



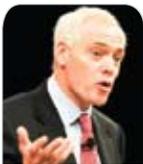
WorldLink

Linking people management professionals around the globe

CIPD Annual Conference Eyes the Future

By Adrienne Fox

The 2009 Chartered Institute for Personnel and Development (CIPD) Annual Conference and Exposition took place in Manchester, England, Nov. 17-19, 2009, but attendees' minds were on the future. What does the future hold for HR in the post-global economic recession, and what role do HR professionals have in shaping the future of their organizations?



Jim Collins

Renowned management author and speaker Jim Collins kicked things off on the first day with a keynote address on how great leaders can recognize the signs of a corporate downfall.

"Our data show that great leaders do not accurately predict the future," Collins, author of *Good to Great* and *How the Mighty Fall*, told attendees. "They prepare for what they cannot possibly predict."

Companies that don't prepare go through five stages of decline:

- Stage 1: Hubris born of success, or when the company starts to think it is really great.
- Stage 2: Undisciplined pursuit of more, or growing beyond the company's capabilities.
- Stage 3: Denial of risk and peril, or not believing the hard evidence of decline.
- Stage 4: Grasping for salvation, or changing leadership or direction at the last minute.
- Stage 5: Capitulation to irrelevance or death.

A company can look healthy from the outside but be sick on the inside, Collins noted. But the good news is, even a company in Stage 4 can recover, he said.

How do you know what stage your company is in? The best predictive measure is an HR metric that Collins calls Packard's Law, which is based on a theory by Hewlett-Packard co-founder David Packard. He believed that the computer company should be built on who it hires, not on what it does. Hiring the right people and placing them in the right jobs is the foundation of Collins' philosophy.

HR professionals' duty is to measure and monitor their

organization's Packard's Law number, or the percentage of key positions filled with the right people. "Is that percentage going up or going down? This is the uber number," Collins said. "Find this out and you will predict your company's future."

When the right people are in key positions, they stand at an intersection of three circles, Collins said: They are passionate about the work, they excel in the work,

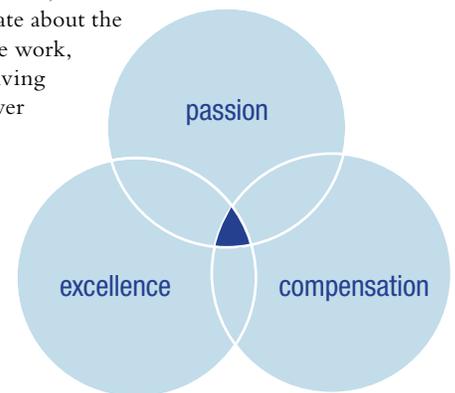
and they can make a living doing it. "Imagine never putting someone in a position unless it fits their personal three circles," Collins told the audience.

"What if you can double the number of people who are in the middle of those three circles in the next year?"

Similarly, a well-positioned organization does what it's good at and passionate about and what it can make money doing, he added.

Collins challenged attendees to follow these 10 steps:

- Conduct diagnostics on your organization using free metrics available at www.jimcollins.com.
- Implement Packard's Law and discuss your organization's number with executives on a regular basis.



CIPD Annual Conference continued on page 2



A New Way
Forward for CIPD



Collaboration and
Communication
Drive New EAPM
President



Quebec's HR
Association Honored



Diversity on
a Deadline

- Build a personal “board of directors” chosen not for their success but for their character. Collins’ research reveals that great leaders are humble and pursue greatness for the company’s sake, not for personal gain.
- Turn off electronic gadgets. Every two weeks, schedule “white space” on your calendar and take time to think.
- Increase the ratio of questions you ask to answers you give. Focus on being interested, not interesting.
- Help your organization clarify its three circles. Stop doing what doesn’t fit in the middle of the three circles.
- Start a “to–don’t” list. Identify behaviors or tasks that impede reaching the intersection of the three circles and stop doing them.
- Eliminate job titles and replace them with job duties.
- Recommit to the values you will not compromise no matter the pressure.
- Create the BHAGs—big hairy audacious goals—you want to reach in the next 15 years.

