



# WORLDLINK

Vol 10 No 4  
October 2000

Linking personnel and human resource professionals around the globe

## Wharton and Insead top league

THE University of Pennsylvania's Wharton School and INSEAD, based in France and Singapore, top the list of US and non-US business schools as ranked by *Business Week*.

After Wharton the top three US schools are Kellogg at Northwestern University, Harvard and the Sloan School at the Massachusetts Institute of Technology.

After Insead in the non-US schools list come the UK's London Business School, Spain's Instituto de Estudios Superiores de la Empresa (IESE), based in Barcelona, and IMD in Switzerland.

The rankings are based on surveys of 247 corporate recruiters and over 10,000 students.

## Alternatives to expatriation are no panacea, new research shows

SHORT stints overseas and international commuting, increasingly seen as ways of overcoming resistance to traditional expatriate assignments, may well cause as many problems as they solve, according to new research from the UK.

A survey carried out this year by Cranfield School of Management's Centre for Research into the Management of Expatriation (CRoME) reveals a worrying lack of understanding of the costs and difficulties associated with such practices, CRoME director Hilary Harris told *WorldLink*.

Work/life balance and family/ community

separation were serious issues even for employees sent off on assignments of less than a year, the research showed, while international commuters and frequent flyers suffered similar problems plus travel fatigue.

Cross-cultural training was no less important for shorter-stay employees than for traditional expatriates and yet companies were less likely to provide it for these types of assignment.

The survey also revealed much less analysis of the costs associated with newer forms of international working, as relatively few headquarters human resources departments were

involved in managing these.

Harris recommends:

- cost/benefit analysis that goes beyond compensation and benefits comparisons;
- much more active management – in liaison with line managers – of each stage of an international assignment, from selection and preparation to performance monitoring and repatriation; and
- a questioning of the purpose of the assignment and its fit within the organisation's strategic aims.

● For detailed findings: see pages 2 and 3

## The South African challenge

"IN a country where unemployment hovers between 30 and 40 per cent and the average breadwinner supports nine people beside themselves, every business decision is loaded with social implications



and the responsibility for managing human resources is immense."

This graphic summary by

Abby Goodford of the challenges facing members of South Africa's Institute of People Management, of which she is Chief Executive, provides a useful backdrop to *WorldLink's* look at the issues for HR professionals in that country.

This comes on the eve of the IPM's 44th annual convention, which this year will also host a meeting of the Council and Regional Delegates of the WFPMA.

Inside we review a Harvard Business School programme for South African executives



and IPM President Tiisetso Tsukudu explains the implications for HR people of the Government's attempts to transform the country's public sector.

● Pages 4 and 5

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is the quarterly newsletter of the World Federation of Personnel Management Associations (WFPMA). It is published by the Chartered Institute of Personnel and Development, which provides the Secretariat for the Federation. For further information about the Federation contact Geoff Armstrong or Susanne Lawrence at the CIPD,

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Next issue

The next issue of WorldLink will be published in January 2001. Please submit contributions by 20 November 2000.

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ISSN 1560-2737

# Alternative forms

As traditional expatriate assignments have decreased in popularity – both with employers and employees – so more and more organisations are trying to bypass the problems associated with long stints away. But research reveals that these newer practices are not trouble free either. Hilary Harris reports

Research involving a survey and in-depth interviews, carried out this year by the Centre for Research into the Management of Expatriation (CRoME), reveals that organisations are making increasing use of four types of international assignment:

- 1 **Expatriate or long-term** – defined as an assignment where the employee and family move to the host country for a specified period of time, usually over a year;
- 2 **Short-term** – an assignment with a specified duration, usually less than a year. Family may accompany employee;
- 3 **International commuting** – employee commutes from home country to a place of work in another country, usually on a weekly or bi-weekly basis, while family remains at home;
- 4 **Frequent flyer** – employee undertakes frequent international business trips but does not relocate.

However, the degree to which these were managed effectively differed dramatically. Although worldwide headquarters HR managers would seem to be the obvious choice for handling policy determination for international assignments, this does not always happen. While most policies for long-term assignments were determined by the headquarters HR department, in the case of short-

term assignments this figure was reduced to a half, and for international commuters and frequent flyers only a quarter of organisations had an HQ HR-determined policy.

