



## Global HR 'competencies' project gets under way

DOES A common core of competencies exist for human resource management around the world? This is to be the subject of a major new study commissioned by the World Federation of Personnel Management Associations and to be led by a steering group drawn from WFPMA nominees from around the world.

The research is intended to address such issues as the absence of a worldwide definition of what constitutes an HR professional and the

wide variety of approaches to professional development; it should also help clarify the value of the contribution of the HR profession to business.

Taking account of work that has already been carried out in various countries, the study will examine routes into HR; education, training and career paths; and definitions of standards and accreditation.

● For further details, see article on page 4

## Award for Hillesheim



THE WINNER of this year's WFPMA-sponsored Georges Petitpas Memorial Award 'in recognition of

exceptional global leadership in human resource management' is Sergio Hillesheim, corporate HR director of Brazil's largest private oil company Empresas Petróleo Ipiranga.

A former president of both the Brazilian HRM Association and of the WFPMA, he has made a major contribution to the world of personnel and training over the past 30 years, both nationally and internationally, professionally and on a voluntary basis.

His trophy and citation were presented at the WFPMA conference in Caracas in July by the Federation's outgoing president Alberto Fuster de Carulla.

● Hillesheim profile - page 2

## Losey becomes Federation's new President

THE NEW President of the World Federation of Personnel Management Associations, appointed in July to serve for the next two years, is Mike Losey, President and CEO of the US Society for Human Resource Management (SHRM).

Formerly Secretary General of the Federation, he is succeeded in that post by the UK's Geoff Armstrong, Director General of the Institute of Personnel and Development (IPD).

The post of Treasurer moves from Armstrong to Eddie Ng of Hong Kong, China.

Other members of the WFPMA Executive Council are Alberto Fuster de Carulla of Spain, Immediate Past

President; Carlos Zapiola of Argentina and Richard Hallock of the USA, Vice Presidents; France's Armand Mella also attends in his capacity as chairman of the WFPMA World Congress for 2000.

### Representatives

Regional delegates to the Federation are Richard Rudman of New Zealand, representing the Asia Pacific Federation (APFHRM); Pedro Mendes of Portugal and Hans Bohm, Germany, from the European Association (EAPM); Ruben Casavalle of Uruguay and Juan Vicente Vera, Venezuela, from the Interamerican Federation



Mike Losey

(FIDAP); and Carolyn Gould, USA, and Alejandro Vazquez, Mexico, representing North America (NAHRMA).

The next meeting of the WFPMA Executive Council will be held in Harrogate, England, at the end of October.



## Seventh World Congress

A choir of 7 to 12 year olds provided a charming and harmonious start to the WFPMA's seventh World Congress on Human Resource Management held in Caracas, Venezuela, in July.

See report, page 6

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Associations

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For further information about the Federation contact Geoff Armstrong or Susanne Lawrence at the IPD, IPD House, Camp Road, London SW19 4UX, England  
Tel: 0181 971 9000  
Fax: 0181 263 3333  
E-mail: ipd@ipd.co.uk  
Website: www.ipd.co.uk  
WFPMA website: <http://wfpma.com.br>

**WorldLink**

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

Please send items to  
Susanne Lawrence  
Editor, Worldlink  
PPL, 17 Manchester Street  
London W1M 5PG, England  
Tel: 0171 487 4284  
Fax: 0171 487 3022  
e-mail: [susanne@centurion.co.uk](mailto:susanne@centurion.co.uk)

**Next issue**

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# Sergio W. Hille

## Winner of the 1998 Georges Petitpas

### WORLDLINK PROFILE

The HR business does not generate many heroes, and certainly not on the world stage. Yes, each national association has its leaders and loyal activists; some countries are lucky enough to have a handful of personnel professionals who make a telling contribution to the two or three companies their careers span; and of course there are the academic and business gurus who look to organisation structures, corporate culture and people management issues as their stock-in-trade.

But what can one expect from the winner of the World Federation award for 'exceptional global leadership in human resource management'? It's a lot to live up to...

