



WorldLink

Linking people management professionals around the globe

In a Rapidly Changing Environment, HR's Role Is to **Make the New Workplace Work**

By Henry G. Jackson

Organizations need to have candid conversations about the evolving workplace, and no one is better qualified to lead that discussion than members of the HR profession.

How is your organization keeping up with changes in the workplace? Is the leadership team in a war room, crafting new strategies to help it adapt and remain competitive? Or has your business assessed its current model and the competitive landscape and decided to stay the course?

In every company, the rapidly changing nature of work and the worker demand serious attention. No matter our size, industry or location, we cannot escape the forces that are reshaping work dramatically.

Consider workplace flexibility. According to research by the Families and Work Institute, sponsored by the Society for Human Resource Management (SHRM), companies offering telework arrangements have nearly doubled in the past 10 years. The workday is no longer primarily "9 to 5," and many employees blend their personal and professional schedules. Working on the go has become the new normal, and technology has enabled communication and the completion of tasks 24/7. As a result, employees and employers alike are more focused on results than the particulars of when, where and how work gets done.

While our expectations around workplace flexibility have evolved, many of our policies have not. For example, last May, the U.S. Department of Labor released its final rule on the Fair Labor Standards Act overtime regulations. The new regulations increase the standard salary level at which employees are declared exempt from overtime pay from \$23,660 per year to \$47,476, with regular automatic increases to the threshold. As a result, millions of workers earning salaries under the new threshold may be reclassified to hourly employees, losing the professional "exempt" status that they have worked hard for and the flexibility they care deeply about.

The rule was set to go into effect Dec. 1, but on Nov. 22, a Texas district judge issued a preliminary injunction halting the rule. Although it is possible that the government could successfully appeal the decision,

it's more likely that any changes to the overtime rules will wait for the incoming administration.

While the spirit of the overtime regulation is to boost incomes of hard-working employees, the reality of it will return us to an outdated way of working in which people felt bound to their desks. If employees are busy watching the clock, they won't be keeping an eye out for what's ahead.

Flexibility is but one item on a long list of issues, including paid leave, retirement and health care, that are exposing the weaknesses of an aging employee-employer infrastructure built for doing business in the 1930s. We need to have a candid conversation about the evolving workplace, and no one is better qualified to lead that discussion than members of the HR profession.

Now more than ever, the HR profession must guide the relationship between employer and worker and lead the way toward policies that make sense and drive business success in today's operating environment. It is HR's time to make the new workplace work.

Henry G. "Hank" Jackson is immediate past president of the North American Human Resource Management Association and president and CEO of the Society for Human Resource Management.



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CEOs Talk Back: HR's Role in the Perfect Storm

By Natalie Michael, CPHR

Three CEOs discuss disruptions they are seeing in business and how HR can help.

As a leadership coach, one of the things I think about most often is where the world of work is heading. Personally, I appreciate the fact that I can work with clients from around the globe, that I can respond to e-mail while watching my daughter do cartwheels at gymnastics and that more strategic work is becoming available as Baby Boomers start to put their retirement plans in motion.

Alternatively, I also worry about rising interest rates, feel trapped by real estate prices and dream about earning more money. So, when I talked to three CEOs about the disruptions they were seeing in business, and how HR can help, I was fascinated to learn that they are thinking about the same things I am and more.

Ultimately, they are asking: How do we give people more of what they want, yet manage cash constraints and the downside of too much, too fast?

DISRUPTION 1: RISING COSTS, SHRINKING TALENT

One of the biggest disruptions in business is upward wage pressure and fixed budgets combined with a talent crunch. Neville Israel, CEO of SunRich Fresh Foods, describes it well: "Right now the world of work is a perfect storm for disruption—the talent pool is tight and the cost of living is high. Throw in the exchange rate, and costs are even more inflated. Yet, in today's climate, CEOs are not in a position where they can pay way above market, so they have to create a positive culture and find other ways to develop talent. The reality is that the employee of today and tomorrow has different needs, so I look to HR to be at the center of this. They need to understand what employees need, to get to the heart of it and to find ways to communicate so our value gets through. Paying more (and more and more) is just not an option for us."

