



## Coping with SARS

Concerns about the spread of Severe Acute Respiratory Syndrome (SARS) are challenging the ingenuity of HR professionals in international companies, although to date the business impact is predominantly in the travel and leisure sectors and on the economies of those parts of the world most affected.

Key issues for employers include insurance cover for SARS-related absences, particularly for people in quarantine, medical examinations and confidentiality and the provision of information.

A recent but still ongoing (in mid-April) survey of over 300 companies by international consultants ORC revealed that about half had banned all non-essential travel to Hong Kong (53.2%) and Guangdong Province (49.4%), with other affected areas not far behind – Singapore (46.5%), Hanoi (39.8%), Taiwan (36.0%) and other regions in China (31.8%). Far fewer (between 14 and 22%) had postponed all scheduled trips and fewer still (6 to 14%) had cancelled them altogether.

In terms of expatriation, only 10% of companies surveyed had postponed new assignments to the worst affected locations

(Hong Kong and Guangdong Province) and the number of companies which had temporarily evacuated expatriates or their families or repatriated them earlier than expected was very small indeed (0.3-3.8%). Up to 15% had left the decision up to the individual with the company agreeing to pay expenses incurred.

Other actions companies reported taking included varying working hours, working from home, commuting in taxis, issuing masks to employees in affected areas, increasing sanitation in offices, increasing use of teleconferencing and imposing quarantine of between five and 10 days on employees returning from impacted areas.

In addition companies said they were creating contingency or crisis management plans.

One international bank with a significant base in the affected areas had issued guidelines:

- Deferring all non-essential business travel to Hong Kong, Singapore and Vietnam until further notice;
- Advising all employees who had been travelling in those countries not to come back to the office for 10 calendar days

after their return and only then to return to the workplace if no symptoms then developed; this enforced period of absence was being treated as paid leave and would have no impact on holiday allocation;

- Requiring employees visiting other sites from those countries to do everything possible to meet their requirements by conference call; and
- Asking employees not to travel on flights originating in those countries.

Another specialist consultancy ECA International told *WorldLink* that their impression was that people in S.E. Asia were actually less worried than those in the rest of the world. Ian Ridgwell, ECA commercial director, said Hong Kong people were very disciplined and would follow recommended advice. Steps being taken included changing working hours so as not to travel at the busiest times, breaking up teams so that only half would run the risk of exposure at any one time, closing up offices in the event of an outbreak.

ORC Executive Vice President, International, Geoff Latta added: "The next few weeks will be decisive. If the number of cases grows, companies may put in place stronger restrictions."

For further details of ORC survey, contact [Siobhan.Cummins@orcinc.co.uk](mailto:Siobhan.Cummins@orcinc.co.uk)

## When in Rome...



An audience with His Holiness Pope John Paul II and a talk from an Archbishop provide the uniquely Italian flavour to the 21st biennial Congress of the European Association for

Personnel Management to be held in Rome, June 25-27.

In addition to the Archbishop – Renato Martino, secretary general of the Pontifical Council for Justice and Peace, the opening plenary platform is expected to be shared with Romano Prodi, President of the European Commission, who will address the Congress theme of the role of people in an age of technology.

Other keynote speakers include former Royal Dutch/Shell director-turned author Arie de Geus, political

economist and writer Francis Fukuyama, Unilever Italia HR executive-turned management consultant Ulderico Capucci and former Xerox chief scientist and technology think-tank leader John Seely Brown.

Company executives include corporate social responsibility champion Pasquale Pistorio, President and CEO of STMicroelectronics, Umberto Paolucci, Vice-President, EMEA for Microsoft, Ben Noteboom, new chief executive of Netherlands-based employment agency Randstad, and Maria Wisniewska, President of the Polish Bank Pekao.

● [www.eapm2003.it](http://www.eapm2003.it)

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## WorldLink

welcomes news stories, announcements of events and ideas for articles. These should be accompanied by a telephone number and email address where possible. Please send items to Susanne Lawrence Editor, Worldlink PPL, 17 Manchester Street London W1U 4DH, England Tel: 020 7487 4284 Fax: 020 7563 9303 Email: susanne.lawrence@ppltd.co.uk

## Next issue

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# Italy's evolving HR role



A group of 40 young HR high-fliers from 20 European countries, the 'Young Talents', have been working on an initiative for the forthcoming EAPM Congress in Rome on the future of HR in Europe. One of them, Barbara Stein (left), who has worked for the Citigroup Corporate and Investment Bank in Chile, Brazil and the US but moved to Milan with them nearly three years

ago, helps set the scene for the Congress by telling *WorldLink* about working in HR in a traditional industry in Italy. Perhaps not surprisingly, she has found the regulatory context and culture vastly different from her previous experiences

I came to Italy with my company in August 2000 because I wanted to experience first hand how Citigroup and business in general worked in different countries, and not least how diverse cultures affect HR. Nearly three years on I can confirm that HR in Italy is still very different from the textbook picture of a strategic business partner and therefore a frustrating, albeit challenging, environment for a young ambitious HR professional.