Sergio Hillesheim does not disappoint. A consummate professional whose experience encompasses the broadest range of personnel and training responsibilities in both his native Brazil and internationally, he has also worked in line management and marketing, co-authored a book and lectured; he runs his own business and has made major contributions not only to the work of the Brazilian and Latin American professional HR associations but also to the World Federation. And, even now, at the age of 58 he is still involved in leading edge initiatives from which the world can learn.

Much of his professional life was with British American Tobacco subsidiary Souza Cruz. He began as a management trainee and graduated to plant manager, before being transferred to Rio as head of training and development. This was a position and indeed a function which Sergio very much structured himself, creating his own methodology, and case study exercises. As he told *WorldLink*, one of the achievements of which he is most proud was preparing that company for international competition through training and development, secondments, transfers, project groups – generally making employees aware of future threats and investing in them. So, when the competition came, Souza Cruz was able to see it off and retain its market share.

During the 1970s he had two lengthy spells overseas, both involving stays in England. First he did a post-graduate degree in behavioural sciences at Ashridge Management College (his

first degree was economics from the University of Rio de Janeiro and he has since attended courses at INSEAD in France and IMI in Switzerland), and prepared for his subsequent international postings. In the late '70s he was sent back to London for a two year assignment in marketing. In between he worked in Angola (before the revolution) and Rhodesia, in Trinidad, Tobago and Barbados and finally in the Netherlands and Germany.

From 1980 he served an eight-year stint back in Brazil as administration director (including HR and IT) of Aracruz Celulose, a large Souza Cruz pulp mill, before being headhunted by his current employer Empresas Petróleo Ipiranga, one of Brazil's largest private companies and the country's second largest oil distributor.

With the state relaxing its monopolistic hold on the oil industry, Hillesheim now finds himself back in a BAT-type situation, preparing to face serious competition. And with that in mind he is trying to develop the competencies that managers will need in their necessarily diversified future.

He bears the title corporate HR, social communications and press relations director, but there was no corporate level HR function when he joined EPI and establishing that with just three professionals including himself – internal consultants, he calls

them – is another key career milestone for him. "HR professionals have a real contribution to make to business strategy," he told *WorldLink*, "but we become true strategic partners in all too few organisations."

Globalisation, he feels, is both a threat and an opportunity in this regard: "Our bosses don't want to know about the technical side of what we do, like numbers of training hours, for instance; they are only interested in results, and if we don't concern ourselves with the bottom line and the outside world, we'll lose our jobs to line managers."

Certainly nobody can accuse Sergio of professional introspection. The social affairs arm of his present role has involved him in a solution to one of Brazil's