The same topic is on the mind of Hendrik Zessel, a managing partner of commercial real estate firm Cushman and Wakefield Vancouver. Zessel asks: "How far should we be going to keep good talent? I want to keep them, and I want to develop them, yet I can't always go outside the pay band. I wonder: How do I give employees value and a career path without upsetting everyone else? It seems to me that employees, particularly Millennials, want challenge, lifestyle and cash. If HR can give me creative ideas for meeting these needs while helping us run the business and serving clients, I would like to hear them. We can't keep throwing cash at everything because it creates disruption and entitlement."

DISRUPTION 2: ONE BIG WORLD, ONE TIGHT GROUP

Another disruption is that the workforce is more widely distributed—a trend that will only keep growing. It prompts the question: How do we create a feeling of closeness and a strong culture from a distance?

"In our world, our key message is the same: People are our priority, and their success is our success, but what is changing is the medium we use to communicate this message," says Israel. "We have to use technology more, find new ways to collaborate, and I want HR to be able

to adapt key messages to different cultural groups."

Zessel concurs, adding, "It seems like the Millennials need more hugs and mentoring. I can't be in that high touch with everyone all the time. It's helpful when HR is out there communicating the value proposition, putting people's work and talent into a broader context, and really taking the time to understand and meet people's needs."

DISRUPTION 3: INVEST RETAIN, NOT INVEST DRAIN

It can get frustrating when CEOs put a lot of time and energy into developing people only to have them leave. In some ways, this becomes the ultimate disruption, especially when the people leaving have made a positive difference to the culture and business.

"When we go to bat for someone and they leave it is frustrating for everyone," Zessel explains. "Recently, we gave someone a \$10,000 raise only to have them resign two weeks later. I believe part of HR's role is to stay close to people and to build trust with them. When HR can influence people and put their issues in a broader context, it helps. Employees need to understand they have it good in our firm and how we compare to other companies out there. I believe HR is part of our 'high-touch' strategy, especially when both older and younger employees have rising expectations."

Kevin McCrum, CEO of commercial cleaning services provider Best Service Pros, would also like to see HR professionals develop trust and influence with others that will help them to overcome employee objections and concerns. "My hope is that all HR people take some sales training in their career. It's not that I want them to be salespeople per se; yet it's important that they can get their ideas across and influence people, and it's helpful when they are effective at overcoming objections and negotiating," McCrum says. "For me, it's all about hiring the right team and then helping them to grow. Technology is key for training in a distributed workforce, and when HR has headhunting and sourcing skills it really helps our business grow."

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—Hendrik Zessel, Cushman and Wakefield Vancouver

What's clear to me from these interviews is that now, more than ever, HR can't afford to be in a silo because figuring out what people want and delivering it in ways that businesses can afford will be an ongoing challenge over the next decade. Moreover, technology, communication and culture will continue to grow as critical competencies in the future of HR.

Natalie Michael, CPHR, is a CEO and executive coach with the Karmichael Group and a Mackay Forums chair. She coaches executives who want to extract more meaning from their work, refine their leadership style and be more influential in challenging (and sometimes political) environments. This article first appeared in HRMA's *PeopleTalk*.

PepsiCo University Offers a Virtual Learning Experience

By Lilia Escamilla

The learning platform's reach has been expanded to more employees with e-learning rooms and a learning truck aimed at giving front-line employees more access.

PepsiCo Mexico Foods is constantly looking to adopt new technologies, processes and innovations, making it one of Mexico's top food companies. PepsiCo Mexico Foods also wants to ensure it has the best and most prepared employees. That's why the company continues to reinvent the way employees are trained. PepsiCo University offers a robust and diverse learning platform that is available globally to all employees—on laptops, computers, in e-learning rooms and from learning trucks.

The PepsiCo University portal offers more than 19,000 virtual courses that employees can customize to fit their role, function and interests, whether related to function, leadership or human development.

PepsiCo University was launched in 2007 as a virtual training platform. Prior to PepsiCo University, employees had access to onsite training, but PepsiCo's virtual platform provides access to training no matter where employees are located or whether they are front-line employees, working in sales or operations, or non-front-line employees focused on human resources, marketing or finance.

