japanese 'implementers' could begin with a 'just-in-time' approach to planning, while Europeans would think in more sequential steps. 'Shapers' in some cultures (such as the French) might display more emotion through body language as they try to explain their viewpoints.

The differences in behaviour do not necessarily indicate differences in team roles, but differences in ways the preferences can be expressed and enacted within those cultures. There are cultural differences in behaviour, but not in team role.

Our concern is that, too often, consultants assume that simply having all team roles present will make an effective team. They ignore the whole issue of how people with different team roles should

<sup>1</sup> See for example: *Management Teams: Why They Succeed or Fail*, R. Meredith Belbin, Butterworth Heinemann, 2003

# r effective teamwork

work together to combine their contributions. So our quest is to ask how can we extend orthodox models and thereby make them jewels that go far beyond any cultural preference?

In the same way that we have extended our own instruments, we have also sought to challenge respondents about what dilemmas they face in working in their team. Thus we asked members of senior teams in Pepsico, Stream and other organisations what tensions they faced when working with other members of their

team who had 'opposite' team roles to themselves. Note that the focus was on the dilemmas they faced when working with other team members by virtue of the team roles, and not aspects of personality or inter-personal relationships.

For many participants, simply posing these questions instantly generated new insights into how they were working with others and enabled them to be creative about how to reconcile their own team role with opposite team roles. See our examples below:

We have repeated this extended team role model with other client companies using an interactive web-based system that captures strategies that enable participants to work better with others and we are now able to build a team-role dilemma database to explore all combinations. Our growing database of these tensions are manifestations at the team level of the more generic dilemmas faced by organisations today. We also know from measuring the impact of these reconciliations that they do indeed appear to improve business performance at the bottom line through better teamworking.

Given the importance of reconciling opposites, we are surprised no instrument that measures this has been devised – not in published form, at any rate. We ourselves recognised the limitations of our cross-cultural instruments that positioned people on bi-polar scales of mutually exclusive extremes of seven dimensions and extended these to evaluate how individuals reconcile cultural differences. As well as the extended team role model summarised here, we have also produced an extended version of Meyers Briggs MBTI and also the Integrated Scorecard that extends Kaplan/Norton's Balanced Scorecard.

Our concern about applying any linear model across international boundaries might be explained by our own over-developed reconciliation profiles. But we insist that with the combination of seemingly opposed orientations, a team can flourish in diversity. Yes, all team roles need to be present and played out, but it is the reconciliation between them that makes the team surpass. And no-one has ever measured anything like that in us. ○

*Fons Trompenaars is one of the foremost global authorities on cross-cultural management. A director of Trompenaars Hampden-Turner (THT) and author or co-author of several best-selling books in the field, he will be speaking on the subject at the SHRM Global Conference in Chicago on 11th April.*

*Peter Woolliams is Professor of International Business at Anglia Business School and also an owner/partner in THT.*

*The ideas summarised in this article are discussed at length in the authors' book, Business across Cultures, Capstone Wiley. See [www.businesscrosscultures.com](http://www.businesscrosscultures.com)*

Consider a team member who is a Shaper. What dilemma did he identify in working with the Finisher role in a team – and how could he work better in the future by reconciling this dilemma?

| Respondent   | Working with a contrasting team role | Other team member   |
|--|--------------------------------------|---|
| <b>Shaper</b><br>Challenging, dynamic, thrives on pressure. The drive and courage to overcome obstacles. But prone to provocation. Offends people's feelings.                            |                                      | <b>Finisher</b><br>Painstaking, conscientious, anxious. Searches out errors and omissions. Delivers on time, but inclined to worry unduly. Reluctant to delegate. |
| <i>This is what he said about himself: "difficult for me to take on and develop ideas I have not had an original input to"</i>   |                                      | <i>And about his colleague: "May not appear interested in alternative viewpoints as focus is on detail and delivery"</i>  |
| This is what he proposed as a reconciliation   |                                      |   |
| Request the finisher to structure meeting time to evaluate my new ideas and then to identify and discuss his/her concerns and how they could be overcome if my idea might be implemented |                                      |   |

Similarly, consider a team member who is naturally a Monitor-Evaluator. What dilemmas did she say she faces when working with a Plant – and how could she integrate her role with her opposites?