**“If we don't concern ourselves with the bottom line and the outside world, we'll lose our jobs to line managers”**

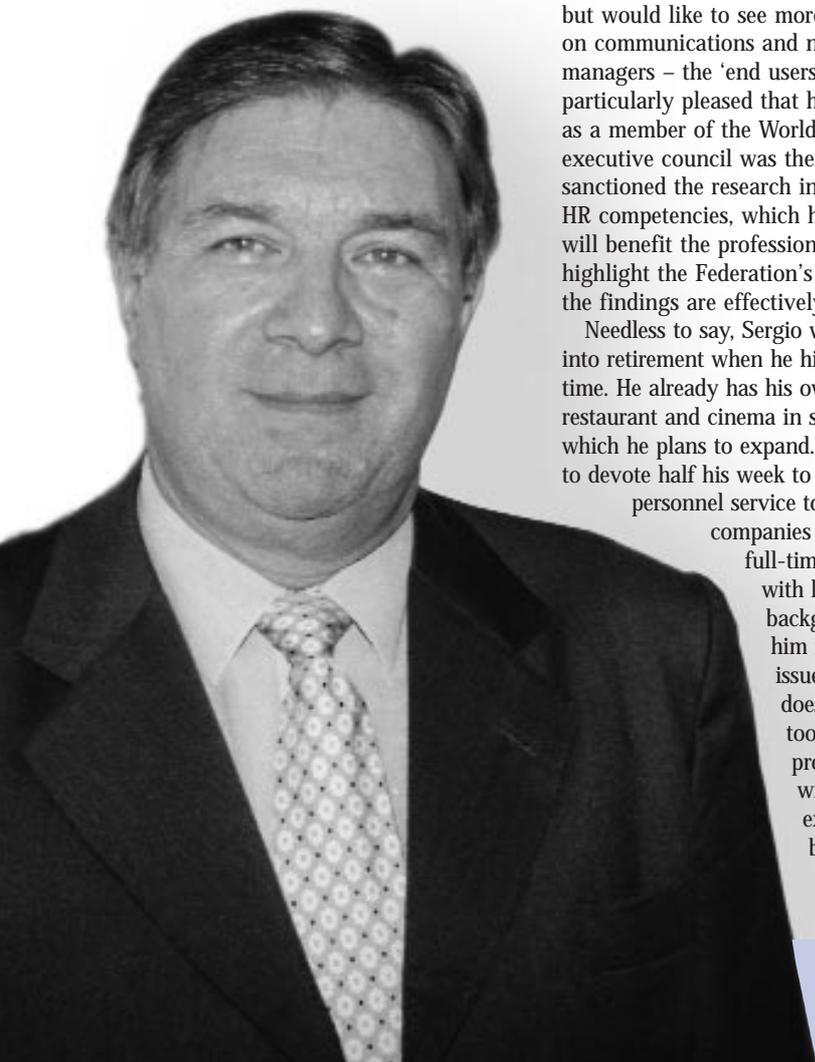
# shheim

## Memorial Award

most intractable problems – homeless children. The EPI project involves trying to find the parents or, if not, an orphanage; providing a minimum wage to prevent begging or in the latter case orphanage expenses; getting the children to school and ultimately offering them employment. Another Hillesheim-co-ordinated activity is teaching business and management to secondary schoolchildren and helping them set up small enterprises.

### WFPMA role

Sergio has twice been Brazil's 'Personnel Manager of the Year', in 1980 and again this year. His major contribution to the Brazilian HRM Association (buying the HQ and implementing a professional structure) led him to FIDAP, the interamerican (South plus parts of Central America) federation and thence to the WFPMA, of which he was president from 1992-96.



One of the World Federation's most significant roles in his view is helping countries without a well developed HR function, and he is particularly proud of its work in Eastern Europe (through the EAPM), South America (through FIDAP) and Africa. He personally did a lot in Africa and, while he is disappointed that an African Continental association was not achievable during his term, he is delighted that WFPMA rules now permit 'at large' members, in which capacity South Africa has just been accepted. He hopes that next on the Federation's 'hit list' will be China and Japan, the biggest industrialised countries outside the WFPMA (although Hong Kong, of course, is already in the Asia Pacific Federation).

He thinks the biennial international congresses play a significant role in facilitating the exchange of ideas and practice between countries, "which can only benefit the profession as a whole," but would like to see more money spent on communications and not least to line managers – the 'end users' of HRM. He was particularly pleased that his final meeting as a member of the World Federation executive council was the one that sanctioned the research into professional HR competencies, which he also believes will benefit the profession and help highlight the Federation's value, provided the findings are effectively communicated.

Needless to say, Sergio will not go quietly into retirement when he hits 60 in two years time. He already has his own hotel, restaurant and cinema in southern Brazil, which he plans to expand. And he intends to devote half his week to providing a

personnel service to medium-sized companies that cannot afford full-time professionals with his experience and background. Affording him is hardly the issue: the world doesn't have too many HR professionals with Sergio's experience and background! ○

## NEWS IN BRIEF

### Rights at work: ILO to monitor compliance

This year's conference of the International Labour Office voted overwhelmingly to adopt the ILO Declaration on Fundamental Principles and Rights at Work. This commits all members to work towards:

- Freedom of association and the right to collective bargaining;
- The elimination of forced labour;
- The effective abolition of child labour;
- The ending of discrimination in employment.

The Declaration incorporates a follow-up mechanism to monitor observance of these principles, which means that for the first time even countries which have not yet ratified Conventions covering these topics will see their legislation and practices subjected to ILO monitoring. Details of the follow-up mechanism will be finalised at the November meeting of the ILO's Governing Body.