A VARIETY OF COURSES OFFERED

The PepsiCo University portal offers more than 19,000 virtual courses that employees can customize to fit their role, function and interests, whether related to function, leadership or human development. The portal offers 10 Functional Global Colleges ranging from HR, Marketing, Research & Development, to Supply Chain, Procurement and Sales, focused on providing specialized e-learning for each function, giving employees the opportunity to access all of the content regardless of their specialty.

PepsiCo has set up e-learning rooms inside each operations plant in Mexico so front-line employees can participate in PepsiCo University.

PepsiCo's top leaders also teach and share different capabilities with employees in real time through Master Classes, which are recorded so that employees can access them at any time. These e-classes help promote a learning culture and instill intellectual curiosity among employees. Some courses developed by PepsiCo are innovative, such as PepsiCoVille, an interactive learning experience modeled after the popular game FarmVille. PepsiCoVille uses the game to help employees understand their role in the food supply chain.

In addition to being able to use all the specialized and customized courses, employees have access to Harvard ManageMentor courses, Get Abstract, Books 24x7, Skillsoft and Rosetta Stone language programs.

PEPSICO BRINGS PORTAL TO ALL EMPLOYEES

PepsiCo set up e-learning rooms inside each operations plant in Mexico in 2012 so front-line employees can participate in PepsiCo University. Today, there are 17 e-rooms across Mexico supporting more than 11,000 employees. These employees complete more than 22,000 virtual activities a year. PepsiCo is repeating this model in Brazil and plans to implement it in each Latin American plant by 2017.

PepsiCo is also piloting a learning truck in Mexico, which provides computer access to employees who might not have a laptop or access to an e-learning room. PepsiCo's 35,000 operations and sales employees don't have access to a computer at work so the e-rooms and learning trucks make it possible for them to participate in PepsiCo University.

Continual investment in virtual technologies for front-line employees has helped each employee to complete his or her individual learning plan. So far, in 2016, employees have completed more than 20,000 learning activities and taken more than 18,000 e-classes. PepsiCo Mexico Foods continues to prove that continued investing in learning and training is critical to developing the most prepared employees who will deliver the best results.

Lilia Escamilla is senior director of PepsiCo Latin America.



PepsiCo is piloting a learning truck, which gives computer access to employees in Mexico who might not have a laptop or access to an e-learning room.

Recruiters Turn to Chat-Based Messaging to Find Talent

By Aliah D. Wright

Recruiters at Chicago-based KPMG found 70 new hires after sponsoring 12 chat-based events that encouraged candidates to talk with staff.

Messaging apps like WeChat, WhatsApp, Kik and Facebook's Messenger may soon eclipse social media communication. Recruiters are already keying in on this technology and beginning to use it to find and retain talent.

"Chat-based messaging is still in its infancy," said Ryan Healy, founder and president of Arlington, Va.-based enterprise chat-software company Brazen, speaking to attendees at the Human Resource Executive HR Technology Conference and Exposition in Chicago in October. But, he noted, the number of people already using these apps is growing.

"There are 2.5 billion people using messaging apps," he said. By 2018, that number is estimated to rise to 3.6 billion people. Some say messaging app usage may soon surpass social media usage. In comparison, 2.6 billion people in 2016 had a social media profile, according to Statista, an online statistics portal.

YOUNG ADULTS PREFER CHAT-BASED MESSAGING

According to the latest findings from the Pew Research Center, "36 percent of smartphone owners report using these communication tools. Young adults are particularly enchanted by these kinds of apps, with 49 percent of owners ages 18 to 29 using them."

Chat-based messaging apps allow people to text each other as they would on mobile phones from a smartphone, desktop or tablet. All that's required is internet access.

In a world where Millennials and Generation Z think it's rude to call someone without texting first, Healy said, chat-based messaging has "transformed how we do business." Candidates use Brazen just as they would a personal chat-based service, and recruiters can swipe left or right to see more of a candidate's profile—such as his or her resume or LinkedIn page.

