



## Currency fluctuations play havoc with expat cities' cost rankings

THANKS to a recent property boom which has driven up accommodation costs for expats, Moscow has replaced Tokyo as the world's most expensive city, according to the latest cost of living survey from Mercer Human Resource Consulting.

Seoul comes second, climbing three places since last year. Tokyo moves down two to take third place, followed by Hong Kong. Asuncion in Paraguay remains the least expensive city in the survey.

With New York as the base city scoring 100 points, Moscow scores 123.9, nearly three times costlier than Asuncion, with 43.5.

The survey, used to help multinational companies and

governments determine compensation allowances for their expatriate employees, covers 144 cities and measures the comparative cost of over 200 items in each location, including housing, transport, food, clothing and entertainment.

There have been some significant changes in the rankings this year due primarily to exchange rate fluctuations, in particular the strengthening of the US dollar.

For instance, while prices in London have actually increased slightly over the last year, the strengthening of the dollar against the pound means the city has dropped two places bringing it to 5th position (score 110.6).

Meanwhile, the euro has weakened against a number of currencies, for example the Canadian and US dollars, reducing the cost of living for many expatriates in Europe.

New York remains the most expensive city in North America and climbs three places to 10th position. Currency appreciation is the main reason for this, although price increases in fuel and certain consumer goods have also contributed.

Though still relatively inexpensive and benefiting from stable inflation, Canadian cities continue to move up the rankings due to the strength of the Canadian dollar. Toronto is the most expensive, moving up

from 82nd to 47th place. Ottawa remains the least expensive.

Sao Paulo and Rio de Janeiro are the most expensive cities in Latin America due to the strong appreciation of the Brazilian Real against the US dollar (more than 20%), which has occurred as a result of solid economic growth and increased foreign investment, together with reduced public debt and high interest rates.

Tokyo has lost its title of the world's most expensive city because of currency fluctuations between the Japanese yen and the US dollar. But Chinese cities have moved up slightly as the value of the yuan renminbi is now pegged to a number of currencies rather than just the US dollar. Beijing comes in 14th.

Devaluation of the New Zealand dollar has brought Auckland and Wellington down in the rankings.

● [www.mercerHR.com/costofliving](http://www.mercerHR.com/costofliving)

## Losey wins Petitpas

The Georges Petitpas Memorial Award, presented every two years by the WFPMA for a significant contribution to international HR management, has been awarded to former World Federation President Mike Losey.

An HR practitioner for nearly 30 years, Mike is best known globally for the decade he subsequently served as President and Chief Executive of the US professional HR body (SHRM) and for his term as Secretary General and then President of the WFPMA.

During this period he was instrumental in bringing together the US, Canadian and Mexican HR associations to form the North American HRM Association, worked hard to find an appropriate organisation in Japan which he then encouraged to join the Asia Pacific Federation and played a strategic role in the nurturing and growth of SHRM's international division.

Outgoing WFPMA President Geoff Armstrong singled out for special mention Mike's

commitment to HR as a global profession, to the need for HR professionals to understand multi-cultural issues and for US HR people in particular to see that solutions that work in one culture do not necessarily have universal application.

[Profile on page 6](#) ▶

**Carlos Aldao Zapiola (left), chair of the judging panel, attributed the unanimous vote of all five continents to Mike Losey's obviously enthusiastic and career-long dedication to spreading the message about the need for professional HRM all over the world. "It was inspiring to watch him at work," said the WFPMA past President.**



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MAGAZINE OF THE  
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Personnel Management  
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## Next issue

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# President's viewpoint

President and Chief Executive of Canada's professional HR association for Québec, Florent Francoeur, took over from Geoff Armstrong as WFPMA President at the end of the Singapore congress. Below he gives his views on the key issues relating to his new role

## First, the future of the HR profession:

I believe that we've reached the point where organisations no longer have a choice. Employees have become their only real competitive asset or at least a key success factor. In fact, I think they will soon realise that it is financially profitable to invest in people and that's why the influence of the profession will continue to grow.

The fact is that, more and more, HR is sitting at the table where strategic business decisions are being taken and the expectation is that the HR professional will contribute to these decisions, not only wearing an HR hat but, more importantly, knowing the business well enough to be able to contribute on all the other fronts. This is opening a new arena of required competencies for HR professionals that will equip them to meet this interesting challenge.

