

## Welch for World Congress

Former General Electric chief executive and instant 'guru' Jack Welch is to speak at the World Congress on Human Resource Management in Mexico City in May.

Both admired and criticised for his controversial views about sacking the 10 per cent weakest performing employees each year, he is without question one of the few 'superstar' business leaders to acknowledge the significance of people management and the HR professional.

In an interview with the CIPD's *People Management* magazine on the publication of his autobiography late last year, Welch said, "The HR director is the key job.

Preferably that person won't be a theorist, but will have run a factory, dealt with unions and got their hands dirty – someone street-smart, not academic."

While acknowledging the importance of systems, he said the best HR person he knew had courage and was "a person with a big nose, who could smell, see around corners and was an

*continued on page 2*

## ILO launches guidance on employing disabled

A new code of practice on managing disability in the workplace was launched last month by the International Labour Organisation, the UN agency with global responsibility for labour and employment issues.

Directed at developing countries with very high rates of unemployment among disabled people, particularly in rural areas, as well as the more industrialised countries which still treat disability as the 'poor relation' of diversity, the code provides guidance on all aspects of employment, from recruitment, retention and promotion to return to work after disability-related absence.

The ILO cites a global population of approximately 610 million people with disabilities, of whom 386 million are of working age. Unemployment among these people is at least double and in some cases up to 80 per cent higher than for the population at large.

Not only do these unemployed people live in poverty and social exclusion, says the ILO, but there is a cost to employers in terms of lost productivity and lost potential, and a cost to national economies in terms of disability benefits and foregone earnings.

The objectives of the practical guidance contained in the code are to:

- improve employment prospects for people with disabilities;
- ensure equal opportunities in the workplace for people with disabilities;
- promote a safe, accessible and healthy workplace;
- minimise costs to employers associated with disability, including health care and insurance payments; and
- maximise the contributions people with disabilities can make to the enterprise.

*'Code of practice on managing disability in the workplace', ILO, Geneva; [www.ilo.org](http://www.ilo.org)*

PHOTO: James Bebban/Save the Children



September 11th aftermath: apart from providing emergency relief for refugees such as these Afghan children now in a camp in Pakistan, Save the Children, like other aid agencies in the field, also had to secure the safety of their own employees based in the war zone.

Both tasks involved a major HR input. *Full story, pages 6 and 7*

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WorldLink

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Next issue

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# Choc tactics stimulate internatio

REPORT BY PETER BRANNEN, DIRECTOR, ILO, LONDON OFFICE

Over a year ago a British television documentary programme horrified European chocolate manufacturers with claims that thousands of children were being trafficked across borders in West Africa and sold as slaves to cocoa growers in the Ivory Coast.

More recently the stories resurfaced in a number of newspapers across the United States, leading to resolutions being placed before the Congress urging the banning of all chocolate sales in the US within two years except for products certified and labelled child slave-free.

A series of intense discussions resulted between Senator Tom Harkin, the main proponent of the labelling resolution, the industry, the

unions, the US government, the government of the Ivory Coast, the International Labour Organisation (ILO) and some non-governmental organisations. The outcome was an agreement to a global chocolate industry plan to eliminate abusive child labour and forced labour in the West African cocoa sector. This was signed on December 1, 2001.

## Consultative group

The plan includes extensive research to examine the size and nature of the problem, the establishment of a global consultative group to oversee the policies to be implemented and the monitoring of compliance with these policies. In addition, a public but voluntary system of certification is to be put in place to assure consumers across the world that

## WORLD CONGRESS

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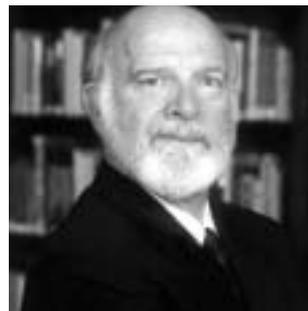
independent voice – an honest broker with integrity. So, when everyone knew that a CEO was taking care of his cronies, the HR person had the clout to correct him."

Bill Connolly, the HR director for much of Welch's time as GE chief executive, was at the table for every important decision.