| Respondent   | Working with a contrasting team role | Other team member  |
|--|--------------------------------------|--|
| <b>Monitor-evaluator</b><br>Sober, strategic and discerning. Sees all options. Judges accurately. But lacks drive and ability to inspire others.   |                                      | <b>Plant</b><br>Creative, imaginative, unorthodox, solves difficult problems. But ignores incidentals. Too preoccupied to communicate effectively. |
| <i>"I want to influence others to take action"</i>   |                                      | <i>"Idea generation conflicts with need to meet deadlines and work with team"</i>  |
| This is what she proposed as a reconciliation  |                                      |  |
| Create action plans with key deliverables with clear roles and responsibilities but which include specific tasks for the review of new ideas, their evaluation and assessment of their implication |                                      |  |

# The changing face of the Irish labour market

As the CIPD in Ireland prepares to host the EAPM Congress in May, director Mike McDonnell reflects on the implications for HR professionals of the changes in the attitudes and nature of that country's workforce and not least the growing dependence on employees from overseas

The hosting of the EAPM conference in Dublin marks a coming of age for the human resource profession in Ireland. The theme we have chosen, 'The European workplace of the future – flexible and competitive', reflects the profound change that is taking place in the world of work. This is particularly so in Ireland where the country has changed dramatically in the past 10 years. Indeed, it is the reason why Ireland is so interesting to HR professionals in other EU states, particularly the 10 accession members that joined during the Irish presidency of the EU on May 1st 2004.

In less than a lifetime we have transformed our economy from subsistence agriculture to the cutting-edge of high technology. This had a major impact on labour markets where attracting and retaining talent is now the biggest challenge facing organisations. In the 1980s and early '90s all the debate in Ireland was about rationalisation and downsizing. Any vacancies advertised attracted a huge number of applicants. This has now been completely changed around and the difficulty is in attracting any applications at all. The 'talent war' is manifesting itself in a number of ways. The concept of a job for life – so cherished by generations of Irish employees – has vanished as young people have no interest in such a prospect. This is an enormous change from a decade ago when people were still looking for safe, secure, permanent and pensionable employment. Today they see three years as a career and life-time employment with the one company as unthinkable.

There is a new confidence amongst young job-seekers. Candidates are now interviewing the companies, not the other way around. They look at recruitment advertisements in the papers and telephone the companies to check them out before applying. I believe this is

a product of our educational system, the fact that people are more widely travelled and the booming economy. In effect, all the books on interview techniques and 'getting that job' have been made redundant. It is no longer a question of perfecting your chat-up lines to sweet-talk a secretary into putting you through to the right person – the person hiring will take a call from almost any potential recruit.

It has also had an effect on the very nature of recruitment. Companies are developing a marketing approach to selection and embracing the concept of the employer brand. They have to project the organisation as an interesting and challenging place to work. Salary is no longer the be-all and end-all. This is particularly evident in the emerging attitude of companies towards training and development. Nobody in Ireland really took concepts such as life-long learning seriously in the past. Training and development used to be an overhead and, as such, was only seen as suitable for people who were going to stay with the company for a long time. All sorts of restrictive clauses were inserted into contracts of employment in return for an investment in employee training.

### Retention mechanism

This has completely changed. Now, even though many companies don't expect people to stay more than three years or so, they will still invest in their learning and development. This is seen as a significant mechanism for retaining key people.

The challenge for people management and development professionals is that our record on training and development has not been good. There are, however, signs that this may be changing. I was at a conference recently where a chief executive stated that he would prefer to have a trained employee who left the company than an untrained one who stayed. This is



".....from subsistence agriculture to the cutting-edge of high technology." Photo shows micro-processor manufacture in the clean room of Intel's Fab 24 facility in Leixlip. Intel's campus in Leixlip, Co Kildare, just 12.5 miles northwest of Dublin, is the company's largest manufacturing site outside the USA and another \$2 billion plant will begin production there in 2006. In 2003 Intel Ireland won the diversity category in the 'Best Companies to Work for in Ireland' awards

an attitude which must be adopted more widely as a matter of urgency.

As HR professionals we need to get smarter in how we view training. Our challenge is to become more strategic where the return on investment in learning is realised much more quickly. If the typical employee is going to spend only three to four years with a company, then the payback from any training initiative must be within that period. The emerging role for the HR function is to devise credible methodologies that establish the link between training and the job and in doing so change the perception of training from a cost to an investment.

Currently in Ireland HR professionals are responding to these challenges by ceasing to view the workplace as a homogeneous unit. They are now looking at the workforce as consisting of different populations with different needs and goals. Good companies are spelling out

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what they expect their relationship with individual employees to be. They will tell staff whether they expect them to be with the company for the long or short-term, and what those staff can expect in terms of benefits, training and development and so on.