## Are HR professionals prepared to make the necessary shift?

Once HR management becomes a strategic component within an organisation, the question becomes whether the professionals in place can meet expectations. That's where the danger lies for the profession because we can't allow ourselves to miss this opportunity.

In many cases, we have to change the view that the human resource function isn't strategic or oriented towards business goals. And to change this perception, HR professionals will have to make the shift from administrative to

strategic action. In fact, HR professionals will need to have a completely renewed set of competencies, such as strategic thinking, strategic planning, business acumen, corporate governance, financial and measurement, as well as upgraded skills such as the capacity to influence, the ability to assess and take business risks, the capacity to develop a prospective view on market globalisation, etc. Most importantly, they'll have to become more proactive.

I recently attended a conference on avian flu management. In a very small market, 400 HR professionals met to share their expertise because they had each decided to take a leadership position on the issue within their organisation. That would have been unthinkable a few years ago. So that's a good sign and I think we've got what it takes to make this shift successful.

## How do you think the WFPMA can help?

The WFPMA is obviously the sum total of the experience of its different member countries and regions. And each one has its own specific experience. Just think of crises like SARS, the tsunami in Asia, Hurricane Katrina or AIDs. But society has also made other more long-term or more intense shifts. Consider the challenges we now face - recruiting good people with the right skills, the shrinking workforce resulting largely from demographic changes, selecting and retaining people with leadership potential, improving productivity and competitiveness;

every country in the world is now facing these challenges and clearly it is only people and the HR professionals who manage them who can meet those challenges. Through the WFPMA, we can promote the dissemination of practices of excellence and build up a network of HR professionals who can support each other.

What's more, the Federation can also contribute to the professionalisation of the HR function. First, by continuing to develop and promote a competency model for HR professionals and then by working to ensure that other organisational functions clearly understand the difference between someone who has these competencies and someone who doesn't. In turn, this will enhance our credibility while we continue improving this model. The WFPMA itself and a number of member countries have already achieved a lot in this area. We have to continue in this direction.

### **How can your Canadian experience help you meet this new challenge?**

I especially plan to use all the experience I've gained both Canada-wide and in the international arena. Constitutionally, the professions in Canada come under provincial jurisdiction. This means that there are significant differences between the provincial associations that make up the Canadian Council of Human Resources Associations. And yet these provinces feel the need to get together nationally to share their experiences and expertise.

In this respect, the professionalisation of the HR function is a good example. After years of work, which was often done



▲ **Francoeur with outgoing WFPMA President Geoff Armstrong at the pre-Congress reception**

by volunteers, Canada now has a well-defined competency model for HR professionals. This model is used in all provinces and makes it possible to transfer the professional designation from one province to another, making it a truly national Canadian designation.

The model isn't unique and doesn't claim to be the best, but the fact remains that it is the result of a consensus among associations which, while they may not always share the same interests (understandably), don't hesitate to work together to promote the profession and ensure it moves forward.

### **The WFPMA is a fairly young association. How do you see its future?**

I think that the more international human resources issues become, the more it will become necessary to have a strong world organisation.

Take the issue of offshoring or delocalisation for instance. It's a common practice and transcends all traditional borders, creating one global work environment where people from all countries have immense opportunities to work anywhere in the world. The dissemination of best practices and a network of HR professionals who can support each other can help improve organisational business models and thus make the profession more credible. Offshoring is just one example.

### **What would you like to have achieved by the end of your period of office?**

It will be no surprise to you that the two issues close to my heart are improving the support network that the WFPMA can provide and the professionalisation of the HR function.

I would also like to have helped improve how the continental, regional or national associations view the WFPMA. It's all very well to want to bring together as many national associations as possible, but the associations themselves need to have the resources to be able to participate and to see that membership can bring them added value. That's probably the biggest challenge ahead.

## Florent Francoeur and the Canadian experience

Before joining the *Ordre des CRHA et CRIA du Québec* in 1993, Florent Francoeur was the general manager of a company manufacturing sawmill equipment. Before that he worked for Bell Canada (part of telephone giant AT&T). But he likes associations, he told *WorldLink*.

As well as his role with the *Ordre*, he sits on the boards of Quebec's labour standards board, the *Commission des normes du travail*, and its labour market partners board, the *Commission des partenaires du marché du travail*.

When the Québec HR association was formed in 1973, it had 750 members; there are now 8,000 and 22 full-time and two part-time employees. As President and CEO of the *Ordre*, Francoeur sits on the board of the Canadian Council of Human Resources Associations and played a significant role in the evolution of Canada's professional HR qualification.