"I raised the status of HR in my company by always letting everyone know he was my peer," Welch told PM.

AMEDIRH, the Mexican HR association which is hosting the WFPMA's 9th World Congress, together with the North American HR Association, is fielding an impressive array of other gurus and practitioners for the three-day event.

Sharpshooting Swedish business academic Kjell Nordstrom, author of *Funky Business – Talent Makes Capital Dance*, US management psychologist Judith Bardwick who will talk on 'Achieving the best fit' and Dutch sociologist Egbert Kinds on 'The Heart Hunter' – on value-driven leadership will all be giving plenary sessions or masterclasses.



And demographics expert Richard Judy, (above) director of the Indianapolis Discovery Institute's Centre for the 21st Century Workforce, will be presenting an original paper commissioned specially by the WFPMA on the HR considerations in corporate site selection and resourcing.

Local contributors include Ramon Munoz, co-ordinator of Innovation and Change at the Office of the President of Mexico, who will be talking about the huge challenge of trying to inculcate a private sector culture and processes into the Mexican Civil Service. With two million employees and a bureaucracy born of 70 years of one party Government, this is an enormous task, much encouraged by new President

Vicente Fox-Quezada, who will open the conference.

Luis Galarza, Professor and Director of Distance Learning at Mexico's DePaul University will be speaking about virtual education, along with John Millikin of the US Thunderbird University and Ben Watson, Smart Force E-Learning Chief.

Other topical subjects to be covered are mergers, with case studies from Unileverbestfoods (Netherlands) and Roche Syntex (Switzerland); spirituality in the workplace (William Guillory from the US); and diversity, a double act from Cummins Power Generation Worldwide HR director Jose Pottinger and Metangi Gowrishankar, Vice President for Organisation Effectiveness, Cummins India.

Not least the issue of HR and globalisation will be addressed by the UK's Bob Morton, head of HR for Ciba Speciality Chemicals, and WFPMA Past President Mike Losey will talk about 'Tomorrow's HR management'.

A trade exhibition and full social programme will accompany the conference taking place from 27-29 May. Full details [www.hr2002.org](http://www.hr2002.org)

# nal collaboration

the cocoa used in the chocolate that they purchase is free from child or forced labour.

The plan is unique in the way it involves not simply the industry and the trade unions but also governments and international organisations in its development and implementation.

A wide range of companies now subscribe to corporate social responsibility codes which include the need to monitor supply chains to ensure they are child labour-free. And the chocolate plan is evidence of the beginning of a trend in some sectors to negotiate global framework agreements with international trade union federations covering the monitoring of core labour standards; these are usually based on the ILO core conventions covering freedom from child labour, forced labour, and discrimination and freedom of association.

Ikea, Hochtief and Skanska, for example, have recently signed such agreements with the International Federation of Building and Wood Workers. Carrefour, the French retail multinational, recently signed a global labour rights agreement with the international skills and services union UNI which committed them to ensure that their suppliers did not use child or forced labour; they also signed up to the principles of SA 8000 which covers a wider spectrum of social responsibility issues. The Spanish telecommunications company, Telefonica, has set up a similar agreement with UNI covering freedom of association. Statoil, the energy multinational concluded a new agreement with ICEM earlier this year which committed both the the industry and the unions to uphold basic human rights, defined in ILO terms, in the workplace and in the community. The agreement included a commitment not to employ forced or bonded labour or child labour.

## Impact of September 11

About 40 per cent of managers responsible for international assignments who participated in a survey conducted a few weeks after September 11th predicted that there would be a decrease in the number of expatriate appointments over the following six months, and particularly in the Middle East and Asia Pacific regions.\*

Just over half (56 per cent) of the 218 respondents said they were imposing temporary holds or delays on new international assignments, but 62 per cent said they expected activity to remain about the same as it was prior to September 11th or perhaps decrease slightly; four per cent predicted an increase.

About a third reported that they were considering alternative approaches to traditional international mobility, such as more short-term assignments (34 per cent) and telecommuting (27 per cent); 49 per cent said they would consider hiring more local people.

However, the greatest impact has been the renewed focus on employee safety and sharpened attention to policies relating to crisis planning, communications and the tracking of travellers and employees on assignments.