The ILO will also compile an annual report examining global trends towards compliance with each of the principles.

Efforts to establish a new international Convention on contract labour failed to generate sufficient consensus and delegates referred the matter back.

### Recruitment guide

How to find international managers, the skills and competencies sought and the relevance and acceptability of different selection methods are the subjects covered in a new guide to international recruitment, to be published in November by the Institute of Personnel and Development. Ten company case studies will also be included.

Guide to International Recruitment, Selection and Assessment, price £5.50, IPD, Camp Road, London SW19 4UX

### Portuguese president

Carlos Moura, president of APG (the Portuguese HR association), has been elected president of FIACYD, an umbrella organisation for the HR associations of Latin America, Portugal and Spain. The election took place during the 10th Ibero-American Congress of HR Managers and Trainers held in Lisbon this summer.

### Website hyperlink

The WFPMA is taking steps to hyperlink the websites of all member federations and national associations into the World Federations's own website.  
<http://wfpma.com.br>

# Towards global



**Project co-ordinator Judy Whittaker and researcher Chris Brewster of Cranfield School of Management**

The meetings of the WFPMA Executive Council and Heads of Nations in Caracas in July approved plans for a major new research project on HR competencies and professional standards. Here Judy Whittaker, the director of the Institute of Personnel and Development who will co-ordinate the project for the Federation, explains how it will operate and what it is intended to achieve

There is no worldwide definition of what an HR professional is, does or can be expected to contribute. Moreover, there is a very wide range of practices in different countries' professional standards and certification programmes, with probably the most common position being that there are no explicit standards at all. Many national associations, though, particularly in rapidly developing economies, are looking for help to establish credible learning systems and certification processes which enable HR professionals to make the kind of operational and strategic contributions that are needed.

It is certainly not surprising, therefore, that there is confusion and uncertainty over the value of the profession's contribution to the worldwide processes of change that are being experienced, as organisations seek to establish distinctive, sustainable competitive advantage.

The WFPMA, drawing on material published or made available by colleagues and associations, in particular building on analyses from New Zealand, Spain, the UK and USA, has conducted a preliminary literature search on the subject. The conclusion is that a much more systematic approach is needed if we are to progress the WFPMA's ambitious goal of giving a real lead to HR professionals. We need to combine the experience of WFPMA members active in this area with the networks and knowledge bases of relevant researchers from around the world.

There is a great deal of academic literature focusing on styles of leadership and management appropriate to meet changing needs. The management of change, the learning organisation, the 'bundles' of management practices observed to be more or less effective, and many other related topics have been extensively covered. There is not, though, a great deal on the distinctive contribution of the HR professional, leading many to conclude that there is none. The 'big hat, no cattle'

accusation recurs frequently; and even HR professionals question whether they have anything special to offer from their body of knowledge, understanding and competence which cannot equally be offered by other members of the executive team.

The WFPMA is confident that the HR profession does have a distinctive contribution to make and wants to identify through this project how best to equip individual professionals to make it. However, it considers that, only once the knowledge, skills and behaviour have been defined, will it be able to demonstrate that it truly represents a profession with a common global core of competence.

## Funding

It is clear that a project of this kind needs to draw on the relevant experience and expertise of WFPMA members and on that of a committed research team with experience of addressing such matters internationally. The WFPMA has decided to dedicate one year's subscriptions towards funding the project and to seek voluntary contributions from continental federations and their national association members.

The IPD has nominated me, as director responsible for professional standards, and will fund my involvement and that of staff supporting me, plus a substantial cash contribution towards the cost of the researchers. The SHRM has indicated its willingness to make a substantial contribution, subject to approval by the appropriate governance body.

The WFPMA has decided that Professor Chris Brewster of Cranfield University should be commissioned to undertake the research work, largely because of the network and database of international HR practices already established there.

## Steering group

The World Federation is establishing a steering group to oversee the project. Members will:

# standards

- Have experience as HR specialists or generalists;
- Represent associations of different sizes;
- Represent associations of varying experience of working with their national governments;
- Be geographically representative of regional federations of the WFPMA;
- Represent four of the mother tongues within the WFPMA.