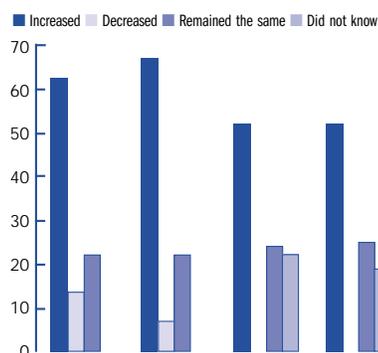
The problems facing HR managers trying to manage new forms of international working were highlighted by responses to questions about financial reporting responsibilities. While two thirds (68%) of the participants prepared a cost analysis for long-term assignments, only a half of the companies did so for short-term assignments, approximately a third for international commuters, and less than a fifth knew the costs of frequent flyer assignments.

This may be due to differences in who is responsible for cost monitoring in each of the assignment types. Our survey revealed that worldwide headquarters HR managers are predominantly responsible for cost monitoring in relation to long-term assignments. However, there is a sizeable input from regional HR, unit level line managers and worldwide HQ line managers.

Responsibility for cost monitoring for short-term assignments is more equally distributed. Respondents indicated that this activity could be handled by worldwide HR and line managers, together with regional HR managers, but less so by unit level HR managers.

In contrast, unit level line managers have a clear role in monitoring costs for both international commuters and frequent flyers. In fact, there is little HR involvement in the control of costs for frequent flyers at any level. Several organisations indicated that they do not have a mechanism for monitoring costs for frequent flyers. This is problematic given the increasing numbers of people being sent on frequent flyer assignments. It is unlikely that this group of people will be managed strategically if no information is available to the HR function.

## CHANGES IN NUMBER OF EMPLOYEES ON EACH ASSIGNMENT IN THE LAST TWO YEARS



### Indirect costs

While control of financial costs is a critical issue in the successful management of international workers, HR departments need to be aware of the broader costs associated with different forms of international assignment. One of the main reasons for organisations moving away from long-term assignments has been the difficulty of dealing with dual-career and repatriation problems. These are not direct cost-related issues, but they do severely

# of international working

limit the effectiveness of this type of assignment.

However, our research indicates that the adoption of other forms of international working may not provide the solution that many organisations are seeking. It identified the following main problems associated with each type of international working scenario.

For short-term assignments critical problems were seen to be work/life balance issues, which include long hours on a project and social/family separation. Interestingly, some of the companies concluded that short-term assignments are only suitable for single employees, whereas others "have no experience of this for married or equivalent personnel". A few of the respondents stated that short-term assignments suit a particular age group.

The social/family separation is cited as a possible mobility barrier as well. In relation to this, some of the companies are finding it hard to get employees to apply. Respondents also reported problems in controlling the number of employees on this type of assignment, and a few companies mentioned frequent assignment extensions as an issue.

In terms of international commuter assignments, many organisations mentioned the problems of preventing burnout, travel fatigue and trying to maintain a balance between work and life, including "some resentment at time spent away from family". Organisations were confused as to the extent to which they should play a role in helping employees to balance their work and family lives. Another area of concern was the difficulty of international commuters dealing effectively with cultural differences. Very

few organisations provide cross-cultural training for these employees.

As far as frequent flyers are concerned, many companies stated that they were still seeking to identify such people within their workforce – due to the absence of a policy for this type of international assignment. Our research found many struggling to cope with fatigue caused by extensive travelling, but these types of problems are not articulated and there seems to be an internal culture in many organisations that working long hours and travelling at the same time are acceptable and not tiring. Organisations did, however, cite burnout as a problem for this category of employee.

These findings indicate that the true cost of international assignments extends far beyond the obvious compensation and benefits debate. It is clear that coming to a clear understanding of the costs associated with international working is still a long way off.

## Why are we sending them?

Looking at the long list of costs associated with different forms of international working, one might be forgiven for wondering why organisations bother – why not just run everything through email and virtual conferencing? A seductive thought, but one look at the organisational reasons for sending each type of international worker underlines the criticality of sending people physically to a foreign context.

## Long-term assignments:

skill transfer (74%)  
managerial control (62%)  
management development (60%)

## Short-term assignments:

skill transfer (69%)  
management development (39%)

## International commuting assignments:

skill transfer (32%)  
managerial control (25%)

## Frequent flyers assignments:

managerial control (40%)  
skill transfer (26%)  
developing an international cadre (20%)

Another underlying reason why organisations use international transfers is for knowledge management purposes. Indeed, in some of the companies we talked to, this was the driving force behind an international move.