It is not easy to summarise the HR role in Italy because of its legal and technical complexities. Indeed, Italian labour legislation is extremely detailed, strongly observed and very protective of workers' rights and therefore, not surprisingly, it greatly influences both the Italian labour market and the dynamics of the HR role.

Ivan Scalfarotto, an Italian, working for Citigroup in London, told me: "The HR function in Italy remains in most cases very administrative, and dominated by payroll and trade union relations. There is still not a strong managerial mindset, but things are changing and we'll get there. The HR environment is very tough due to the complex legal situation, the system of national agreements and tendency for regulations to be applied consistently to the whole country, notwithstanding a company or industry's own policies, processes and needs.

"In addition, pension and taxation matters are very complex and HR managers need detailed knowledge and experience."

I entirely agree. When I arrived here, I felt that my HR experience was not enough, that I was missing technical knowledge. Take my own contract of employment, for example. Initially I was impressed by how short and straightforward it was. But I noticed it made reference to the Contratto Nazionale, so I asked

about this and was given a book of 261 pages! And that was my contract!

These contracts or books vary, depending on the industry, the subdivision of the industry and even level of seniority. At first, I was pleased to find so much written down, covering everything from overtime eligibility to maternity leave. I thought it would mean I would know exactly what to do when we had to transfer someone, for instance, and even about the process to follow when someone was fired. However, I soon realised that with such a detailed and structured contract, HR people must be very careful, and the amount of flexibility to operate outside it is minimal.

Because of the number of specialised technicalities, one of the keys to survival in HR in Italy seems to be to have good consultants on tap, not least for a second opinion – often we consult them even before implementing the most minimal or basic change.

## Political

But all this is not to say that the HR role is weak; rather I would describe it as very political and, as Ivan Scalfarotto pointed out, "The HR manager not only needs strong technical skills, but also to be capable of dealing with different authorities, formal and lengthy procedures and high visibility."

One major constraint caused by the long culture of trade union strength, employee power and the 'right' to a job, and the underpinning of this by legislation, is the virtual impossibility of firing anyone – whether for poor performance or, in the case of complex international companies like mine, for management to select who would go in a restructuring. And I have heard of a case where an employer who fired a cashier for stealing

money was ordered by a court to reinstate the person.

Even when an individual expresses a wish to change jobs, they will look to HR to find something suitable for them rather than being proactive and looking for themselves – either inside the organisation or elsewhere.

It is a paradox really that, because of the restrictions and lack of flexibility, the ability of Italian HR management to manage human resources is limited. It transacts complex but basic services for the critical mass rather than being concerned with growing human capital and taking part in the corporation's business strategy.

Nevertheless, Italy is not immune from worldwide economic, social and technical changes and companies will need to be able to adapt quickly. Downsizing, outsourcing, flatter structures, the 24-hour day – all these will bring additional pressures to the current complex and rigid system. And this means the HR role will need to change to become more in touch with the people working for the company.

Already work-life balance is becoming one of the main issues that companies are having to face, not only to diminish the depression/stress syndromes, but also to attract talent and retain employees.

Continuous reskilling of employees is another challenge, and HR people will need to ensure it happens in a timely way and directly linked to business needs. A blend of classic-style training and e-learning has become the 'new thing on the block', although Italy still lags behind in terms of making HR information accessible to individual employees through new technology.

But, nowadays companies are finding that training is not enough; they want to hire 'talent' – leaders, people with potential who can be versatile and adapt to new challenges. When hiring, the focus is no longer only on the technical skills but on the soft yet strong interpersonal skills, vital for managing in a very diverse, global and virtual world.

Although protected categories such as orphans and the handicapped already exist, working with racial and religious diversity is a totally new concept in Italy. It is not only due to the globalisation of companies, but also to the influx of

migrants who have started to create a multi-ethnic population bringing new skills sets and culture.

Italian HR people will need to become much more aware of this relatively recent phenomenon on both the company in particular and the labour market in general and start adapting very quickly, as it has implications for how the company recruits and retains. Also I would strongly hope that some of Italy's legislation and procedures start to be simplified, since dealing with diversity in such a rigid and complex system presents a huge handicap.

## Partnership with business

Business has very high expectations in terms of hiring the 'right stuff', but are these expectations realistic? Recruitment is constantly trying to develop new tools, but are the psychologists' tricks any more effective? Finding the secret formula for recruitment, training and retention may be a challenge for HR people but it needs to be undertaken in partnership with the business.