The survey, conducted among clients of relocation specialists Cendant and members of the US Society for Human Resource Management's Global Forum, revealed that immediate response issues such as evacuation, contingency plans and how

these would work represented nearly half of all employee questions and concerns, while 22 per cent were concerned with air travel safety.

Over half of respondents indicated dissatisfaction with the availability of the sort of reliable information that would enable them to make informed decisions, such as access to breaking news, government alerts, advice on action thresholds and triggers, and peer thinking.

### No emergency plans

Meanwhile an earlier survey, posted on consultants KPMG's International HR website on September 28th, showed that many organisations with expatriate employees in potentially dangerous locations did not have emergency plans in place before September 11th.\*\*

Timothy Dwyer, the company's New York-based director, expressed concern that some companies had not learned the lessons from previous crises.

"A little over three years ago, there was some instability in Indonesia which at times got pretty heated. Many companies found that a lack of advanced planning left them scrambling for information. Many did not know how many people they had on site, more still were not sure of the numbers of short-term business travellers. Several could not arrange charter flights or get their people to the airport. It is not enough to have good intentions ... as tough as it

sounds, in some places you've got to expect the unexpected.

"Companies can also benefit by cooperating with each other at times like these," Dwyer added. "An organisation with five or six expatriates might be able to benefit by cooperating with another that has 50 or 60 on site. Why compete over scarce resources like charter flights or rental cars when all can benefit through cooperation?"

Beyond limiting employee travel, the survey showed that most organisations were not yet making major changes to their assignment planning: only 18 per cent said they were delaying the start of assignments to high-risk countries, and only 7 per cent said they would accelerate the repatriation of assignees currently on location in those countries. Just 2 per cent had instituted or increased danger pay in those locations.

Moreover, only 11 per cent of respondents said that 'more than half' of their populations on assignment in high-risk locations had expressed concern about their safety, while a smaller number (4 per cent) said that more than half of their assignees had actually requested evacuation.

As to the long term, while 74 per cent of participants say they intend to prepare better for future emergencies, only a third expect to reduce the number of assignees in high-risk locations.

*\*Survey available from matt.paulsen@cendantmobility.com  
\*\*www.kpmgihrsurvey.com is a free, web-based survey of international assignment policies and practices*

# A decade of globalis

BY CAROLYN GOULD

Nowhere is the phrase 'the world is getting smaller' more evident than in international assignment policies. For the past 10 years PricewaterhouseCoopers (PwC) has been conducting a survey of such policies, so now is a good time to track changes.

Until recently, the questionnaire required different questions by region/company headquarters location because of major differences in how expatriate compensation packages were calculated. More recently, however, due in many cases to mergers and acquisitions across borders and the globalisation of the expatriate population, the review and redesign of these policies has resulted in fewer differences by region/HQ.

The following summary highlights international assignment trends in three key areas: policy, compensation and tax reimbursement.

## Policy management

Although there has been a focus on regionalising policies, the survey data shows a strong emphasis on a more global approach to policy philosophy. For many years, firms have utilised very different policies dependent on the home/host combination of the assignment.

Over the years, many companies have found that a global policy, even one with regional variations, facilitates mobility and movement from one location to another (Table 1). What has changed, however, is that there are more kinds of assignments (training, transfer of knowledge, short term, project based, etc) and the type of assignment has now become the determinant of which policy an assignee will be covered under rather than the assignee's home/host countries.

The PwC survey focuses on transfer of knowledge assignments – where there is a

true business need that dictates the assignment, such as setting up a new office and getting local staff up to speed in terms of company practices, culture etc – rather than a training or management development assignment – where there is a greater personal reason for the employee to take it on.

And it follows that these are also the most expensive type of international assignments, because the expatriate's standard of living has to be fully protected if they are travelling for the company's rather than their own benefit.

## Compensation

The use of a home-based compensation system is predominant, although there is a difference in how often it is used when you review the data by company headquarters location (Table 2). The survey data continues to show a trend of increased use of this compensation system and specifically for those companies who are looking to maintain one global policy. Although controversial, many companies have found that this system aids in repatriation – an area that has created many issues for companies, since turnover for returning expatriates is much higher than for their domestic counterparts.