In many ways the Canadian provinces are as different and fiercely independent as separate countries, so to reach agreement on the qualification was quite an achievement. Keeping the Council intact will always be a challenge given the difference in size and

voice of the member associations – from 100 to 15,000 (Ontario), but Francoeur firmly believes that a split would greatly weaken the effectiveness of the associations in terms of what they deliver for their members – the experience of such vastly different sectors can often be learned and adapted to great advantage.

He is also the Canadian representative of the North American Human Resource Management Association (NAHRMA), where, again, there is an issue of one giant member (the USA's SHRM) and three smaller ones – Canada plus two Mexican associations.

If nothing else his time on the Canadian Council and NAHRMA has exposed him to the need for and honed his skills in international diplomacy. This is a strength that WFPMA board members very much hope will be used to good advantage at the global level, as the integration of the French-speaking North African HR associations with the African federation (AFHRMA) has long been a dream of the World Federation. As a French Canadian with so many toes in the English-dominated world, Florent Francoeur could not be better placed to re-open discussions.

*Susanne Lawrence*

# 11<sup>th</sup> World HR Congress

report by SUSANNE LAWRENCE

## Singapore opts for professional HR qualifications



Prime Minister Lee opens the congress with Ho Geok Choo

SINGAPORE is about to develop a qualifications framework that will accord formal recognition for the skills and competencies of its HR professionals. On the occasion of his country's hosting of the 11th World HR Congress at the end of May, Prime Minister Lee Hsien Loong announced the setting up of an HR Manpower Skills and Training Council to identify the various occupations within HR and set out clear competency standards and skill requirements for each group across all levels.

The Council will be chaired by Lim-Ho Geok Choo, President of the Singapore HR Institute and of the Asia Pacific Federation of HRM, and will comprise prominent members of Singapore's HR community.

To further engage HR professionals in the process, the Workforce Development Agency and SHRI are to jointly organise 'Communities of practice' sessions for HR people to meet and share knowledge.

As a result of hosting the congress, which attracted 2,000 delegates from 62 countries, SHRI has built even closer collaborations with the government and in particular with the WDA," Mdm Ho told *WorldLink*.

In his opening address to the congress Prime Minister Lee said that it was not easy for individuals to adjust to constant and rapid change on their own, but that a strong and capable HR community could be "the catalyst and change agents to initiate and implement people development efforts in organisations and help build strong capabilities amongst our business leaders and managers."

Ultimately this would have to be a private sector-driven effort, he admitted, but added that the government could facilitate it by bringing HR professionals together and providing support for them.

Many companies were keen to tap into Asia's growing markets, he said. The key success factor often boiled down to whether the company could find the right manager to build up its overseas operations. "This means having people with the leadership skills to set the direction for the team, the entrepreneurial abilities to sniff out new opportunities and the global mindset to interact and work with people of diverse cultures.

"Companies must put in place a comprehensive and systematic framework to attract, develop and nurture such talents."

But in order to reach the position where every individual in the company could excel and contribute to the overall team effort, HR professionals had to become more creative and innovative. "HR cannot remain a backroom support function dealing with payroll and benefits. It must become an integral part of business strategy, helping to drive change, add value and increase performance." Hence the move to improve standards of HR practice.

### Exciting times

WITH turbulence now "a constant reality that won't go away", this was a very exciting time to be at the forefront of the management and development of people, outgoing WFPMA President Geoff Armstrong told delegates. The key was to enable people to anticipate change and make it happen quickly and effectively.

The new differentiator in successful organisations was the willingness of employees to contribute their creativity, to anticipate customer needs.

It was up to HR professionals to create the opportunities for people to contribute and the environment in which they would do so willingly. But the business models so many of today's HR professionals had been trained in were no longer appropriate. Compliance with the 'one true way' no longer delivered the goods.

"Research now incontrovertibly shows that progressive approaches to people management pay off in terms of hard business results," he said. "There is evidence to show that a sustainably superior performance comes from adopting progressive approaches, from treating people with respect, creating space for initiative, innovation and for continuous learning. And there is a positive



Armstrong: cause and effect

correlation between employee engagement and customer satisfaction – cause and effect.

"So we have the proven body of knowledge, understanding and practice. As a profession we know our skillset is every bit as rigorous as that of every other part of management.