Our research has highlighted that international working in all its forms is on the increase and constitutes a vital component of organisations' future strategy. By its nature, however, this type of working is more costly and hard for the organisation to manage. Organisations have not established appropriate management control systems for these types of assignments. This needs to be addressed to allow HR managers to make valid judgements about the effectiveness and contribution of these newer forms of international working to overall organisational objectives.

Key actions for HR professionals include the development of effective cost/benefit analyses for all forms of international working, which will go beyond mere compensation and benefits comparisons. In addition, in liaison with line managers the international HR function needs to actively manage each stage of an international assignment. This covers planning, selection, preparation, adjustment, performance monitoring and repatriation. At all times the HR professional must question the purpose of the transfer and its fit within the organisation's strategic aims. Tailoring assignments to both organisational and individual needs and capabilities can significantly improve the cost/benefit ratio. ○

*The research discussed in this article forms part of an ongoing study into new forms of international working, carried out by the Centre for Research into the Management of Expatriation (CRoME), based at the UK's Cranfield School of Management. CRoME is a joint collaboration between Cranfield School of Management and Organization Resources Counselors (ORC) Inc. Hilary Harris is CRoME's director.*

LONG-TERM ASSIGNMENT	SHORT-TERM ASSIGNMENT
<ul style="list-style-type: none"> <li>• Mobility barriers/Unwillingness to go to unattractive locations</li> <li>• Dual career/Family issues</li> <li>• Repatriation/Career issues</li> <li>• Cost of assignment/administration</li> <li>• Compensation package – terms and conditions</li> </ul>	<ul style="list-style-type: none"> <li>• Work/life balance</li> <li>• Difficult to establish consistent policy and practice</li> <li>• Tax management issues and compensation terms and conditions</li> </ul>
INTERNATIONAL COMMUTER ASSIGNMENT	FREQUENT FLYER ASSIGNMENT
<ul style="list-style-type: none"> <li>• High costs</li> <li>• Work/life balance</li> <li>• Burnout</li> <li>• Defining policy terms</li> <li>• Tax management</li> <li>• Cultural differences</li> </ul>	<ul style="list-style-type: none"> <li>• Cost management</li> <li>• Burnout</li> <li>• No policy</li> <li>• Cultural differences</li> </ul>

# Managers from the tough

A Harvard course aims to breed executives capable of changing a country beset by troubles, says Victoria Griffith

Not many executive business school courses have the lofty ambitions of Harvard Business School's South Africa programme.

"The goal was to build a critical mass of managers with capacity to change the country," says Saul Klein, a professor from South Africa's Witwatersrand School of Business Administration, which helped set up the six-week course with Harvard two years ago.

The senior executive programme for South Africa – which splits time between Johannesburg and Boston – was born of the optimism that swept through the country with the fall of apartheid. Yet the managers that met for lunch at Harvard during a course break in July this year seemed weighed down by the country's troubles. They consider themselves a breed apart, executives forced to cope with more than their counterparts almost anywhere else in the world.

Poverty, Aids, unemployment and the pressures of swiftly changing technology are a few of the challenges facing these executives on a daily basis.

Add to these the social baggage of apartheid and race relations and it is easy to understand that the pressure can be tremendous. "I feel my counterparts do far less than I do," says Vanida Govender, environmental affairs manager for the state-owned electricity utility Eskom. "We are coping with serious social and economic issues."

One of the greatest challenges in doing business in South Africa is that it is still a deeply segmented society, with private enterprise dominated by whites, and the government and labour unions dominated by blacks. The natural distrust between the three sides is exacerbated by the prejudice and resentment built up during the apartheid years.

Harvard's course has been uniquely designed to confront these divisions head on, by taking managers in equal numbers from private business,

government and social institutions. Some of the most illuminating moments on the course, say participants, come from being thrown together with people from other parts of society.

Jeanne Masson, a corporate finance manager with the financial services group Sanlam, tells of her feelings on being forced to argue labour unions' point of view in one of the Harvard courses. "You come to see that they have some good points," she recounts.

Perhaps because they have already been together for a few weeks, the students are, in spite of their diverse backgrounds, surprisingly in agreement over the most serious issues facing the country.

Social progress is of paramount concern, and everyone seems to believe that business must play a key equalising role in South African society. Ms Govender explains that her company must take a loss in providing electricity to poor areas that need it. Christopher Madiba, a co-ordinator with the Education Department, says business must help to improve educational opportunities in the country.

Managers say they must constantly take social inequities into consideration.