The local market package has been a viable option when the assignee is going to a high salary/low tax country from a

low salary country, as the local package provides at least the same level as the home country in many cases. For an assignee coming from a high salary/low tax country, moving to a low salary/high tax country would prove difficult under the local market approach, as the assignee would need to make a major reduction in his/her standard of living.

The home/host combination is important when determining which compensation system will facilitate the move out and the move back home. A focus on a compensation system that also supports re-entry is critical in maintaining a successful programme. Many companies have focused only on what is needed to get employees to accept an assignment. They then have difficulty getting those same assignees to return home due to the financial drop they will take once they go back to the normal home country compensation system.

## Tax reimbursement

For some nationalities, the excess tax costs are the most expensive cost of the assignment. This is the result of the taxes due on many of the relocation items and, for those on home-based compensation, the tax due on assignment allowances. Generally tax reimbursement policies cover company income and in some cases personal income.

Tax reimbursement is closely linked to the compensation programme chosen. For

example, if a company chooses a local compensation system, then the assignee is normally responsible for all local taxes and little company assistance is needed in this area. However, for those that use a home country-based compensation system, excess tax costs become a cost to the company. In those cases, for company-provided income, tax equalisation remains the dominant taxation policy (Table 3). Under tax equalisation the assignee pays tax equal to what he/she would have paid if they had remained at home and the company covers actual taxes. The intent is that the assignee does not lose or gain on taxes while on assignment.

Other tax reimbursement programmes include tax protection (assignee receives reimbursement if tax costs are greater than the home country but keeps windfalls), *ad hoc* (handled case by case – no policy) or *laissez faire* (assignee is on their own). For companies headquartered in high tax countries, using an option other than tax equalisation is more prevalent (see EMEA results in Table 3), as the assignee receives a benefit and so tax equalisation is not required for mobility.

An area of major difference by region is whether or a not a company will tax equalise personal income. US companies have tended to do this, as US citizens are required to report income regardless of where in the world it is earned, so many

### Profile of 230 respondents

- The dominant industries are manufacturing (19%), engineering, finance and telecommunications (each 10%);
- Company headquarters are predominantly located in Australia (7%), Germany (9%), the US (50%) and the UK (9%);
- The largest number of expatriates are assigned to Western Europe and North America.

The North America-headquartered companies extract, which is referenced in this summary, is based on 119 companies with the same industries dominating. The survey also took account of 79 Europe, Middle East and Africa-headquartered companies and 18 head-quartered in the Asia/Pacific region (14 companies did not identify company headquarters location).

# ation

assignees look for assistance from the company. That is not true for many other countries, so non-US companies have ignored this income (Table 4).

This article represents a snapshot of the 140 questions covered in the survey. The overriding trend seen is that international assignment packages are dropping, as cost reduction continues to be a focus, regardless of headquarters country. But international assignments continue to grow in numbers.

In a perfect world, an international assignment should be handled like any

domestic transfer. However, until there is some harmonisation of the net of salary, tax and pension programmes, these international moves will always require some special handling. With the additional complexity of differing education systems/standards for accompanying dependent children, inability for spouses to work legally in some locations along with a myriad of other family issues, international assignments will always prove a challenge.

*Carolyn Gould is a partner with PwC, based in New Jersey in the USA, and a member of the Board of Directors of the World Federation of Personnel Management Associations.*

	Global results	North America results	EMEA results	Asia/Pac results
<b>TABLE 1: POLICY TYPE</b>				
Global policy	59%	59%	64%	53%
Global policy with regional variations	33%	33%	33%	29%
Other	8%	8%	3%	18%
<b>TABLE 2: COMPENSATION TYPE</b>				
Home country	76%	83%	67%	74%
Local market or variation on local market	9%	4%	14%	7%
Other	15%	13%	19%	19%
<b>TABLE 3: TAX ON COMPANY-PROVIDED INCOME</b>				
Tax equalisation	81%	92%	68%	83%
Other	19%	8%	32%	17%
<b>TABLE 4: TAX ON PERSONAL INCOME</b>				
Tax equalisation	52%	77%	26%	44%
Other	48%	23%	74%	56%

## The dual career dilemma

It is well-known and much discussed that one of the major barriers to employee mobility – and the most frequently-cited reason for international assignment turnaround – is the issue of dual careers and spouse employment.