CHAT-BASED RECRUITING EVENTS ARE LOW-COST, EFFICIENT

Recruiters need to think like marketers when trying to find talent, he said, and include a "call to action" that asks readers to do something, like buy a product or share information. For job candidates, the best call to action is interaction with staff, Healy said. "Top talent responds three times better if you offer them access to people in your organization," he noted.

Recruiters at Chicago-based KPMG have experienced the power of using chat-based messaging to offer potential job candidates interaction with staff. Over a two-year period, KPMG hosted 12 chat-based events using Brazen's web-based, mobile-optimized instant chat messaging platform that attracted 2,700 participants, said Eileen Raymond, executive director of Experienced Hire Recruiting at KPMG. During

each chat, internal and external candidates were encouraged to engage with staff about careers.

"Through those 12 events, we hired more than 70 people," Raymond said. Of the 70 hired, she said, 91 percent of the candidates came from diverse backgrounds; 75 percent were female; 65 percent had two to seven years' worth of experience; and 35 percent had eight or more years' worth of experience.

In a world where Millennials and Generation Z think it's rude to call someone without texting first, chat-based messaging has "transformed how we do business."

"It cost less than \$800 [to recruit] those 70 hires," Raymond said, which didn't include 20 people KPMG transferred internally as part of an internal campaign. Traditional recruitment costs are higher, she noted.

KPMG did "quite a bit of marketing" before the event to specific target groups, including advisory, tax, technology and audit professionals, she explained. "We let them know they could participate on their lunch breaks," she said, and KPMG spoke to leaders, employees and hiring managers, too. "For me, as a recruiting director who needed to execute [hiring], it was quite easy," she added.

Raymond offered these tips for a successful chat-based recruitment event:

- Get internal support for use of the tool from IT, risk management and other departments.
- Identify a target audience to bring in more qualified candidates.
- Develop project plans for each event, including key assignments, promotion, deliverable due dates and participants.
- Develop a comprehensive marketing plan for the target audience pool.
- Provide material for candidates to review before and during the event. This could include video, brochures, job postings, awards, articles and press releases.
- Limit the number of attendees and the duration of the event. Two hours is optimal.
- Train recruiters and participants one week before the event and provide documentation as reference on the day of the event.
- Monitor registrations daily to ensure an optimal ratio of recruiters to candidates.
- Make sure wait times to talk to staff do not exceed 15 minutes.
- Coordinate an emergency point of contact with the chat app facilitator in case of technical issues.
- Follow up with attendees to keep relationships warm for current or future opportunities.
- E-mail registrants who did not attend and invite them to future events and to join your talent community.

Aliah D. Wright is online manager/editor for technology at the Society for Human Resource Management.

Is **Micro-Learning** the Next Big Thing?

By Jennifer Gerves-Keen

Rather than passively sitting in an all-day workshop for six hours, micro-learning allows employees to participate in bite-sized, targeted trainings.

Employees are only able to spend 1 percent of a typical workweek on learning and development, according to a recent study by Bersin by Deloitte. Contrast that number with statistics from the Association for Talent Development, which estimates that the average time spent in training is still more than 30 hours per employee in any given year, and it's easy to see that many employees are being asked to spend time they do not have in training courses that might not be useful to them.

The solution to this dilemma could be micro-learning, which recognizes that our brains learn more effectively when presented with smaller pieces of information over time, as opposed to workshops and training courses that attempt to cram too much content into a confined amount of time.

This lack of dedicated time to learn in the workplace is one of the three primary factors fueling the growth of micro-learning. The other two factors are shorter attention spans and the ability to offer training on mobile devices.

WHAT EXACTLY IS MICRO-LEARNING?