"We have workers who travel for five hours a day to work with our company, which is trying to provide an international standard of retail in the country," says Audrey Briel, who works with textiles supplies for Woolworths in Cape Town. "They are tired. It is hard to motivate them. Their wealthier colleague, who lives nearer work, is of course more energetic. Do we promote that person, give them a salary increase and exacerbate the social differences even more?"

Others talk of the difficulty of globalising their businesses. Mergers and acquisitions are necessary to make South African companies competitive, yet such marriages weigh heavily on an economy where unemployment rates

hover between 30 per cent and 40 per cent. "When you lay off someone in South Africa, it's with the knowledge that they probably won't get another job," says Ms Govender. "It's not unusual for that person to be supporting 10 others. Every decision like that is loaded with a heightened social conscience that doesn't allow us to make such a sacrifice easily."

Despite ballooning unemployment, South African companies are suffering from a lack of skilled labour. The famous brain drain from the country during the 1980s deprived the society of many of its most talented people. "We have to be very on top of things, to recognise talent when we see it in the organisation and promote those people quickly," says Conrad Jacobs, a transaction processing manager with Nedcor Bank.

South African business is also just beginning to come to grips with the toll Aids will take on its profits. Companies in the country are now forbidden to deny employment to someone because he or she is HIV positive. While that is good for society, it may be disastrous for corporations' bottom lines, as their health insurance rates rocket.

Businesses are also weighing the value of training in the face of Aids. "If the life expectancy of someone is just a few years, it doesn't make sense to give them expensive training," says Professor Klein. The executives worried about the psychological toll of the disease on workers. Ms Govender predicted the epidemic would have tremendous implications for consumer demand.

"That is something that people don't like to talk about," she says. A decline in the population and more resources targeted to disease treatment will affect all South Africa's private enterprises.

The consensus on the need for private sector social responsibility is striking among these Harvard students. Yet while such agreement is reassuring, it is also threatening. To be globally competitive, South Africans must improve their social lot. But in some cases, they may not be able to afford the sacrifices they need to do so.

"South Africans are very focused on their country," says Richard Vietor, a professor in the programme. "Yet they

# h school

must compare themselves with other countries to see how they will compete in the world. They are up against low-wage countries such as India and China. If they pay their workers more, how does that affect their ability to sell products? That's one thing we talk about in my course."

Being a manager in South Africa now is no easy task. But although the problems seem overwhelming, the Harvard South African students insisted on ending the meal on an upbeat note. Most of them have received offers to work abroad, but have refused.

"It's so exciting to be in South Africa right now," says Ms Briel. "We're learning so quickly; we can make a difference. We don't want to be anywhere else." ○

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## Conference line up

Leading figures from South African Government, business and academia will be joined by speakers from Hong Kong, the UK and the USA for the IPM's annual conference and exhibition to be held in Sandton, Johannesburg at the end of October.

Among the topics to be addressed under the umbrella theme 'Investing in people for growth' are the challenges of the new Equity Act and the Skills Development Act, the emergence of the virtual workplace and the shift of HR responsibilities to line managers.

In addition to local and international case studies – developing management competencies in the South African Police, multicultural management and recruitment in the Emirates and public service in New York State, there will be tools and trends workshops and a debate on people management qualifications.

The three-day conference will also be addressed by World Federation of Personnel Management Associations President Eddie Ng and Secretary General Geoff Armstrong.

For further details see:  
[www.eventdynamics.co.za/ipm](http://www.eventdynamics.co.za/ipm)



**Minister of Labour, Membathisi Mdladlana (left), will open the conference together with Minister of Finance Trevor Manuel. Judge Edwin Cameron (right) will be speaking on 'Can South Africa afford to employ people with HIV/AIDS?'**

## Transforming the public sector

By **TISETSO TSUKUDO**  
PRESIDENT, INSTITUTE OF PEOPLE MANAGEMENT

South Africa is a country undergoing dramatic change in political terms. It has moved from being a pariah state to being a full member of the international community. This change has had a tremendous impact on both the public and private sectors.

For the public sector, it means government has to do things differently. While the previous regime under apartheid focused on control and dominance, the new one has to institutionalise democracy. While the old system was about manipulating and concentrating resources on a few, the new one has to utilise resources for all South Africans.

And such fundamental change means new ways of doing the business of government, new systems and processes have to be put in place, sooner rather than later.