With more women in professional and managerial positions this factor is likely to become even more significant, because spouses – of both sexes – are reluctant to interrupt their careers or give up a lucrative job to adopt a support role during an assignment, particularly if that assignment is to a country with unattractive living conditions and where the opportunities to work are limited. Certain countries also restrict work permits, which further exacerbates the problem.\*

In today's cost-conscious environment the financial reward may well not compensate for the disruption of relocation and, indeed, the move may not be financially viable at all if the couple loses the spouse's salary.

To determine what steps companies are taking to resolve the problem, ORC recently conducted a major new survey, which attracted over 300 participants from Europe, North America and Asia, and built on three previous surveys on the subject.

Respondents confirmed that the world is still very male dominated, with the number

BY SIOBHAN CUMMINS

of women expatriates having changed very little in the past 10 years (currently 86 per cent men, 14 per cent women).

Most male assignees are generally married and tend to be accompanied by their families, while most women expats are likely to be single and unaccompanied. Interestingly, the survey respondents indicated that the number of male 'trailing' spouses is on the increase and that companies are more likely to accept non-traditional family situations than previously.

Most companies reported an increasing use of shorter-term assignments. The reasons for this may vary from the business need to the overall cost of an accompanied assignment, but in many companies it is seen as a way to facilitate mobility and the dual career issue.

Another major change is the number of companies reporting that they now have a formal policy on dual careers. In 1996 only 38 per cent had a formal written policy, but nearly 80 per cent now include one.

The types of support vary from company to company but typical options are:

- Language tuition
- Cultural orientation
- Work permit assistance
- Payments toward further education

Few companies provide compensation for loss of spousal income but will provide limited financial support in the form of a one-time payment at the start of an assignment or an annual payment. Allowance levels have increased with US\$8,000 being typical for one-off payments and US\$6,000 for annual allowances. Most companies will provide assistance to spouses regardless of whether they were working prior to an assignment.

Two companies with sophisticated approaches to the problem are Shell (see [www.outpostexpat.nl/sec/index.html](http://www.outpostexpat.nl/sec/index.html)) and Schlumberger (see [www.partnerjob.com](http://www.partnerjob.com)).

It is clear that the dual career issue is increasingly causing concern and the fact that so many companies now address it in their assignment policy bears witness to this. It is also interesting to note that companies are reviewing other alternatives such as short-term and commuter assignments, more open advertising of international vacancies and more family-friendly working arrangements to provide a better work/life balance for their employees.

*Siobhan Cummins is managing director of ORC, London. For details of 'Dual careers and international assignments' email [info@orc-lon.co.uk](mailto:info@orc-lon.co.uk).*

*\*The Permits Foundation is working with multinational companies for the relaxation of work permit restrictions for accompanying spouses.*

# When crisis is a w

The events of September 11th have caused many companies to pay much greater heed to emergency and contingency plans in relation to their overseas employees. Perhaps no better model can be found for how to do it than among the aid agencies whose staff are always in the front line and whose personnel professionals have to be in a state of permanent alert. *WorldLink* talked to the charity Save the Children for whom having the right people in the right place at the right time is almost as great an HR challenge as staff security

**D**emands on humanitarian response agencies have never been greater: although there are probably no more national disasters or indeed man-made crises than in the past, there is a much greater propensity and pressure for professional intervention these days. This means more agencies competing for experienced staff at a time when being an employee of an international NGO no longer necessarily affords the respect and protection it once did and the potential for people burn-out is greater than ever.

Hence recruitment, rapid deployment and, above all, staff security and well-being are without question the key challenges facing such bodies' HR departments. This is certainly the case for Save the Children UK (SC UK), a charity employing 4,000 staff, of whom 80 per cent work outside the UK – often in some of the most demanding situations around the world. They are spread around more than 70 countries – from Afghanistan to Zimbabwe, although of the staff based overseas fewer than 5 per cent are expatriates. These are employed on fixed-term contracts and are frequently accompanied by their dependants.