No discussion of HR trends in Ireland can avoid the subject of sourcing talent from abroad – both Irish nationals and non-nationals. In attracting Irish nationals to come home we are seeing a strange effect. When they left – usually because of poor job opportunities at home – they missed the quality of life in Ireland. Now in returning they are saying they miss the quality of life they enjoyed abroad.

This is because, despite our booming economy, our infrastructure – particularly roads – is still not fully developed and housing costs have increased dramatically. People are having to commute long distances in terrible traffic and public transport is limited. The CIPD in Ireland, along with many other organisations, has called on the Government to accelerate the provision of the infrastructure necessary to sustain economic development.

## Foreign nationals

But by far the most fundamental cultural change to hit Ireland is the number of foreign nationals now working and living here. Less than five years ago no more than 1,500 immigrant workers applied for permits to work in Ireland. This year 46,000 permits were issued to employers to hire workers from outside the European economic area. This ignores the number of EU citizens who can work here without a permit. Another interesting fact is that a recent survey put the number of Chinese



**One of the 60,000 Chinese people now estimated to be living in Ireland, this woman is working at Hewlett Packard's Dublin-based Customer Solutions and Support Centre, which provides technical help to EMEA customers in 11 languages. HP has been in Ireland since 1971 and today has over 4,000 employees there**

in Ireland at 60,000, the vast majority of whom are in the workforce.

So not only is the Irish economy continuing to create jobs, but we are also continuing to change the employment landscape, with more jobs being created in the service sector at the expense of traditional manufacturing work. Given that unemployment is expected to remain low, immigrant workers will be the most important source of labour in Ireland. Much of this new labour force is expected to come from the EU accession states of Poland, Lithuania and Latvia.

A worrying trend from an HR perspective is that most of this immigrant labour is congregated in the lower paid sectors of the services industry, and in construction. While there are a number

of reported cases of immigrant workers being paid below the minimum wage, by-and-large non-national workers appear to have blended in well. Be that as it may, non-nationals will have to be given much greater opportunity to work themselves up the jobs ladder if they are to remain in Ireland as a significant labour supply. We have a long way to go. For example, there is a huge number of Philippine nurses in Irish hospitals, but how long will it take before we have Philippine matrons or even Philippine directors of nursing?

If we want to create a truly multicultural workforce in Ireland, people management and development professionals must show far greater leadership in creating effective diversity policies at organisational level.

While the workplace of the future, whether in Ireland or in Europe as a whole, presents massive challenges, it offers a unique opportunity for the HR function to emerge as a real strategic player. If the future workplace is to be flexible and competitive it will need multicultural and multinational people working together in harmony to achieve the sustainable competitive advantage that Europe so desperately needs. How HR can rise to this challenge is the key objective of the forthcoming EAPM Conference. ○



**Irish PM Bertie Ahern (left) with CIPD in Ireland director Mike McDonnell**

## Dublin Congress highlights

The 22nd EAPM Congress will be held in Dublin 11-13 May 2005. Key speakers include Irish Prime Minister Bertie Ahern and EU Commissioner for Internal Markets and Services Charlie McCreevy; professors Heike Bruch of Switzerland's University of St Gallen and Costas Markides, London Business School; and HR directors and consultants from the US and Pacific Rim as well as Europe. For details tel: +353-1-676-6655, email: info@cipd.ie

## THE WORLDLINK HR CALENDAR

**April 19-21, 2005**

Madrid, Spain

**AEDIPE 40th Congress**

Tel: +34 91 420 0612  
Fax: +34 91 420 0894  
Email: aedipe@aedipe.es

**May 3-5, 2005**

Balatonfüred, Hungary

**Országos Humánpolitikai Egyesület**

Tel: +36 1 361 4655/1783  
Fax: +36 1 361 4656  
Email: humanpol@axelero.hu

**May 11-13, 2005**

Dublin, Ireland

**22nd EAPM Congress**

Tel: +353 1 676 6655  
Fax: +353 1 676 7229  
Email: info@cipd.ie

**May 25-28, 2005**

Cali, Colombia

**19th FIDAP Congress**

Contact: Colombian HRM Association  
Tel: +57 2 6682976  
Fax: +57 2 6616376  
Email: cigeh2005@acrip-valle.com.co

**May 26-27, 2005**

Taipei, Taiwan

**CHRNA International HR Forum**

Tel: +886-2-254-60001  
Fax: +886-2-271-89354  
Email: chrma@ms16.hinet.net

**May 27, 2005**

Dhaka, Bangladesh

**IPM Silver Jubilee conference**

Tel: +880-2-911-3932  
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**May 27-28, 2005**

Abano, Italy

**33rd AIDP National Congress**

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