The steering group will form a focus group for subsequent stages of the project, and will work closely with WFPMA Executive Council members and draw on as much involvement as they can give. At their recent meeting, and that of the Heads of Nations, considerable support was offered to the project. In addition all member countries of the WFPMA are being asked whether they would wish to be involved in this 'virtual' project group, who will be consulted and kept informed by electronic means.

## Survey

A key part of the project will be to undertake a systematic survey of information from associations around the world. The survey will be a written one, capable of being submitted by fax or e-mail and followed up by either telephone or e-mail. The recipients of the survey will, in the first instance, be the national associations in membership of WFPMA through their continental groupings. In some cases it is anticipated that the

associations might ask for the survey to be completed, possibly in part, by a higher educational institution in their country.

There will be four broad elements to the survey, some of it factual description of current practice and some of it more judgmental and even aspirational.

## Database review

In parallel with the survey, a search of world literature covering professional standards benchmarking will be undertaken. This literature survey will be carried out in five or six lead languages, where a reasonable body of literature exists, with a further five or six languages where less literature is anticipated.

Once the literature and practitioner surveys are completed, an initial report will be prepared for consideration by the steering group, which will then be asked to act in the form of a focus group. The plan is to test out the initial findings of the two surveys on this focus group, with a view to ensuring that ambiguities arising from translation have been fully explored.

A final report will then be prepared. Based on the conclusions of the two surveys, it will identify whether there are generic standards of professionalism in personnel and development common to all countries. A decision will be made based on this final report as to whether generic standards can be developed for application internationally. It is anticipated that the process of developing generic standards will take approximately another

## Existing published material being taken account of in project

- Competency project by Dr Stephen C. Schoonover funded by SHRM foundation and published in 1998.
- The Professional Standards developed by the Institute of Personnel and Development in the UK and published between 1995 and 1998.
- The National Standards in Personnel Strategy, Management and Support developed by the Employment Occupational Standards Council (now the Employment National Training Organisation) in the UK and published in 1995.
- The Professional Skills Dictionary which was developed by Unilever in 1996 in both English and Spanish.
- A Framework for the Professional Development of Personnel Practitioners developed by the Institute of Personnel Management in New Zealand, 1995.
- New Zealand Qualifications Authority Unit Standards for Human Resources Management published in 1997.

six months, and will use the networks established in the surveys.

The project is due to start with a steering group meeting at the next WFPMA meeting in Harrogate this October. The first stage should be completed by the summer of 1999, and the full project by the end of that year, enabling the results to be available for the World Congress in Paris in May 2000.

The professional standards benchmarking project offers the World Federation the opportunity to undertake original research using its own unique network of personnel management associations from around the world. Some of the benefits could include:

- Mutual recognition of qualifications, enabling improved flexibility to personnel and development professionals around the world who might wish to live and work in another country;
- Raised standards of professionalism, as countries with less developed standards of personnel and development might adopt the standards identified by the World Federation;
- Valuable topics for discussion at the Paris Congress of the World Federation;
- The status of the professional in personnel and development will be significantly enhanced by a project of this rigour and thoroughness. ○

## The specific questions the project will address:

- 1 How do different countries define the standards for what constitutes an HR professional? What are the competencies they will need to be able to apply at the various levels of their professional activities, from the operational to the most strategic?
- 2 How do national associations certify the attainment of professional standards? What are the learning and development routes they might pursue in order to keep those competencies up-to-date?
- 3 Are there generic standards of professionalism in HR common to all or many countries? What are the professional standards which might be appropriate to certify their attainment of those competencies?
- 4 Could standards be expressed in such a way that they would be helpful to emerging professional associations wishing to develop HR professionalism in their country?

For this purpose, the term 'HR professionals' is used to describe those who may work in an employing organisation, or as a consultant, resource-provider, academic or educator, whose primary professional focus is on the management and development of people for the broad world of employment.