Insight HR



Using HR metrics to drive the business was the theme of the keynote address on the second day of the conference. Lee Sears, strategic advisor of CIPD and co-founder of HR consulting firm Bridge Partnership, called the next level of the profession “insight HR.” (For information on CIPD’s acquisition of Bridge Partnership, see “A New Way Forward for CIPD” on page 3.)

Over the years, HR professionals have progressed from handling transactional duties to being business partners. But to be on par with decision-makers on the most senior level, HR will need to move up a step to business provocateur, Sears told attendees. “The emphasis is not just on performance but also on the medium-term sustainability of the organization,” he explained. “It means that HR grasps the multiple perspectives of the employee, the customer, the shareholder and the community.”

To do this, HR will need to probe deep into how the organization makes decisions, how leaders are thinking and behaving, and how customers are experiencing the product or service. Insight HR brings together these data to reveal the organization of today and tomorrow.

“HR sits in the core of business and is uniquely positioned to deliver this insight,” Sears said, adding: “A provocateur’s insights and predictions must be backed with metrics. Using data and studying trends, HR can identify future challenges and opportunities, find new ways to solve old problems, and bring together disparate stakeholders to connect the dots.”

Sears based his remarks on the initial findings of a research project called Next Generation HR that CIPD and Bridge Partnership have collaborated on for the past 18 months, interviewing 80 HR practitioners across 14 organizations. Final results will be released early this year. So far, the project has identified three emerging areas of HR:

- **Developing organizational agility.** Activities in this area include monitoring external influences, building an adaptable culture, supporting innovation, recruiting and developing future leaders, benchmarking and measuring agility and adaptability, and overcoming barriers to change.
- **Building organizational authenticity.** A customer-centric organization that is the same inside as it says it is on the outside has a huge competitive advantage. This brand alignment requires input from both marketing and HR. Recruiting, rewarding and positioning employees with the customer-centric values the company purports externally creates an authentic organization.

- **Exhibiting balanced risk management.** It’s necessary for a strong HR leader to intervene when the company’s board of directors or executives are engaging in behavior risky to the organization or contradictory to the company brand. How HR minimizes this risk in the face of extreme pressure is a challenge and a role still in infancy, Sears noted.

Authentic HR



On the final day of the conference, keynote speakers discussed the challenge of leadership in a time when respect for leaders is at an all-time low. Steve Easterbrook, president and CEO of McDonald’s UK, told attendees that HR has to deal with a complexity of issues and competing constituencies. “You can’t meet all the often contradictory needs of

interested parties all the time,” he said.

Sháa Wasmund, CEO of Smarta.com, a London-based small-business networking site, added that criticism of companies and their leaders has heightened in the Internet age. Companies used to have the luxury of engaging in “a monologue with [their] stakeholders in a private environment,” she told attendees. “Now everything is about dialogue in the public arena, so leadership has become much more important.”

HR needs to ensure authenticity within organizations—or else consumers will broadcast inconsistencies online. HR has the power to focus the organization on the importance of consistency, Wasmund said. “It’s about ethical leadership because the general public will judge you.”

“Using data and studying trends, HR can identify future challenges and opportunities, find new ways to solve old problems, and bring together disparate stakeholders to connect the dots.”

Easterbrook agreed, noting that a Google search for “McDonald’s” and “blog” will turn up 15 million results. “You can’t control the message or challenge them one by one,” he added.

Wasmund said companies must show a willingness to engage in conversations with customers and employees through social media, acknowledge feedback, and admit wrongdoing if necessary. Transparency is key to customer and employee loyalty.

Similarly, Easterbrook said leaders need three qualities: integrity, collaboration and sustainability. Integrity means having a clear set of corporate values and sticking to them.

“Collaboration is vital in this new leadership paradigm. The Google generation is used to having answers at their fingertips and working collaboratively on absolutely everything,” said Easterbrook, noting that three-quarters of McDonald’s employees are younger than 21.

Finally, an increased focus on sustainability is needed to bring together the different constituencies and meet their needs in the long term, Easterbrook added. “The role of HR here is critical to recruit and develop the right leaders and design organizations to meet that need.” **WL**

A New Way Forward for CIPD

By Adrienne Fox

The Chartered Institute for Personnel and Development (CIPD), the United Kingdom's premier HR association serving 135,000 members, has made several strategic moves in the past year to better reflect the evolution of the HR profession and to position itself—and the profession—for the future.