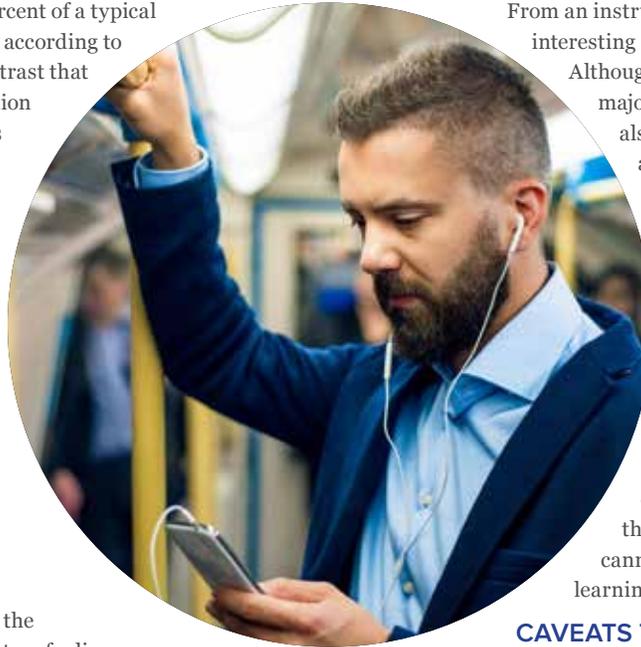
Micro-learning often involves a series of shorter, concise lessons that, when taken together, achieve a larger, longer-term and more complex learning goal. It is also seen as a self-directed, short and informal learning experience that can be customized to make it as relevant as possible to each employee. This is particularly attractive to organizations that have access to advanced technology and can offer a variety of training options to their employees, regardless of their position or their location.

The growth in popularity of micro-learning also has been linked to the growing Generation Y population in our workforce. However, micro-learning is suitable and attractive to employees of all ages and experience levels.

Micro-learning takes into consideration how our brains actually learn rather than expecting employees to attend full-day workshops, sitting passively for six to eight hours at a time.

KEEP IT SHORT, SWEET AND VARIED

Micro-learning has three consistent features—it is short, narrow in focus and quickly digestible. There is no standard allotted time for a lesson but, if the lesson uses video, it should be less than four minutes in length. Each lesson should be limited to one topic or idea per learning piece. This makes micro-learning very doable to even busy employees because it is available and on-hand when they need it or have time to complete it.



From an instructional design perspective, the most interesting element of micro-learning is its diversity. Although many organizations use video for the majority of their micro-learning, lessons can also be presented as activities, discussions, articles and games.

Micro-learning takes into consideration how our brains actually learn rather than expecting employees to attend full-day workshops, sitting passively for six to eight hours at a time. While there is still insufficient research available to know whether micro-learning is effective in reaching long-term learning goals, it's clear that micro-learning can be part of an effective learning program. However, there may be certain topics or skills that cannot be effectively delivered as micro-learning or as a stand-alone option.

CAVEATS TO CONSIDER

There is obviously a downside to consider when promoting micro-learning within an organization. Are we supporting the mentality of getting results with the least amount of effort? Are we taking away the opportunity for deep, reflective thought that may lead to behavioral change and long-term learning? It's hard to say, at this point, as we don't have enough evidence to determine the long-term impact of this approach.

It also takes a good amount of time to decide on the focus of your organization's micro-learning program. For instance, which topics to include, which medium to use and what content updates to make as your organization produces its micro-learning courses. The most important piece is how will the employer know that the lesson actually has been completed and whether it was effective?

Everyone is familiar with video training that ends with an online quiz, but that measure is not the same as actually seeing how the learning is applied or the ability to measure its impact and long-term sustainability.

MICRO-LEARNING FROM OTHERS

To see an example of what micro-learning actually looks like, visit sites such as KnowledgeGuru, Axonify, Grovo, Coursmos and DailyBitsOf. Some offer learning platforms that allow organizations to upload their own content and build their own course library; others have micro-learning courses available and ready to use. At the very least, employers today should consider micro-learning as an additional tool for delivering a customized, relevant and time-conscious blended approach to their organizational learning needs.

Jennifer Gerves-Keen, M.A., P.C.C., is a coach and consultant focused on collaborating with her clients to develop people in effective ways that actually make sense. This article first appeared in HRMA's *PeopleTalk*.

Creativity, Innovation and Entrepreneurship: **The Mexican Way**

By Jose Antonio Cárdenas Marroquín, Ph.D.