# Futurologists see lead ro

## WFPMA CONFERENCE REPORT

Demographic trends and society changes were the focus of the 1998 World Congress on Human Resource Management held in Caracas, Venezuela, last July. The event, which is the biennial conference of the World Federation of Personnel Management Associations, was attended by over a thousand delegates and speakers from more than 30 countries



**Outgoing president:  
Fuster de Carulla**

Introducing the conference, the then WFPMA President, Spain's Alberto Fuster de Carulla, said we were living in a more aggressive society with questionable ethics and a lack of respect for human

values. It was up to personnel experts to ensure social wellbeing was not sacrificed to economic development.

Issues concerning the size and changing nature of the population were addressed by a number of keynote speakers. French economist and businessman Jacques Attali, former president and founder of the European Bank for Reconstruction and Development, predicted a dramatic fall in population growth as a result of declining fertility rates, but warned of huge increases in urban populations – and urban unemployment, particularly in Latin America and Africa – with insufficient land available for growing agricultural products and a worldwide risk of scarcity of drinkable water, as demand doubled every 20 years.

On the employment front, he said 'virtual' banking and shopping via the Internet would cause jobs in banking and retail distribution to become obsolete.

He described as 'nomadism' the growing trend for working people to gather together for particular purposes only and then disperse.

The slowdown in world population growth, and particularly in the most developed countries, was also commented on by Richard Judy, a senior research fellow at the US Hudson Institute. However most significant was the impact of this development on the age of populations, with over-65s growing at an average

annual rate of nearly 3% compared with only 0.8% for under-14s and 1.8% for prime working aged people (15-64). This trend would accelerate, said Judy.

Looking at specific regions, he said South America still had a few years in which younger workers could increase productivity to a level which would help them cope with the impending older population. Highlighting the conference host country Venezuela in particular, he said the worker-to-elder ratio was among the highest in the world there and he predicted it would be 2040 before it reached the current US position of approximately 5-to-1.

However, by then the US ratio would be nearer 2.5 to 1, Japan's would be as low as 1.8 and Italy's 1.7; generous pensions and other entitlements for older people would not be sustainable.

Most workforce growth would come from lower income countries, and developing countries would see an expansion in their industrial workforces,



**Attali: working nomads**

with Asia as the centre of gravity of manufacturing; the shift from manufacturing to service sector employment would continue unabated in the developed countries, and companies would

increasingly be in competition for higher skilled and better educated workers.

A key challenge for HR people, said Judy, would be to devise policies to ameliorate the worst effects of the two global worker pools – on the one hand a professional, technical and managerial elite, well-educated with strong marketable skills, linked by a common global culture and highly mobile; and on the other those poorly educated and unskilled, who were limited to their local language and culture and not mobile.

Education and training had to be the key to economic competitiveness, higher living standards and social tranquillity, he added.

An even more depressing picture was painted by yet another US-based economist, Jeremy Rifkin, founder and president of the Foundation on Economic Trends in Washington. Despite the importance of the 'knowledge sector', this would not generate enough jobs to absorb even those whose skills were sufficiently upgraded to enable them to contribute, he said.

## Asia: coming to terms wit

THE MAJOR IMPACT of the Asian economic crisis on the workplace and HR practices in that part of the world was spelt out by Eddie Ng, group head of human resources of Jardine Fleming Holdings and new treasurer of the WFPMA.

High expectations resulting from tremendous growth over a five to ten year period had exacerbated problems, which in fact had only really manifested themselves in the past year, he said. Japan's GDP, for instance, had fallen in the previous six months from 8.3% to 0.2%.

But currency devaluations – of 83.7% in Indonesia, 39.5% in Malaysia and not much less in Thailand, South Korea and the Philippines –

made it impossible to attract, retain and motivate talent when competing with organisations able to pay in US dollars (predominantly multinationals).

Moreover, even though the tradition of lifelong careers had been eroding for some years, job loss had been rare and greatly cushioned by parental or family support. Current levels of soaring unemployment were therefore putting tremendous pressure on families as well as individuals.

Overall, for individuals, the crisis was leading to a loss of dignity, confidence and perceived self-worth, and an increase in job insecurity, leading to stress and mental health issues.