But increasingly the aim is to build local capacity in the countries where help is most needed, as obviously local people have no problem with the relevant languages and culture, have access to local networks and are more comfortable living in that area.

Alongside the regular long-term development and prevention work to help children, their families and communities to be self-sufficient runs the emergency relief work which kicks in whenever there is a flood, famine or war.

Quite apart from the logistics of transporting people (and supplies) in or out of a hotspot in times of extreme crisis, how

does an agency lay its hands on the people with the right personal and professional attributes with so little notice? For it is not just a case of locating programme managers, nutritionists, educationists or family tracers, for example, but these people might need unusual languages, they might need to be willing and able to work virtually alone in exposed and/or remote places; the ability to manage in a particular context can be at least as critical as the skills.

## Resourcing

Not surprisingly, SC UK has had to develop a variety of responses. An internal 'Rapid response roster' of current staff with the appropriate skills and experience provides a pool of people willing and able to go wherever they are needed, particularly at the initial stages of an emergency response to a natural disaster or conflict. A register is maintained composed of former staff (some professionals in the field will move from organisation to organisation and back again, just like much-in-demand IT staff, for instance) and already-screened potential candidates, and this, together with diverse external sources, is used to facilitate rapid deployment of experienced staff.

Secondments, whether they come from SC UK's own national or international staff groups or from outside, are another important way of meeting resourcing needs. Working in partnership with other members of the Save the Children Alliance, the global umbrella body for all the Save the Children organisations around the world, and with local and international partner agencies increases the effective use of scarce human resources in emergency situations.

A key factor, of course is to anticipate and plan for the worst. Fires and explosions



occur everywhere, and most large companies have disaster contingency plans in place, whether or not they are in risky industries.

But some parts of the world almost invariably suffer from floods and hurricanes, for instance, not to mention on-going conflicts, and the aid agencies do try to get such regions to develop emergency response capacities, to put together local preparedness plans which replicate national planning, so that everything, including staff sourcing, doesn't have to start from scratch when the inevitable happens.

The constant challenge, however, is to increase the pool of experienced people – both nationally and locally. Expatriate posts are advertised globally on SC UK's website as well as in offices round the world, and pre-screening and initial telephone interviews are available to make life easier for overseas applicants.

In addition, the charity has recently begun to look at the feasibility of developing a 'Grow your own' scheme, to increase the pool of potential people within the organisation to meet shortfalls in identified 'hard to recruit' skill areas. Two areas – nutrition and separated children –

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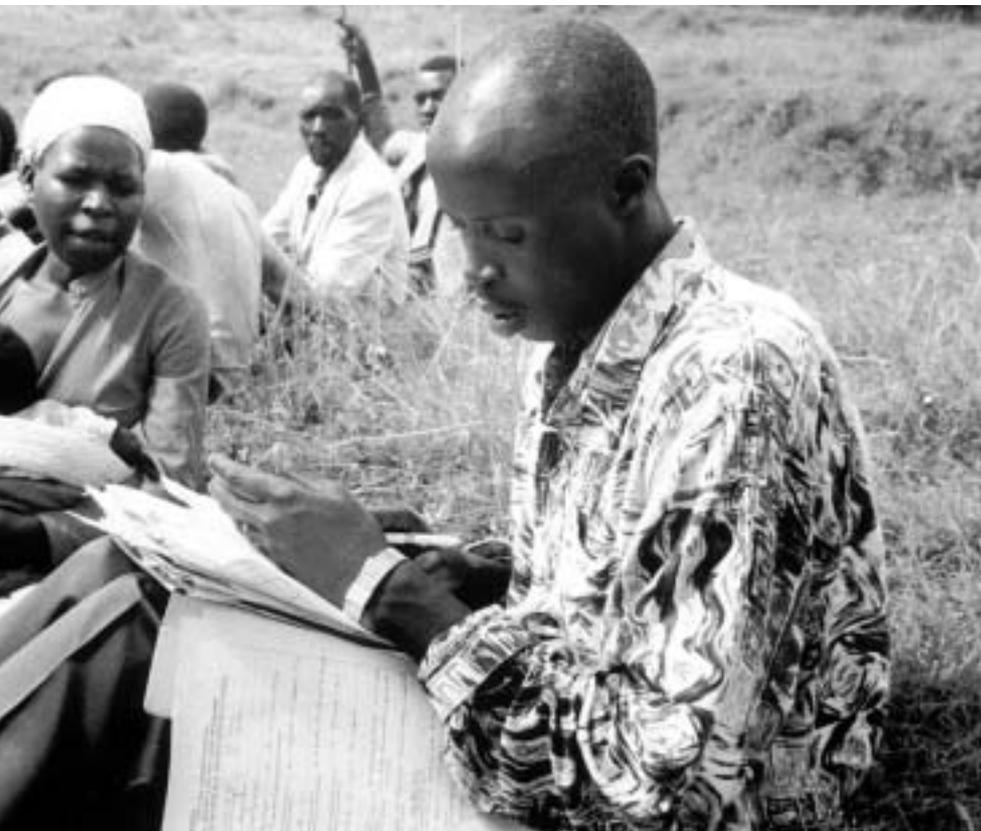