In April 2009, CIPD unveiled its HR Profession Map, which sets new professional standards. At its heart lies an expectation that a deep understanding of the business is essential to developing HR plans that deliver and can be effectively executed.

The map sets out to capture the duties of HR and how it performs across the organization and to spell out the necessary skills, behavior and knowledge required to be most successful. At the same time, the map attempts to create a clear and flexible framework for career progression, recognizing that HR roles and career paths vary.



Jackie Orme, CIPD chief executive, announces CIPD membership changes at the annual conference.

According to CIPD, the HR Profession Map details the following principles:

- **Behaviors.** It covers behaviors as well as the technical elements of professional competence required in the HR profession. The map describes in detail the behaviors HR professionals need to carry out their responsibilities. Each behavior is described at four bands of professional competence. Contra-indicators illustrate how someone not exhibiting the behavior may act.
- **Activities.** The map describes what HR professionals need to do, what they need to know and how they need to do it within each professional area at four bands of professional competence.
- **Bands of professional competence.** The map is organized around areas of professional competence, not organization structures, job levels or roles. It describes the four bands of professional competence and the transition challenges faced when moving from one band to the next.

Consulting Relationship

On Oct. 16, 2009, CIPD announced the acquisition of Bridge Partnership, a leadership and organizational development firm in London, for £3 million. CIPD believes Bridge gives the association “credibility with senior business and HR leaders and their peers and will boost CIPD’s capacity and capability to lead thinking, support our members and ensure the HR profession is equipped to deliver on this shared purpose,” Jackie Orme, CIPD chief executive, said in a statement.

“In acquiring Bridge, we’re building CIPD’s capacity to lead thinking at the most senior levels of the HR profession,” she added.

CIPD had been working closely with Bridge over the past 18 months on a research project—Next Generation HR—aimed at studying three emerging areas of HR. (For details on the research project, see “CIPD Annual Conference Eyes the Future” on page 1.)

Membership Changes

The third major change at CIPD—a restructuring of its membership levels and assessments—was announced in November at the CIPD Annual Conference and Exposition and is related to the HR Profession Map. “HR is a broad church ... one that relies on both specialists and generalists to be an effective profession,” Orme told conference attendees.

The most visible changes are the new criteria to become chartered members and chartered fellows using qualifications from the HR Profession Map. In addition, CIPD is introducing a new level of professional membership—associate member, which sits below the chartered member and chartered fellow levels.

“We will offer new routes into membership, routes that recognize that practitioners enter HR at different levels and from diverse backgrounds.”

Prior to the changes, membership applications were based on education and experience in the HR profession. Starting July 1, 2010, applicants will be assessed on an evidence portfolio.

“We will offer new routes into membership, routes that recognize that practitioners enter HR at different levels and from diverse backgrounds,” Orme said, noting that she didn’t begin her career in HR.

Chartered applicants will be required to demonstrate how they influence people, how they achieve results and how they impact organizational performance, Stephanie Bird, CIPD’s director of HR capability, told *WorldLink*. “Applicants also will take a 360-degree assessment tool to their boss, colleagues, direct reports and internal customers,” she added. Consultants will be assessed by clients. “It allows us more flexibility in our qualifications process in how people get HR knowledge beyond academic and resume documentation.” CIPD will train its 900 volunteers to qualify members to ensure a rigorous process.

Bird said the HR Profession Map can be adopted by other HR associations around the world. “Aside from such local differences as employment law modules, the map and the process can be adopted anywhere,” she said. [WL](#)

Collaboration and Communication Drive New EAPM President

By Adrienne Fox



Pieter Haen

When Pieter Haen became president of the European Association of People Management (EAPM) in June 2009, he set an agenda for the body of 30 member European HR associations to grow even further and to enhance communications and research.

Haen, founder of Duurstede Groep Strategic Workforce Planning and Executive Search and an author and speaker, brings to the role experience in business development, line management and HR in the banking, food and service sectors. He describes himself as results-oriented, culturally aware and diplomatic—all traits that will serve him well during his term.