“The secret of Silicon Valley has nothing to do with the government, or economic incentives or science and technology parks, which are a useless waste of money. The secret is the kind of people who concentrate here.” —Vivek Wadhwa, entrepreneur

My team and I conducted a research project a few years ago aimed at better understanding the characteristics of Mexican group dynamics with regard to idea generation in the workplace. We compared the procedures followed in other countries to the “Mexican Way,” and we concluded that group creativity is deeply embedded within the Mexican culture and constitutes a fundamental part of Mexican idiosyncrasy.

Those familiar with our country and its culture often express with admiration that “Mexicans are a very creative people.” This conception reflects the widespread consensus regarding the individual ingenuity, resourcefulness and imagination of Mexicans. Our research revealed that the strongest and most genuine expression of Mexicans’ natural creativity actually surfaces during group dynamics.

Mexicans, unlike Anglo-Saxons, do not need to start workshops and brainstorming sessions with an ice-breaker exercise to foster creativity.

IDEAL CONDITIONS FOR CREATIVE THINKING

Based on two years of direct and systematic observation of creative groups, we found that Mexicans, unlike Anglo-Saxons, do not need to start workshops and brainstorming sessions with an ice-breaker exercise to foster creativity. Mexican groups present, in essence, ideal preconditions for creative thinking, including: 1) low degrees of formality; 2) outstanding levels of self-confidence; 3) an atmosphere of freedom and openness; and 4) pre-assumed roles implicitly assigned to group members via natural and spontaneous processes.

We found that, in these dynamics, it is very difficult to conceive a rational process, a forced sequence or preconceived methods. These group scenarios in which Mexicans interact are nothing short of a helix of ideas undergoing chaos, crises, twists and regressions. Yet, the outcomes are extremely rich contributions of unequal length and duration, ending only with the exhaustion of the creative vein of the participants. In general, the natural process of generating ideas in Mexico tends to be extraordinary from multiple dimensions—namely volume, language, quality, diversity, worldviews, creative utopia, openness, solidarity and even participants’ satisfaction. Conversely, however, we also discovered a huge scarcity in effective means of idea implementation, particularly in terms of innovation.

INNOVATION REQUIRES DISCIPLINE, TOO

Based on international data from the World Intellectual Property Organization, business school INSEAD and Cornell University, we can say that Mexicans have, in recent years, swiftly and significantly improved their ability to innovate. Unfortunately, however, there are shortcomings in our superb creativity, many of which ironically derive from our own virtues, including the absence of comprehensive recording and structuring of ideas, the lack of systematic procedures, effective implementation and monitoring, as well as poor reflective feedback about the process itself.

Data provided by Dr. Jaime Parada Avila during his tenure as head of Mexico’s National Council for Science and Technology indicates that these elements have not yet flourished in Mexico. Our business arena is not yet quite fertile ground for entrepreneurs to surface and contribute to economic and social development as ideally desired.

Creativity, innovation and entrepreneurship demand the presence and interaction of creative, innovative and enterprising people. The theory of the solitary creative genius is arguably just a myth. The process of creating value by applying creative ideas and innovative efforts in undertaking profitable business ventures is a rather social endeavor. Mankind has historically achieved its ultimate progress in contexts where individuals are exposed to learn from those with whom they interact, compete or collaborate. Perhaps the most visible and elemental expression of these elements in action are today’s corporate ecosystems competing through innovation.

Kinnevo, a company nestled in the heart of the Silicon Valley, along with Autodirección y Aprendizaje, S.C., the company that I manage in Monterrey, Mexico, completed a series of empirical studies that identified a singular model of entrepreneurship. The research suggests that the essential starting point involves recognizing that innovation is the result of creating and modifying processes and products, while entrepreneurship is the means to do so. Further, the research found that the way forward involves two joint and coordinated actions: 1) employing a methodology to develop innovative projects, such that any person may be capable of transforming an idea into a successful project; and 2) strengthening the competencies of those involved, by allowing them to take control of their own learning.

Our empirical findings suggest the need for incorporating the possibility of error and promptly correcting that course of action. The goal is to gradually evolve into excellence in entrepreneurship by providing for unlimited creativity for great ideas and innovation to make things happen. In Mexico, while we are still a far cry from bridging the gap between our ingenuity and resourcefulness, we are also increasing our ability to innovate and deliver results.