# le for HR people

The new technologies of the 'biotech century' – genetic commerce, genetic engineering, the fusion of information sciences and life sciences – would lead to small professional élite workforces and 'intelligent organisations'. Software would do what the average professional (including lawyers and doctors) did three years ago.

Genetic engineering of sheep and goats to secrete useful chemicals could render factories obsolete, and two billion farmers could become redundant if gene replication enabled agriculture to shift from outdoors to indoors. Manual labour would be at the bottom of the heap, as the cheapest worker in the world would not be as cheap as the new technology.

Even assuming blue-collar workers could be retrained for white-collar jobs, these were themselves disappearing as organisations became flatter, factories workerless and companies 'virtual'. Mass labour would no longer exist.

And, yet again, HR people were called on to provide the vision for where new opportunities might come from. They were already experimenting with different working hours, which, said Rifkin, should be flexible to coincide with different stages in people's lives; there should be the opportunity for younger and older workers to work longer hours, at the same time as shorter weeks for others.

Even so, the market (private) and public sectors together would not be able to provide enough employment; one solution lay in the third sector. This encompassed

not just NGOs, but churches, community, arts and cultural organisations – anywhere which depended on human beings relating to other human beings. These jobs were the most immune to new technology. Some of the work would be paid and some free, but this sector could offer more sophisticated, challenging and rewarding work than traditional market sector jobs.

A spirited debate was needed about how to share the gains of technology in a way that would pay for third sector work, and to redefine employment and change people's notions of status. HR people, concluded Rifkin, should provide the leadership to begin such discussions. ○



Host association ANRI's president Alejandro Fernández Colmenares (left) introduces ANDCP vice president Dominique Tissier who will be organising the Paris Congress in 2000



## Intellectual capital rated

A supplement to the annual report that can reflect and quantify intellectual capital (IC) was described by Leif Edvinsson, vice-president and corporate director for Swedish company Skandia, which has been pioneering work in this area since 1991.

While a conventional annual report measures the past and shows investment in education and people as a negative on the balance sheet, the IC prototype report reflects the boundary between the present and the future, said Edvinsson, and can capture the dynamics of an organisation that is moving ahead. The Skandia model provides ways of measuring momentum in terms of market position, customer loyalty, alliances, networks, knowledge and future earnings capability.

The report is updated every six months, and seven have been produced to-date.

## h turbulence

Greater workloads and shrinking training budgets too were causing an increase in human error.

Major HR issues for organisations now were restructuring, re-sizing and reprofiling (who to retain, who to retrain);

communicating with the workforce – particularly when laying off one day and recruiting the next; and change and crisis management. There was also the issue of how best to make use of Greater China's \$300 billion foreign reserves to repair economies,



Eddie Ng

whether via education and/or public works.

But the various countries were already responding to the crisis in positive ways. Thailand was promoting self-help and encouraging self-employment, building a community-level job search databank, advocating a 'Buy-Thai' campaign and deporting illegal foreign workers.

Malaysia too was using more local rather than foreign workers, introducing job-sharing, more part-time work and multi-skilling and focusing on performance management.

Singapore was enhancing skills-upgrade programmes, management productivity training and advocating a 'Thinking School', while accelerating the building of a knowledge economy.

Hong Kong was also focusing on upgrading education, training and 'independent thinking',

while setting up a competitiveness task force and re-engineering advantages for foreign investors.

Asians have proven their expertise at problem solving, said Ng: "they learn the lessons and, I believe, in two years or so Asia will come back, stronger and better."

In the meantime, he anticipated more team-based pay and performance systems, more adaptive, flexible and learning workforces and pan-Asian alignments and ventures.

One thing that won't happen, he said in reply to a question, is cut prices at the expense of quality. "They learnt that lesson over the last 20 years."