In September, Haen launched a blog (www.eapm.typepad.com) where he and the EAPM member association presidents contribute HR news and updates on their countries. He also created communities on the social networking site LinkedIn.com. “My goal is to get updates each month and start a dialogue on the challenges and successes of the member associations,” he said.

Sharing best practices is a top priority, Haen said, pointing to the research EAPM conducted with the Boston Consulting Group—the report was released at the EAPM Annual Conference in June—as an example of what he would like EAPM to provide members on a regular basis. He is also reaching out to other international and European bodies such as the European Commission, the Council of Europe and the European Free Trade Association to collaborate on solving challenges important to HR.

Those challenges, he noted, include demographics, talent management, learning and development, and sustainability. “One challenge for HR is owning the people management agenda and understanding the business and what it needs to measure,” Haen said. “If HR professionals aren’t proactive and don’t take the lead, the function will be outsourced or restructured under finance, marketing or line management.”

Haen noted that the economic crisis has diminished the HR brand among some business partners and employees. “Business partners needed people metrics to find ways to cut costs, and many non-strategic HR professionals failed to deliver,” he said. “Employees also lost trust in HR because of mass reductions in force.”

But Haen is optimistic about the opportunity for HR to enhance its brand and insert itself as a business driver. “While economists are saying the worst is behind us, the fundamental talent challenges due to demographics and globalization remain,” he said. “The crisis gives HR a unique opportunity to shine.”

As head of EAPM, Haen wants members to enhance their role through interactive communication, leading-edge research and collaboration. [WV](#)

Editor’s note: *WorldLink* will profile Leovigildo Canto Perez, FIDAGH’s new president, in the April 2010 issue.

Quebec’s HR Association Honored

Congratulations to the Quebec HR association, the Ordre des Conseillers en Ressources Humaines Agréés, which was honored with two awards for excellence by the Canadian Society of Association Executives in November.

The **Professional Development/Education Award** recognized the Ordre’s Excalibur Tournament for developing and disseminating best-practice information among its members. As the only tournament organized by practitioners for future professionals, Excalibur provides all Canadian universities offering programs in HR or industrial relations with the opportunity to compete.

The second honor, **Communication Award of Excellence—Best Magazine**, went to the Ordre’s *Effectif* magazine. *Effectif* features highly professional, well-written articles on innovative practices and the challenges facing all HR professionals in each area of human resources management.

“We are extremely proud of these awards,” said Florent Francoeur, CHRP, Ordre president and CEO. “They reward our efforts to continually improve the way we fulfill our mission, which is to protect the public while improving the quality of our members’ professional practice.”

The Ordre is organizing the 2010 WFPMA World Congress in Montreal in September. [WV](#)



Join us for the three-day
World Congress in beautiful

Montreal where nearly 3,000 HR professionals from around the world will network, share ideas and learn from leading experts.

For more information and to register, go to www.HR2010.com

Diversity on a Deadline

By Stephen Frost

The Olympic Charter states that “any form of discrimination is incompatible with belonging to the Olympic movement.” In the Paralympics, “equality” is one of the values. Therefore, the organization that is responsible for staging the Olympic Games in 2012, the London Organising Committee of the Olympic Games and Paralympic Games Ltd. (LOCOG), is focused on diversity and inclusion.

In February 2008, LOCOG published its diversity and inclusion (D&I) strategy, which aims to “use the power of the Games to inspire change, to create a Games that welcomes the world, where each individual in LOCOG takes personal responsibility for an inclusive approach that is fully integrated into business decisions.”

LOCOG is a delivery organization with focused resources, subject to a high degree of scrutiny and challenged by an immovable deadline. That means we have to prioritize ruthlessly and undertake work that adds value to our business and enhances the Games experience in 2012 for all our client groups.

Because LOCOG is only in business until September 2012, we have taken a strategic approach to diversity and inclusion to ensure that we can make the most impact in a short period of time. We have identified three areas where we can make the most difference:

- Within our workforce.
- Within our supply chain (procurement).
- Within the Games (service delivery).

In little more than 900 days, London will host the Games of the XXX Olympiad beginning July 27, 2012.

Unique Pressures

To deliver D&I in our workforce, we need to understand the challenge fully, exercise leadership at all levels of the organization and then relentlessly deliver.