"But we won't be listened to unless we can demonstrate our value to the business." This meant, said Armstrong, describing people strategies in the language of business without impenetrable jargon, and measuring progress against clearly set benchmarks.

The HR community was missing a trick by not articulating what it was about in annual reports and by not setting measures against which management colleagues could gauge HR progress. "CEOs want bolder people strategies: this is our chance to drive real value through people," he added.

Dave Ulrich (10th from left) with WFPMA board members past and present



**Make them cry!**

"YOUR job as HR director is to make sure everyone in the company is wanted by your competitors; but you also have to make them want to stay with you. If you can't match the pay competitors are offering and they do decide to go, make them miserable to leave you, make them cry!"

These cardinal rules for handling talented people were offered by Professor Wee Chow Hou, head of strategy, management and organisation at Nanyang Business School.

Professor Wee's thesis is that whereas cities – even within the same country – tended in the past to play different but complementary roles, now they are competing with each other head-on and not least for talent. Cities and of course the companies within them need the most innovative, creative and entrepreneurial people, adept at the latest science and technology, he said.

Talent needed to be recognised in all fields – intellectual and physical. Not least, talented people tend to attract other good people who want to work with or for them. Talent was so critical, you should be prepared to beg for it, he added. If you wanted world-class people, you had to offer more than world-class pay and perks.

Once in your employ, they had to be nurtured, treasured, given support, resources and trust. You had to be prepared to wait for results and allow them to fail. Companies should be sure they had the right skills and expertise to manage them.



▲ **Head to head – Dave Ulrich (left) with congress chairman David Ang**

**Getting the question right**

THE 'HR value proposition' is not only the title of HR guru Dave Ulrich's latest book but it has become his mantra over the last year. The closing plenary speaker at the conference, he used anecdotes and illustrations to demonstrate that 'how can HR add value?' was a more important question to ask than if there is a future for HR.

The first thing to recognise was that value is defined by the receiver, not the giver. It was no good trying to impose values on line managers, for instance – their behaviour would only change when their wants correlated with their needs.

Ways to achieve this were by adopting a coaching role, giving feedback; being an architect – building a blueprint for how to succeed; making things happen; and being a facilitator – managing the process of implementation and change.

He then ran through 12 principles and practices that would add value, including:

- Facilitating strategic clarity: helping them work out what they really want to focus on. Have the discussion on vision, establish goals, a menu of actions and spell out the desired outcomes;

- Capability audits: an organisation is not about structure but capability – this is how the customer, the investor and the employees see the firm. So ask, given our strategy, what do we need to be good at? And it should result in 90-day actions plans;

- Managing the process of making change happen or 'turning what we know into what we do.' This meant leadership, getting 'buy in', translating visions into

decisions, institutionalising, monitoring and learning;

- Culture change: agreeing the top three things the company wants to be known for by its best customers;

- Generating customer share (as opposed to market share): partner with target (external) customers, find out what they are looking for, engage them in HR practices, establish how to demonstrate you live the values they value;

- Creating abundance: match individual needs with organisational responses, define winning as the balance of caring and compassion with competitiveness. "Our job is to create a better future in the organisation," he said.

Finally, he said, HR people had to become functionally literate, which meant acquiring the relevant professional qualifications, embody the leadership brand the company had opted for, decide what they wanted from their HR career and work out the first steps that would get them there.

**The 'H' word**

A HAPPY worker is a productive worker, Bhutan minister for home and cultural affairs Lyonpo Jigmi Y Thinley (right) told the conference.

Research had shown that happy workers are open-minded, tolerant, socially capable and trustworthy, and they contribute well to team spirit and harmony. They tend to be more innovative, decisive and healthier, living on average nine years longer than their less happy compatriots.

But to be happy and productive at work they had to see value and meaning in their jobs and they did not like to work for unethical companies.

It had been a matter of some satisfaction, said the man most associated with the Gross National Happiness Index (see *Worldlink* Jan 2006, vol 16, no 1), to see the growing interest in happiness in recent years.



**Happy speaker**

**GIANT LEAP**

AS RECENTLY as last year, half of the recruits to middle-sized companies in Russia would have come via personal links, with only 10 per cent from printed advertisements,

6 per cent from internet vacancy ads and 4 per cent from careers fairs.