*The next World Congress on Human Resource Management will be held in Paris, France, May 29 – June 1, 2000*

## THE WORLDLINK HR CALENDAR

October 26-28, 1998

Sun City, South Africa

### IPM Annual Convention

Theme: 'Enlightenment and opportunity of the African renaissance – the leap to global confidence'

Contact: Event Dynamics

Tel: +27 (11) 442 6111

Fax: +27 (11) 442 5927

E-mail: sandra@eventdynamics.co.za

October 28-30, 1998

Harrogate, England

### IPD National Conference and Exhibition

Theme: 'Managing people: generating success'

Keynote speakers: Jay Conger, Gary Hamel, Karen Stephenson, Arie de Geus

Details: IPD, Camp Road, London SW19 4UX

Tel: +44-181-263 3434

E-mail: conf@ipd.co.uk

December 10-11, 1998

San Luis Potosi, Mexico

### COMARI Labor and Compensation Forum

Contact: Lic. Eduardo Lopez Perez

Tel: +52-8-315 1121/349 8844

Fax: +52-8-315 0177

E-mail: comari@intercable.net.mx

February 18-20, 1999

Toronto, Canada

### Human Resource Professionals Association of Ontario Annual Conference

Tel: +416-923 2324

Fax: +416-923 7264

E-mail: info@hrpao.org

March 10-11, 1999

Mexico City, Mexico

### AMERI National Conference and Exposition

Contact: Lic. Carlos Paredes Perez

Tel: +52-5 140 2220

Fax: +52-5 140 2229

E-mail: ameri@ameri.com.mx

March 23-25, 1999

London, England

### IPD Human Resource Development Conference and Exhibition (HRD Week)

Tel: +44-181-263 3434

E-mail: conf@ipd.co.uk

March 24-26, 1999

Long Beach, California, USA

### International Federation of Training and Development Organisations Conference and Exhibition

Theme: 'One world, one mission'

Contact: Richard Battaglia, International Society for Performance Improvement

Tel: +1-202-408 7969

Fax: +1-202-408 7972

E-mail: info@ispi.org

April 11-14, 1999

Orlando, Florida, USA

### SHRM International Conference and Exposition

Contact: Brian Glade, SHRM

Tel: +1-703-535 6033

Fax: +1-703-535 6497

E-mail: intldiv@shrm.org

May 23-26, 1999

Adelaide, Australia

### Australian Human Resources Institute National Convention

Tel: +612-9953 2900

Fax: +612-9953 3012

E-mail: ahrinat@ahri.com.au

June 22-25, 1999

Budapest, Hungary

### European Association for Personnel Management Congress

Theme: 'Connecting West and East – the role of HRM in the unified Europe'

Contact: Pál Bóday

Hungarian Association for HRM (OHE)

H-1476 Budapest 100, PO Box 257

Tel: +36-1-361 4655

Fax: +36-1-361 4656

E-mail: humanpol@mail.mata.v.hu

May 29-June 1, 2000

Paris, France

### WFPMA 8th World Congress on Human Resource Management

Theme: 'Building tomorrow together'

Contact: ANDCP

Tel: +33-1-4563 5509

Fax: +33-1-4256 4115

E-mail: andcp@andcp.fr

# HAY INTERNATIONAL CONFERENCE

*Beyond teams, total quality and business process re-engineering*

## BUILDING CAPABILITY

*– the key to competitive advantage*

November 18-20, 1998

Venue: Palacio de Congresos de Barcelona

### KEY SPEAKERS

**Professor Christopher Bartlett**

*Managing the individualised corporation: beyond strategy, structure and systems*

**Dr James Brian Quinn**

*Building capability to innovate and grow: using intellect and software to revolutionise growth strategies*

**Tom Bouchard**

Senior Vice President Human Resources, IBM  
*IBM's leadership transformation*

**Dr Gary Hamel**

*Building strategic innovation capability – the key to innovation, growth and wealth creation*

**Dr Edward de Bono**

*Building your own capability – through thinking creatively and laterally*

**Dr Rosabeth Moss Kanter**

*Building capability for change*

**Dr Karl Erik Sveiby**

*Knowledge management and the new organisational wealth*

### For further details contact:

Carol Crabtree

Hay Management Consultants

52 Grosvenor Gardens

London SW1W 0AU

Tel: 0171 881 7032

e-mail: Carol\_Crabtree@haygroup.com



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The WFPMA membership is comprised of the national human resources associations in over 50 nations around the globe.

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