Take social services delivery for example. The Ministry of Finance is working hard to improve the Government Employees Pension Fund: instead of taking nine months to pay someone's pension, the target is five days or less. The Ministry of Home Affairs is instituting new processes and systems to handle immigration issues. The Department of Welfare and Development is looking for ways of improving the social grant system. The Ministry of Safety and Security has established a crime-fighting agency, 'The Scorpions', to curb criminal activity that tends to thrive in situations of transformation and liberalisation, particularly organised crime. This unit is working closely with agencies such as the FBI in the US and Scotland Yard in the UK. In short, the

public sector in South Africa is undergoing tremendous re-engineering and transformation.

These changes have huge implications for the management of people – for human resource development, organisation development and change management. Challenges for public sector HR managers include:

- Attracting and retaining talent in the face of private sector competition;
- Introducing a performance management culture;
- Implementing employment equity (affirmative action) and transforming the 'face' of the public service;
- Harnessing technology to improve HR effectiveness.

It means developing managers and leaders, introducing a culture of learning and creating a learning organisation.

In the OD arena managers are faced with: creating a service-oriented and inclusive culture; inculcating a culture of 'Batho Pele', ie 'Putting people first'; and, above all, delivering quality service with competent staff.

Needless to say, effective leadership is required to implement these strategies, and to this end leadership development programmes have been put in for the most senior civil servants or 'chief executives' of the various ministries and government departments.

Other initiatives include working closely with consultants and ensuring transfer of skill. This is so that Government can have internal capacity to be able to drive the process forward.

A lot has been achieved to date. The recent WFPMA global HR competencies project will become an important base on which to build effective public sector HR in South Africa.

# Slovenia's dramatic decade



Rich in resources, scenically stunning and persistently peaceful, Slovenia has – in the words of tourists' bible the Lonely Planet guide – “been doing just fine (flourishing even) since breaking away from its Yugoslav owners” just under a decade ago. Except for 10 days in the summer of 1991, there's been no war, nor even any terrorism in the country. While Croatia and Bosnia-Herzegovina became embroiled in Europe's bitterest struggle since World War 2, “Slovenia got on with making money and keeping out of the limelight”. But to achieve that involved moving from a planned to a market economy. So what did that mean for people management in the country?

**Ivan Svetlik** (left), the new President of the Slovenian Association for Human Resource Management and Industrial Relations, describes some of the key HR issues of the last 10 years and those still preoccupying Slovenia's HR professionals

The former Yugoslavia was a country of massive diversities: economic (regional disparities in GNP 1:10), cultural (four official languages, three religions, two alphabets – Latin and Cyrillic) and political (western part oriented to Western Europe, eastern to the East). Constituent parts, not surprisingly therefore, were highly autonomous, until Serb leader Slobodan Milosevic decided to try centralisation – with predictable and historical results.

Slovenia made its breakaway rather effectively – quickly and with the political intervention of the EU. The open conflict lasted just 10 days. However the war in neighbouring republics did nothing for the local economy – we lost markets in the former Yugoslavia and in Eastern Europe – and in any case much of the rest of Europe was suffering from recession around this time.

In the first years of transition to a market economy, several enterprises went bankrupt. Most, however, shifted to the new markets, mainly Western Europe, restructured into smaller, privatised organisations and introduced new technologies. Gradually, foreign companies, such as Goodyear, Danfoss, Renault, Bosch, Interspaar, Societe General and IBM, came to the country.

HR professionals participated in the transition process in different ways. At the beginning the loss of markets and the pressure to cut costs and increase productivity led firms to lay off employees. Some HR people looked for alternative solutions, communicated with employees, tried to help them find other work; others were themselves made redundant.

In the mid-1990s preoccupation with privatisation meant top management had little time for HR initiatives. And, as the old big state-run organisations were broken up into more manageable sized enterprises, there was a proliferation of smaller firms, many too small to employ their own HR

professionals. But this in turn created opportunities for specialised HR consultancies offering services to the smaller firms.

Some bigger and medium size enterprises, especially those traditionally oriented to world markets, have survived and even expanded. There the HR function has not been much affected. Their personnel and training departments play an important supportive role in technological and HR restructuring. Their HR professionals follow trends in the field and focus increasingly on training and competence development issues.

One major change has been the impact on the labour market of unaccustomed job advertising and recruitment, introduced by foreign firms. Strong trade unions and labour legislation which gives generous employee rights and protections has minimised the potential for social dumping; what attracts skilled employees to move is the prospect of working with more

sophisticated technologies and expanding markets outside Slovenia.