Our recruitment pattern is unique. Starting with about 100 staff members at bid time in 2005, we have grown to 500 employees today and will be close to 200,000 people at the start of the Games. This number includes 6,000 staff on payroll and up to 70,000 volunteers and 130,000 contractors. That presents some particular challenges from a D&I perspective.

Success for us does not mean simply recruiting 200,000 people. It means recruiting 200,000 talented people from diverse backgrounds. We have to challenge the ill-informed assumption that talent and diversity cannot be achieved at the same time.

Our deadline required us to agree quickly to a solid business case for including people based on moral and business imperatives. In reality, we knew that a lot of talented people from diverse backgrounds would not consider applying to LOCOG unless we undertook recruitment outreach programs to appeal to them. As Xavi Gonzales, CEO of the International Paralympic Committee, said recently, hiring diverse talent “doesn’t just happen.” Being in London, we are located in the middle of the most multicultural part of our country, and, morally, it is important to include people in this once in a lifetime opportunity.

Leadership

To bring alive what success looks like for us, we have set out target zones in our strategy and have mobilized our internal staff and partners to focus on those goals as both a collective and individual responsibility. Every staff member is asked to sign on to the following commitment:

“To deliver a memorable Games, with a lasting legacy that truly encompasses the world in a city; where each individual in LOCOG takes personal responsibility for an inclusive approach that is fully integrated into every business decision.”

We focus on the inclusion of six strands of diversity—race, disability, gender, sexual orientation/transgender, age and faith/religion.



The LOCOG diversity and inclusion team discusses progress on goals.

To achieve this, LOCOG has “diversity champions” at the highest level—director—who champion each strand of diversity. Directors are also accountable to CEO Paul Deighton and are benchmarked every six months on the diversity composition of their teams and their hiring records.

Chaired by Deighton, the Diversity Board has both internal and external members, such as suppliers, and meets on a quarterly basis. This provides a venue where the work that the LOCOG D&I team is doing can be analyzed and corrected if necessary.

The LOCOG D&I Sponsors Forum brings together representatives from key companies to exercise leadership in this area, such as through our business charter, which sets D&I requirements for suppliers.

Diversity continued on page 6

Our Diversity Action Team brings together LOCOG staff members on a monthly basis. This is an opportunity for staff from across the business to implement the work that the diversity and inclusion team is doing. All strands and levels are represented. From this team, we have several working groups that look at business issues from a strand perspective.

Delivery

LOCOG is the first organization in the United Kingdom to attain the Diversity Gold Standard from Diversity Works for London, a benchmarking firm, for our achievements on both the demand side and supply side of workforce inclusion.



On the demand side for talent, we have established ethnic minority focus groups to collect feedback on LOCOG's attraction strategy. We have held specific recruitment evenings for black and minority ethnic individuals, people with disabilities, and the lesbian, gay, bisexual and transgender community, which have resulted in direct hires. We have produced blogs from our minority staff and trainees. Our School Leavers program, designed to recruit and train students who have finished school but have no plans for higher education, has a 50 percent ethnic minority representation.

We have held specific, compulsory training for hiring managers that focuses on awareness of subconscious bias and prioritizing diversity in the recruitment process.

On the supply side, we have produced publicity materials, such as leaflets, and worked with partners to distribute stories and articles to raise awareness of LOCOG opportunities. The use of positive role models to endorse LOCOG opportunities and attendance at community events—such as London Mela, an annual Asian festival—have been critical.

The D&I team has developed Recruitment Action Plans (RAPs) to engage organizations across every diversity strand and encourage them to energize their members/networks to register for London 2012 both for paid roles and volunteer programs. The RAPs allow LOCOG to ascertain approximate levels of interest across the six strands, and we ask any community partner that works with us to produce an action plan setting out some of the following:

- Access to members to send out LOCOG publicity.
- Newsletter/publication space for LOCOG.
- Web links on partners' web sites.
- Stands at events and fairs.
- Dedicated job search support for potential applicants.
- Bespoke training for potential applicants.

LOCOG also launched >access now, our recruitment outreach program for people with disabilities, on International Disabled Persons' Day on Dec. 3, 2008. Among many initiatives, it guarantees an interview to every disabled candidate that meets the qualifications for any salaried role at LOCOG. This has made us an employer of choice among people with disabilities in the United Kingdom. Five percent of our workforce identifies itself as disabled, and we employ people with disabilities at all levels of the organization.