Jose Antonio Cárdenas Marroquín, Ph.D., is managing partner of Autodirección y Aprendizaje S.C.; chief learning officer of Predictive Technologies; and vice president of Human Capital ERIAC. He holds a master’s degree in management of technology from M.I.T., a master’s degree in human resources from the University of Utah and a Ph.D. in education from the Monterrey Institute of Technology.

Around the Region

Canada Most Employees Are Happy



International recruiter Robert Half and wellness guru Nic Marks teamed up to ask more than 12,000 Canadian and U.S. workers whether they are happy at work. The research revealed that most professionals are generally content and, on a happiness scale of 0-100, the average score was 71. The No. 1 driver of happiness for employees was having pride in the organization they work for, and the research found that workers who feel pride are three times more likely to be happy than those who don't. Respect and appreciation also drive happiness and come in second and third, respectively, as the top happiness drivers.

Mexico Best Business Climate



Mexico was cited as having the best business climate in Latin America, according to a World Bank report, *Doing Business 2017: Equal Opportunities for All*. The report evaluates 190 economies and confirms that Mexico is the highest-ranked nation in the region. Overall, Mexico rose to the 39th place out of 190 global economies ranked in the report. Mexico is Latin America's second-largest economy. The report finds the country has improved its score on registering property, enforcing contracts, dealing with construction permits and resolving insolvency.

United States Federal Contractors Get Paid Sick Time



On Sept. 30, the U.S. Department of Labor finalized rules set forth in Executive Order 13706, establishing that employees working on contracts with the federal government must receive up to seven days of paid sick leave, including safe time for survivors of domestic violence, sexual assault or stalking. The Department of Labor estimates that its final rule will provide paid sick and safe leave to about 1.15 million workers employed by federal contractors.

Sources: HRM Canada, *The Yucatan Times*, The White House



WFPMA Leaders

At the 2016 World Congress, the World Federation of People Management Associations (WFPMA) inaugurated its new Board and officers, which will be led by Peter Wilson of the Asia Pacific Federation of Human Resource Management (APFHRM) and Secretary General/Treasurer Leyla Nascimento. Jorge Jauregui of the North American Human Resource Management Association (NAHRMA) has become immediate past president.

In his inaugural address, Wilson acknowledged there is an enormous spectrum in the profession of human resources. There are about 750,000 HR professionals in 95 countries, he said.

"We are about help required—helping someone else be the best they can be," he said. The challenge is the growth of our own profession and helping ourselves become better, he said.

"There are some who are doing terrific work, and everyone has borne the brunt of bad HR, including my family and my children," he said. "Part of what we are trying to do in helping ourselves is captured in the word 'certification' to actually lift the standards of what an HR professional is."

Wilson said he is not seeking one standard for the entire world. "I think we have to think globally, act local," he said. Improving education and continuing to learn is the key to a great profession, he said.

To view the full list of the 2016–2018 Board members, see page 8.



WFPMA President Peter Wilson (left) presents Wayne F. Cascio with the WFPMA Award "Georges Petitpas."

WFPMA Award 'Georges Petitpas'

The 16th WFPMA Award "Georges Petitpas" honored Wayne F. Cascio, the Robert H. Reynolds chair in global leadership, professor of management at the University of Colorado, Denver. The award is given biennially to an individual who embodies the spirit of, and dedication to, the HR management profession at a global level and whose spirit and dedication has been an inspiration to others. "As I reflect back on my career, receiving an award like this was the farthest thing from my mind when I started out as a 26-year-old assistant professor," Cascio said when he accepted the award. "I was just happy to have landed an academic job!"

Cascio recounted the story of how he got his first book, *Applied Psychology in Human Resource Management*, published in 1978. "I began writing it in 1973, long before personal computers and word processors were available," he said. "I wrote in longhand on yellow A-4 paper. I had so little money at the time that I bought a second-hand couch and an ironing board at a thrift store, so I could spread out all of my journals and source materials around me as I wrote."