Another hot issue has been how to make labour more flexible. HR professionals are experimenting with working hours and duration of contracts, as global competition puts them under pressure to shift some risks and costs on to employees. At the same time they strive, also with the help of their association, to influence new legislation such as the forthcoming Labour Relations Act. ○

*Ivan Svetlik is Professor of HR and Social Policy and head of the Organisation and HR Research Centre in the Faculty of Social Sciences at the University of Ljubljana. He is also President of Slovenia's National Board for Vocational Education and Training. He has studied at the University of Warwick in the UK and Arbetslivscentrum, Stockholm, Sweden, and was formerly co-director of a welfare project, Eurosocial, in Vienna, Austria*

## Professional HR association

The Slovenian Association for Human Resource Management and Industrial Relations, now with about 850 individual members, has gone through a process of transformation. Founded in the mid-1970s, a time of strong political influence, it experienced a slight crisis in the early 1990s, but has now been put on a strictly professional footing. Regional groupings, as well as the national association itself, are strengthening their activities, such as meetings and discussions, and the creation of specialised sections is under consideration. Current preoccupations include labour costs, new employment practices and EU accession (GNP per capita has reached that of Greece and Portugal, making Slovenia economically the best prepared country for the accession to the EU). Cooperation with international and other organisations of HR professionals is also seen as important.

The most active of the HR professionals are those from the successful and internationally oriented companies, while those from the public institutions, eg employment services, institutes and universities, play a significant part too. HR management and related subjects are taught on various programmes at university level, and the Faculty of Social Sciences of Ljubljana University has a special undergraduate programme in HR management.



## Careers at the World Bank

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## National association news

A NEW Indonesian Society of Human Resource Management was formed earlier this year following the merger of the Perhimpunan Manajemen Personalia Indonesia (PMPPI) with the Indonesian Association for Training and Development (PSDM).

Chairman of the new body, the Perhimpunan Manajemen Sumberdaya Manusia (PMSM) Indonesia, is Teddy Kharsadi and Secretary General is Vino Pakasi. Head of International Relations is Darwin Chalidi.

Based in Jakarta, the organisation has approximately a thousand members.

### Peru

Following recent elections, the new President of the Asociación de Relaciones Industriales de Perú (ARI) is Juan Paablo Delgado Aguirre, who works for Química Suiza.

New Vice President is Guido Echevarría of Drake Beam Morin and new board members come mostly from household name companies such as Coca-Cola, Procter & Gamble, IBM and Unilever.

The board will serve until the end of July 2002.

October 25-27, 2000

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Lisbon, Portugal

**AGPTRH 33rd National Conference**

Tel: +351 21 849 9766

Fax: +351 21 849 9340

Email: apgtrh@mail.telepac.pt

November 14, 2000

Helsinki, Finland

**HENRY 10th Annual Seminar**

Contact: Finnish Association for HRM

Tel: +358 9 6841 4330

Fax: +358 9 6842 6320

Email: henry@henryorg.inet.fi

November 15, 2000

Bangkok, Thailand

**PVIAT 35th Anniversary Conference and Exhibition**

Tel: +662 374 08556

Fax: +662 7345 0604

Email: pmat@ksc.th

April 2-3, 2001

Chicago, USA

**SHRM International Conference and Exposition**

Contact: Brian Glade, SHRM

Tel: +1 703 535 6033

Fax: +1 703 535 6497

Email: intdiv@shrm.org

April 3-5, 2001

London, England

**CIPD Human Resource Development Conference and Exhibition**

Tel: +44 20 8263 3434

Fax: +44 20 8263 3223

Email: training.hotline@cipd.co.uk

April 28-May 2, 2001

Porte Alegre, Brazil

**30th IFTDO World Conference and Exhibition**

Theme: 'The new frontiers of HRD'

Contact: Paulo Pizarro

Fax: +55 51 266 9475

Email: Pizarro@pizarro.com.br

May 20-23, 2001

Melbourne, Australia

**AHRI National Convention**

Tel: +613 9690 1777

Fax: +613 9696 4532

Email: Rob.Thomason@da.deakin.edu.au

June 26-29, 2001

Geneva, Switzerland

**EAPM 20th Congress and Exhibition**

Tel: +41 26 436 5692

Fax: +41 26 436 5693

Email: dieter.wyrtsch@mail-com.net

May 27-29, 2002

Mexico City, Mexico

**WFPMA 9th World Congress on Human Resource Management**

Tel: +52 5661 9939

Fax: +52 5663 1965

Email: octavio@afansc.com.mx

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