Being honest about the challenge is important. We need the best possible talent to stage the Games, and relying on our brand alone will not deliver. We must augment that brand with hard work on the sourcing of talent and on creating demand for diverse talent among our hiring managers.

Our people are busy and under pressure, but they have a fantastic attitude about diversity. We have to support that attitude by making it as easy as possible for them to access diverse talent and to include it in this amazing project. [WL](#)

Stephen Frost is head of diversity and inclusion at the London Organising Committee of the Olympic Games and Paralympic Games (LOCOG) Ltd.

“Being honest about the challenge is important. We need the best possible talent to stage the Games, and relying on our brand alone will not deliver. We must augment that brand with hard work on the sourcing of talent and on creating demand for diverse talent among our hiring managers.”

China Economic growth



In December, Chinese manufacturing grew by the biggest margin in five years since records began being kept in 2004, according to the purchasing managers index from HSBC Holdings and Markit. Meanwhile, China's Ministry of Industry announced a targeted economic growth rate of 8 percent this year, fueled by an 11 percent rise in industrial production.

Australia Fair Work system



On Jan. 1, 2010, the last part of the Fair Work Act went into effect, completing the phase-in of the Fair Work system that began on July 1, 2009, and ushering in sweeping changes to the employment landscape.

The new safety net is designed to protect employees and make the system easier to understand for employers, according to the Australia Department of Education, Employment and Workplace Relations. The Act is made up of two parts:

- National Employment Standards that mandate 10 minimum employment conditions, including a 38-hour workweek, flexible work arrangements, parental leave, and notice of termination and redundancy.
- Modern awards that replace thousands of existing awards and cover many employees and employers in the national workplace relations system.

Japan Economic forecast



Deflation tightened its grip on Japan in November and the unemployment rate rose for the first time in four months as the world's second-largest economy struggles to stage a convincing comeback; the unemployment rate climbed to 5.2 percent. Core consumer prices fell 1.7 percent from a year earlier, the Ministry of Internal Affairs and Communications said separately. The key consumer prices index, which excludes volatile fresh food prices, has fallen for nine straight months. Falling wages restrained retail sales in November to a 0.2 percent rise after a 0.9 percent drop in October.

In better news, Japan's industrial production, due to export demand, climbed 2.6 percent in November, the largest gain in six months. Japan's Cabinet Office predicted the economy will expand by 1.4 percent this year starting in April.

U.S. Health care reform



On Dec. 24, 2009, the U.S. Senate passed its health care reform bill, which needs to be reconciled

with the House of Representatives' reform bill before landing on President Barack Obama's desk. According to the nonpartisan Congressional Budget Office (CBO), the Senate bill would extend insurance to 31 million of an estimated 54 million under the age of 65 who would have no coverage without the legislation. The CBO estimates the Senate bill would cost \$871 billion.

Canada Higher pay expected



Canadian workers can expect slightly higher pay increases in 2010 than those handed out in 2009, according to the Conference Board of Canada. The Conference Board surveyed 435 Canadian organizations as part of its annual Compensation Planning Outlook and found that employers are predicting average pay increases of 2.7 percent for 2010, up from the actual average increase of 2.4 percent in 2009.

Chile Equal Pay Act



On Dec. 19, 2009, Chile enacted the Equal Pay Act mandating that every company with more than 10 workers on its payroll must include in its internal regulations a procedure allowing female employees who believe they are being treated unfairly to present a formal complaint. It also requires companies with more than 200 workers to keep a register of employee jobs and responsibilities. Employers may, however, establish certain differences in wages in cases where that is justified on the basis of such objective aspects as abilities, qualifications, suitability, responsibility and productivity.

European Union Growth rate forecasts



The European Commission expects the bloc's economy to expand 0.7 percent this year and grow 1.6 percent in 2011. But this picture of gradual recovery over the next two years could be threatened by a still-fragile banking sector, it said, and the strong euro will hold back export growth. The U.K. economy is expected to grow 0.9 percent this year and 1.9 percent in 2011, outpacing the euro-zone average. Ireland and Spain, by contrast, are expected to remain in recession this year before recovering in 2011.