That book sold 40,000 copies in its first edition, and Cascio is now writing the eighth edition. "It sold in business schools, in psychology departments, in schools of public administration, in schools of criminal justice and in nursing schools," he said, noting it also has been translated into many languages.

"I'm proud that you believe my spirit and dedication have inspired others," Cascio said. "In fact, however, we are all engaged in a noble pursuit: to improve the opportunities and work lives of people everywhere through the HR profession. All of us can and should take great pride in what we do."

SHRM Certifications Receive Accreditation

In November, the Society for Human Resource Management announced that its SHRM Certified Professional (SHRM-CP) and SHRM Senior Certified Professional (SHRM-SCP) exams have been accredited, a pronouncement that the HR credentials meet the highest standards in testing. The Buros Center for Testing, a premier test review center at the University of Nebraska-Lincoln in the United States, accredited SHRM Certification less than two years after the credentials were launched. More than 96,500 HR professionals in 105 countries hold SHRM credentials.

World Federation of People Management Associations (WFPMA)

WFPMA BOARD OF DIRECTORS 2016–2018

President Peter Wilson, Australia

Secretary General/Treasurer Leyla Nascimento, Brazil

Immediate Past President Jorge Jauregui, Mexico

Members **AHRC:** *Members to be confirmed at the next Board meeting.*

APFHRM: Musharrof Hossain

EAPM: Bob Morton, Izy Béhar

FIDAGH: Lisellote Ortega, Aida Josefina Puello

NAHRMA: Henry G. "Hank" Jackson, Anthony Ariganello

MEMBER ORGANIZATIONS OF THE WORLD FEDERATION

AHRC (28)

AFRICAN HUMAN RESOURCES CONFEDERATION

Algeria, Angola, Benin, Botswana, Burkina Faso, Cameroon, Chad, Ethiopia, Kenya, Malawi, Mali, Mauritania, Mauritius, Morocco, Namibia, Niger, Nigeria, Rwanda, Senegal, South Africa, Sudan, Swaziland, Tanzania, Togo, Tunisia, Uganda, Zambia, Zimbabwe

President: Hicham Zouanat, Morocco

APFHRM (15)

ASIA PACIFIC FEDERATION OF HRM

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

President: Musharrof Hossain, Bangladesh

EAPM (28)

EUROPEAN ASSOCIATION FOR PEOPLE MANAGEMENT

Austria, Bulgaria, Cyprus, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Macedonia, Malta, Netherlands, Norway, Portugal, Romania, Russia, Slovakia, Slovenia, Spain, Sweden, Switzerland, Turkey, United Kingdom

President: Bob Morton, United Kingdom

FIDAGH (15)

INTERAMERICAN FEDERATION OF PEOPLE
MANAGEMENT ASSOCIATIONS

Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, Guatemala, Nicaragua, Panama, Paraguay, Perú, Uruguay, Venezuela

President: Leyla Nascimento, Brazil

NAHRMA (3)

NORTH AMERICAN HRM ASSOCIATION

Canada, Mexico, United States

President: Shannon Railton, Canada

HR Calendar

February 1-3, 2017

Human Resources Conference
Metro Toronto Convention Centre
Mississauga, Ontario, Canada
Website: <http://10times.com/rhec>

March 2017

6th Bangladesh Society for
Human Resource Management
International HR Conference
Bangladesh
Website: [www.bshrmdbd.com/bshrm/
conference.php](http://www.bshrmdbd.com/bshrm/conference.php)

June 18-21, 2017

SHRM Annual Conference &
Exposition
New Orleans, La., USA
Website: annual.shrm.org

August 21-23, 2017

AHRI National Convention &
Exhibition
Sydney International
Convention Center
Sydney, Australia
Website: [www.ahri.com.au/
national-convention](http://www.ahri.com.au/national-convention)

September 2017

AMEDIRH Annual Conference
Centro Banamex
Mexico City, Mexico
Website:
www.amedirh.com.mx/eventos

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welcomes news stories, announcements of events and ideas for articles. These should be accompanied by a telephone number and e-mail address.

Melanie Padgett Powers

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NEXT ISSUE

The next issue of *WorldLink* will be published in March 2017 and will feature the African Human Resources Confederation and HR news from Africa.

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