PHOTO: Jenny Matthews/Save the Children

Aimable Nshamyimana (right) is one of the 70 Rwandan social workers employed by Save the Children in its national programme of family tracing and reunification for unaccompanied children, following renewed ethnic violence in April 1995. Here he is registering information at a mass tracing session

have been prioritised and work has begun to specify the key competence areas. One approach under consideration is a form of internship programme, using work shadowing among other techniques.

## Security

But not least for such an organisation whose employees are so often in dangerous situations is safety, and in this HR professionals play a major role. At organisational level, SC UK has developed and implemented security management guidelines to provide a systematic and effective framework. Guidance and tools cover everything from undertaking context analysis and risk assessment to the development of security strategies and local security guidelines. The framework also includes systems for communication and decision making at all levels and provides for incident reporting, analysis and ongoing review mechanisms. This robust, proactive approach to managing and controlling risks also helps SC UK to secure and maintain wide insurance cover for staff.

At individual level, SC UK provides staff with full briefings on the guidelines and systems in place and on their own personal

mental and physical well-being. All staff are given an SC UK book called 'Safety First' that provides guidance on all kinds of security threats. 'R and R' (rest and recuperation) provisions are built in at an early stage of the programme and are enforced to help prevent burn out. Training is provided in the use of equipment and regular staff meetings ensure that any concerns can be raised and addressed. Maintaining details of next of kin contacts goes without saying!

The events of September 11 set all the SC UK's wheels in motion. First, a UN Special Session on children's rights had been scheduled to take place in New York, so more staff than usual were there. These had to be tracked down, as well as staff who might have been or were due to fly (anywhere) that day. A large number of children were due to attend, so clear and immediate communication about the organisation's position on travel was essential. Contact was made with all US citizens, wherever in the world they were, to help them make contact with their families.

A staff security group was immediately set up in the SC UK London head office consisting of key programme management

staff and senior global HR adviser Leonie Lonton. Its first task was to undertake an assessment of the situation and implications for all the countries in which the organisation operated. Contact was made with managers worldwide and a list was drawn up of 'High risk' and 'Watching brief' locations. For these countries further assessments were made to determine security levels and to decide whether evacuation plans needed to be actioned.

As a result, all expatriates were evacuated from Afghanistan, where Save the Children Alliance members had six sub-offices with over 200 local staff. Accompanying dependants and non-essential international staff were sent home from Pakistan, Central Asia and some locations in the Middle East. The office in Afghanistan was initially closed and national staff provided with three months salary advance should they need to leave. Although communications were very difficult for a period of time, channels were maintained with national staff, who remained in Afghanistan throughout the initial few months following September 11 and continued to work throughout.

The staff security group still meets on a weekly basis, although this was daily at the early stages, to ensure ongoing monitoring and review of the situation globally. The group reviews information and issues provided by the field, checks security levels and assessments and looks at information available from a variety of sources (including the UK's Foreign and Commonwealth Office and other Alliance members). The group also ensures that appropriate links are maintained with field staff and with staff health, risk management and communications teams in the organisation.