Ireland 2010 budget cuts



New Year's Day rang in with a more austere Ireland, with the government trimming more than \$4 billion from its 2010 budget by slashing salaries for government workers, including Prime Minister Brian Cowen who is taking a 20 percent pay cut. Ireland, which is feeling the weight of debt like many industrialized

nations, is also cutting benefits to widows, single mothers and people with disabilities. An annual levy of €200,000 targeting wealthy Irish nationals living overseas also went into effect.

U.K. Pension schemes; bank bonus tax



Nine out of 10 final-salary pension schemes are now closed to new entrants, and 18 percent of the plans are closed to future accruals from members, says the Association of Consulting Actuaries (ACA). The ACA, which surveyed 309 firms, said the situation was "deteriorating," with 91 percent of such plans now in deficit.

Effective Dec. 9, 2009, banks operating in the U.K. must pay a one-time levy of 50 percent when awarding bonuses to employees above £25,000. Employees will still have to pay income tax on their bonuses. The government introduced the measure after firms that had benefited from taxpayer bailouts began to allocate more money to employee remuneration. The levy will remain in effect until April but could be extended.

France Bank bonus tax



President Nicolas Sarkozy says France will include a tax on bankers' bonuses in its 2010 budget. Banks operating in France would be required to pay a one-time tax of 50 percent on any bonus above €27,000 given out in 2010. The levy would not apply to workers in French-owned banks operating in other countries.

Global Climate change



The Copenhagen Accord was "recognized" but not "agreed to" on Dec. 18, 2009, at the conclusion of the Climate Change Summit that brought together leaders from 28 countries. The accord says actions should be taken to keep temperature rises to no more than 2 degrees Celsius, and says rich countries will commit to cutting greenhouse gases and developing nations will take steps to limit the growth of their emissions. The document is not legally binding and sets no targets for reducing CO₂ emissions. [WL](#)

Editor's note: Briefs were compiled from government web sites and news stories in USA Today, Bloomberg, Wall Street Journal, BBC News, Reuters and Canadian HR Reporter.

THE WORLDLINK HR CALENDAR

June 10-11, 2010

18th DGFP-Kongress

Wiesbaden, Germany

E-mail: graf@dgfp.de

Web site: www.dgfp.de

June 10-12, 2010

AEDIPE 45th Congress

A Coruña, Spain

Tel: +34 91 420 0612

E-mail: aedipe@aedipe.es

Web site: www.aedipe.es

June 27-30, 2010

SHRM 62nd Annual Conference
& Exposition

San Diego, CA, USA

Tel: +1 703 548 3440

E-mail: rosaura.barrera@shrm.org

Web site: www.shrm.org

August 17-20, 2010

ABRH Nacional CONARH

São Paulo, Brazil

Tel: +55 11 3124 8858

E-mail: abrh@abrhacional.org.br

Web site: www.abrhacional.org.br

September 26-29, 2010

WFPMA World Congress

Montreal, Canada

Tel: +52 55 51 40 22 14

E-mail: info@cchra-ccarh.ca

Web site: www.hr2010.com

Editor's note: Please submit events for the calendar to Adrienne Fox at afox@pointcs.com.

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AFRICAN FEDERATION OF HRM ASSOCIATIONS

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Australia, Bangladesh, Hong Kong, India, Indonesia, Japan, Malaysia, New Zealand, Papua New Guinea, Philippines, Saudi Arabia, Singapore, Sri Lanka, Taiwan, Thailand

President: Peter Wilson, Australia

EAPM (27)

EUROPEAN ASSOCIATION FOR PEOPLE MANAGEMENT

Austria, Belgium, Bulgaria, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Hungary, Ireland, Italy, Latvia, Malta, Netherlands, Norway, Poland, Portugal, Romania, Russia, Slovak Republic, Spain, Sweden, Switzerland, Turkey, United Kingdom

President: Pieter Haen, The Netherlands

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NAHRMA (3)

NORTH AMERICAN HRM ASSOCIATION

Canada, Mexico, United States

President: Carolyn M. Gould, U.S.A.

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NEXT ISSUE

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