The giant leap faced by what is still only an embryo profession in that country was spelt out by two representatives from the two years-old National Personnel Managers Union, Sofia Damilkina, chairman, and Sergei Ryakovskiy, head of the NPMU international committee.

Not least, Damilkina told *Worldlink*, is the challenge of getting the country to recognise the distinction between the old soviet-style staff officers engaged wholly in routine paperwork and the highly professional personnel specialist: both now use the term HR.

And, while there was some pioneering work in the area of labour teams and social engineering as far back as the 1920s and in occupational psychology in the 1970s, the first school of HR management is only just appearing and a system of national professional HR standards and certifications is some way off.

The NPMU has applied to join the EAPM and has just started a two-year probationary period.



**The NPMU delegation: (l to r) Sergei Ryakovskiy, Sofia Damilkina and Maria Matskovskaya**



Ernie Ernesto, left, and Gerry Plana, far right (both standing) with part of the Filipino delegation in Singapore



## Half century celebrants half a world apart

TWO WFPMA member organisations from opposite sides of the world will celebrate their 50th anniversaries this September and both were represented at the Singapore World Congress.

Willy Mayenberger, President of the Colombian HR association ACRIP, spoke to *Worldlink* just after the re-election of his country's President, which was good news in his view, both because it indicated a degree of stability and also because of his track record in negotiating with guerrillas. Violence was still an issue – just relatively small pockets now – but many of the talented people who had left 8-10 years ago during the worst of the troubles were now returning.

Colombia is a very rich country, he said – not only in natural resources, but also in schools and talented people – Colombians can be found in top executive positions all over the world, and now HR professionals are

retraining to work closely with local CEOs as business partners.

ACRIP has 600 companies in membership, including most of the country's largest firms, and Mayenberger is targeting an additional 400. As yet there is no professional HR qualification but the association works closely with the universities to oversee professional development programmes.

For the last 30 years it has also conducted an annual pay and benefits survey which covers blue as well as white collar workers; currently this is carried out on ACRIP's behalf by consultants Mercer.

ACRIP is the oldest association in the Latin American Federation FIDAGH and the FIDAGH Board will meet during the 50th anniversary symposium in Cartagena, 18-20 September.

Somewhat closer to home were the 18-strong delegation from the Philippines, led by President Emerico De Guzman, Past President Ernie Espinosa who will succeed Mdm Ho as APFHRM President at the September meeting and Executive Director Gerry Plana, who is also APFHRM secretary general. The APFHRM Board will meet in Manila on 26 September 2006, the day before PMAP's annual conference.

PMAP currently has 1700 corporate members, as well as approximately 70 individual members, seasoned HR professionals who have now left their company jobs; the PMAP Board believes there is scope for growth.

One of the key challenges the Philippines faces is the emigration of

some of its most talented

people – and not least nurses. It means that despite significant unemployment, call centres are understaffed because of inadequate local skills. It is both a good and bad thing that 25 per cent of the country's revenue comes from expatriates who send money home.

Initiatives to celebrate PMAP's 50th anniversary include a partnership aimed to encourage high school children to read more books, the publication of a compendium of selected best HR practices and a road show targeting companies not currently in PMAP membership.



Mayenberger: Colombia

# MIKE LOSEY

2006 PETIPAS AWARD WINNER

Mike Losey almost became a dentist; certainly this was the career he had in mind and was working towards when he first went to university. Happily, though, some student guidance centre tests redirected him away from science towards business and he switched, imagining he would become an accountant like his father. "I wasn't really crazy about that field, but it came in very handy later as a CEO," he says.

The University of Michigan business school programme included a course in personnel and, after a couple of weeks of taking issue with the responses of his fellow students ("I thought they were too 'soft' and/or not even practical"), he came to the notice of eminent management professor George Odiorne. Odiorne took Losey under his wing, gave him a part-time job at the school's Bureau of Industrial Relations and, later, when Mike got his MBA, helped him secure a place on the Ford Motor Company's graduate training programme.

He also kept Mike and his new family from the breadline by inviting Annie Losey to type one of his books when pregnancy meant she had to leave her job ("In those days you had to quit when you went into maternity clothes").

At the end of the Ford programme, Odiorne again came up trumps by referring his protégé to Sperry which later merged with Burroughs and evolved into Unisys – and where Losey worked for 27 years.

By the early 1970s Losey had been appointed Vice President for HR at Sperry's New Holland division, making him the company's youngest vice president ever.