There is more to be done, says HRD Director Derek Miles, and SC UK continues to review and improve its arrangements. However "all these initiatives play an important part in ensuring that SC UK staff can continue to fight for children's rights around the world even in the most difficult of circumstances."

# THE WORLDLINK HR CALENDAR

February 5-6, 2002

Bratislava, Slovak Republic

## 5th Slovak International HR Conference

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Tel: +421 44 55 10 104  
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Email: jan.podstrelenc@swedwood.sk

February 13-15, 2002

Toronto, Canada

## HRPAO Annual Conference and Exposition

Contact: Marta Pawych  
Tel: +1 416 923 2324  
Fax: +1 416 923 7264  
Email: info@hrpao.org

April 15-17, 2002

New York, USA

## SHRM International Conference and Exposition

Contact: Brian Glade, SHRM  
Tel: +1 703 535 6033  
Fax: +1 703 535 6497  
Email: forum@shrm.org

April 16-18, 2002

London, England

## CIPD Human Resource Development Conference and Exhibition

Contact: Marie Ricot  
Tel: +44 20 8263 3434  
Fax: +44 20 8263 3223  
Email: training.hotline@cipd.co.uk  
Website: www.cipd.co.uk

April 17-19, 2002

Fortaleza, Brazil

## ABHR 5th North/North East Region HR Congress

Tel: +55 11 256 0455  
Fax: +55 11 214 0858  
Email: abrh@abrhnational.org.br

April 21-24, 2002

Manama, Bahrain

## IFTDO 31st World Conference and Exhibition

Contact: Karolline Immanuel  
Tel: +973 789 654  
Fax: +973 789 828  
Email: IFTDO2002@mice-management.com

May 19-22, 2002

Brisbane, Australia

## AHRI National Convention

Tel: +613 9685 1200  
Fax: +613 9696 4532  
Email: enquiries@ahri.com.au

May 27-29, 2002

Mexico City, Mexico

## WFPMA 9th World Congress on Human Resource Management

Contact: Luis de la Fuente Pantoja  
Tel: +52 5140 2201  
Fax: +52 5140 2227  
Email: information@hr2002.org  
Website: www.hr2002.org

June 23-26, 2002

Philadelphia, USA

## SHRM 54th Annual Conference

Tel: +1 703 548 3440  
Fax: +1 703 535 6490  
Email: custsvic@shrm.org

July, 2002

Tokyo, Japan

## JSHRM 3rd Annual Conference

Tel: +81 3 3409 1162  
Fax: +81 3 3409 1165  
Email: info@jshrm.org

August 13-14, 2002

São Paulo, Brazil

## ABRH 28th National Conference

Tel: +55 11 256 0455  
Fax: +55 11 214 0858  
Email: abrh@abrhnational.org.br

August 26-28, 2002

Sun City, South Africa

## 46th Annual IPM Convention

Contact: Karmen Naicker  
Tel: +27 11 482 4970  
Fax: +27 11 482 6589  
Email: karmen@ipm.co.za

September 11-13, 2002

Wellington, New Zealand

## HRINZ Annual Conference and Expo

Tel: +64 4 499 2966  
Fax: +64 4 499 2965  
Email: hrinz@hrinz.org.nz

**MEXICO CITY**  
**MAY 27-29, 2002**



**MEXICO 2002**  
9th Human Resources World Congress

**BACK TO THE PERSON**  
The new Responsibility of the  
Human Resources Function

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**FEATURED KEYNOTE SPEAKER**  
**Jack Welch**  
FORMER CHAIRMAN AND CEO  
GENERAL ELECTRIC

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Other Presenters:  
Jeffrey A. Axems    Kjell Nordstrom    Richard W. July

Presented by:  Sponsored by: 

Contact: information@hr2002.org  
Phone: (52) 5140 2201 & (52) 5140 2204  
In Mexico: 01 800 509 8020 In the USA: 187 7 2000 170  
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**President** Les Pickett, Australia

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