And an early sign of his international involvement was his insistence that the company's South African offices should integrate their rest rooms and cafeteria; this was against the advice of the local management who were concerned about the apartheid laws. "We did it and the South African government noticed but refrained from challenging us," he recalls with pride.

This story also illustrates his stubborn streak in support of what he sees as the

ethical course of action. It arose again later in his career – and ultimately put paid to his Unisys employment.

When Sperry and Burroughs merged they put in a programme which provided special premium-free medical benefits to executives while increasing other employees' medical expenses. Losey urged discontinuation of the executive plan, "which I had done previously at Sperry, by appealing - over my boss's objections - directly to the Chair of the Board, who agreed with me." But Burroughs put it back in.

Losey was told he was not a team player for attacking this executive perk, but he would not budge and fortunately the SHRM job came up. Some time later he was able to exert pressure as a Unisys shareholder and the plan was quietly discontinued.

Losey joined SHRM in October 1990; membership was stagnant and actually went down that year, along with profits. However, redundancy was not Mike's preferred way of dealing with the situation and he turned things round by cutting other costs and increasing revenue from activities other than membership fees. By fostering a working environment that focused on member satisfaction and encouraged innovation, a whole range of new services and programmes was established, and membership rocketed.

On the international front, one of his first actions was to transform an independent international 'chapter' of SHRM into a formal division of the Society, then known as the Institute for International Human Resources, now the SHRM Global Forum. Membership in this unit grew to several thousands and its annual conference became a major fixture in the Society's year. Even at that time Mike felt that SHRM had an obligation to help not only those of its members involved in international HR but to reach out and educate those with no international involvement or expertise. Not least he was remarkably sensitive to the fact that exporting US practices is not always the best way forward, an awareness that has endeared him to many of his international counterparts.

### Global qualification?

Now he firmly believes that HR is a global profession with an underpinning body of knowledge and ethics and that, particularly at the strategic level, there are enough similarities in practice and common approaches to make sense of a global qualification, which in his view in an ideal world would be run under the auspices of the World Federation.

He is particularly proud of the WFPMA work on HR competencies published during his presidency and much referred to by

**"(people) should not be released to work in HR until they have the body of knowledge under their belts"**

Canada, Germany, South Africa and others in their efforts to establish professional standards for their own countries.

However, when he took on the WFPMA Secretariat back in 1992, he was conscious of a number of omissions in the Federation's coverage and structure and not least on home turf. North America was one of only two continents with single country representatives (the other was Africa – since then also rectified). He initiated talks with leaders from the two Mexican associations and with representatives from Canada and persevered for many, many months until in 1997 the North American Human Resource Management Association was formed, composed of all three countries' professional bodies.

### Back on board

It is a matter of great pleasure to him that, despite some wobbly years when Canada pulled out for a while and Mexico became inactive, the World Federation now has a Canadian President and, once again, a Mexican Board member.

Another conspicuous gap in the WFPMA's representation was Japan. Through a series of meetings in Washington and Tokyo, Losey put a case to the Japan Productivity Centre, which culminated in the establishment of the Japan Society for Human Resource Management, the first-ever professional association for Japanese HR practitioners. JSHRM was subsequently admitted into the Asia Pacific Federation of HR Management, which means it can now play a part in the World Federation.

Finally and not least during the time of his World Federation presidency he hosted a special meeting in Washington which led to the restructuring of the council and executive committee into a more modern, streamlined and workable board of

directors, and he worked hard to bring the bylaws up to date as well.

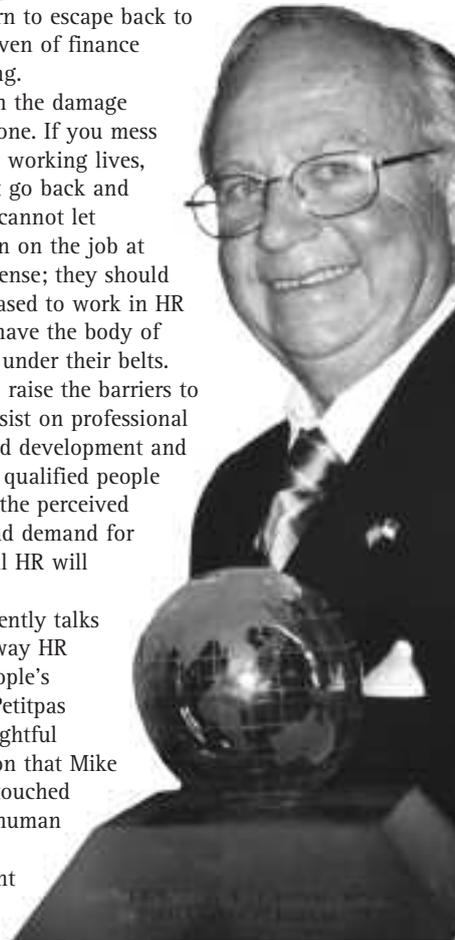
Mike 'retired' on a high at the end of 2000 but has continued to spread the word around the world through speeches, teaching and books. The best-selling *Tomorrow's HR Management* which he co-edited with Dave Ulrich and Gerry Lake has been translated into Spanish, and he recently finished work on a follow-up.

Above all he believes that HR is a 20th century profession which must still work hard to gain the level of respect commanded by other modern disciplines like engineering, sales and marketing. "It's not law or medicine," he told *WorldLink*, "but it is no longer acceptable for chief executives to think anyone can do human resource management. They put someone in the job with no experience and a mandate to shake things up and within a year they realise how complex it really is.

"At that point these 'instant' HR people yearn to escape back to the safe haven of finance or marketing.

"But then the damage has been done. If you mess up people's working lives, you cannot go back and 'fix it'. We cannot let people learn on the job at others' expense; they should not be released to work in HR until they have the body of knowledge under their belts. We need to raise the barriers to entry, to insist on professional training and development and with better qualified people in post, so the perceived value of and demand for professional HR will increase."

He frequently talks about the way HR touches people's lives. The Petitpas Award is rightful confirmation that Mike Losey has touched the life of human resource management all round the world.



## THE WORLDLINK HR CALENDAR

**August 9-11, 2006**

Santiago, Chile

### **CERH PERCADE 2006**

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Fax: +562 438 4371

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or [surbina@laaraucana.cl](mailto:surbina@laaraucana.cl)

**August 22-25, 2006**

Sao Paulo, Brazil

### **ABRH National Congress**

Tel: +55 11 3256 0455

Fax: +55 11 3214 0858

Email: [abrh@abrhnaconacional.org.br](mailto:abrh@abrhnaconacional.org.br)

**September 7-9, 2006**

Cartegna, Colombia

### **ACRIP 10th International**

#### **HRM Symposium**

Tel: +572 661 6262

Fax: +572 661 6376

Email: [acrip-valle@telesat.com.co](mailto:acrip-valle@telesat.com.co)

**September 13-15, 2006**

Wellington, New Zealand

### **HRINZ National Conference**

Tel: +644 499 2966

Fax: +644 499 2965

Email: [hrinz@hrinz.org.nz](mailto:hrinz@hrinz.org.nz)

**September 20-21, 2006**

Bern, Switzerland

### **HR Swiss National Conference**

Tel: +41 61 211 9544

Fax: +41 61 212 1876

Email: [info@hr-swiss.ch](mailto:info@hr-swiss.ch)

**September 27, 2006**

Utrecht, Netherlands

### **NVP Annual Conference**

Tel: +31 30 236 7101

Fax: +31 30 234 3991

Email: [info@nvp-plaza.nl](mailto:info@nvp-plaza.nl)

**September 27-29, 2006**

Manila, Philippines

### **PMAP 50th Anniversary Conference**

Tel: +632 726 1532/1581/1588

Fax: +63 2 726 1530

Email: [pmap@pmap.org.ph](mailto:pmap@pmap.org.ph)

**September 28-29, 2006**

Bratislava, Slovak Republic

### **Slovak Association for Human Resource Management Annual Conference**

Tel: +421 255 64 2471/73

Fax: +421 255 64 2472

Email: [zrrlz@stonline.sk](mailto:zrrlz@stonline.sk)

**October 1-3, 2006**

Sun City, South Africa

### **IPM South Africa National Conference**

Tel: +27 11 785 6800

Fax: +27 11 803 5316/7

Email: [info@ipm.co.za](mailto:info@ipm.co.za)

**October 4-5, 2006**

Copenhagen, Denmark

### **PID Annual Conference**

Tel: +45 86 21 61 11

Fax: +45 86 21 61 22

Email: [info@pid.dk](mailto:info@pid.dk)

**April 14-17, 2008**

London, England

### **12th WFPMA World Congress on Human Resource Management**

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