Ivan Scalfarotto underlines that HR-Italy needs "to grow into a new function. The business will be demanding this by starting to ask questions such as who is in the talent pipeline? And when will executives be ready to take on new responsibilities and have a more managerial attitude? But we don't yet have the answers. HR needs to become more involved, more integrated with the long-term vision."

One significant problem with HR in Italy is the degree of specialisation or segmentation of the function. So for each particular specialism, whether recruitment, training or compensation, this vertical-orientation works well, but who really has the big overview? This sharing of general information for HR would require a new HR figure/role to develop with a horizontal perspective.

HR in Italy should try to lead more by starting to see itself as a service provider with internal clients with many complex needs. It needs to analyse its processes and work with metrics to improve its service and efficiency, while becoming more customer and business-focused. As Ivan Scalfarotto said, "we should not be holders of a supposed power but influential suppliers of information, know-how and managerial support for the business and for those who set up the company strategies. We cannot be seen as a bureaucratic or priestly function, but part of the decision-making process, with HR strategies a cornerstone of company strategies."○

## FIDAP honours

The winner of the fifth Oscar Alvear Urrutia Award, given every two years to an HR professional who has made a significant contribution to FIDAP, the Latin-American federation of personnel associations, will be decided at the FIDAP Congress to be held in the Dominican Republic 14–17 May and presented at the special assembly to be held in Buenos Aires in November for FIDAP's 40th anniversary.

The current holder is Ruben Casavalle (below), a former President of the Uruguayan Association of Personnel Managers (ADPU) and of FIDAP and a former delegate to the WFPMA.

He is also President of FIDAP's board of former presidents, and last month attended the 25th anniversary meeting in Santiago de Chile of the Instituto de Dirección de Personal del Cono Sur (IAPCOSUR), a body formed by the national associations of Argentina, Brazil, Chile, Paraguay and Uruguay.

Casavalle is HR Director of Conaprole, a leading Latin American dairy co-operative based in Uruguay, which recently announced the establishment of a joint venture with Irish-based dairy company Glanbia to develop sales in Latin America and Africa and to promote technology transfer between the companies. Casavalle told *WorldLink*: "We have succeeded in aligning and complementing not only our business objectives and mutual strengths but, more significantly, our corporate cultures." For further details of the FIDAP Congress, which will coincide with the next meeting of the Board of the WFPMA, email [adoarh@codetel.net.do](mailto:adoarh@codetel.net.do).



## UK's global HR programme

Collaboration between Cranfield University School of Management, Manchester Business School and the Chartered Institute of Personnel and Development has resulted in a two-day programme on globalising human resources for senior HR professionals with international people management responsibilities.

The course, and the research that underpins it, draws on the practical experiences of more than 700 organisations facing the challenges of managing people internationally. To be run in the UK in June and again in October, it will look at what makes for an effective, value-adding HR function in a multinational organisation, which HR policies and practices suit which environments and which HR activities should be local and diverse, and which globally consistent. Contact: [laura.webb@cranfield.ac.uk](mailto:laura.webb@cranfield.ac.uk)

## New date for Congress

November 2004 is now the new date for the 10th World Congress on Personnel Management, which was launched by Singapore HR Institute President Lim-Ho Geok Choo during the Chinese Lunar New Year celebrations: [www.hr2004.com](http://www.hr2004.com)



# Reconciling different dimensions of difference

Managing diversity has become a key HR responsibility and not least for international enterprises. But here Martin Bennett argues that global diversity is a whole different ballgame from dealing with the challenges at domestic level and requires radical new thinking and strategies

Management guru Peter Drucker stated, "Tomorrow's business challenges are less technical than they are cultural. Culture must be managed just like any other business phenomenon." To that end, managing diversity must be a priority for international enterprises. But global diversity is different from diversity at domestic level. It draws together a broader range of personal identities than the employee brings to the domestic workplace. Considering diversity from a global perspective does not mean that specific diversity issues – focusing on the role of women at work, for example – have been resolved: these will need to be continuously addressed with appropriate policies and programmes. However, such efforts do not define or exhaust global diversity, even when bonded into a worldwide mosaic of awareness and communication.

As US-headquartered companies rolled out their global diversity programmes in the 1990s, they experienced major resistance. With its focus on race, gender, sexual orientation, physical disability and religion, 'diversity' was seen as too American. 'Diversity is not an issue' was the response in mainland Europe, although workers continued to win their discrimination claims in court.<sup>1</sup> 'Diversity has no meaning... we can't translate the word,' said a South East Asian manager, although, interestingly, in that part of the world ethnic and cultural preferences are supported by local legislation and 'tradition'.

Driven by Title VII of the 1964 US Civil Rights Act or Article 13 of the European Community Treaty of Amsterdam, companies continue to create national diversity policies and programmes to address inequity and workplace exclusion.

However, global diversity creates distinctive challenges that cannot be handled by the same strategies.

The BBC is committed to having 10 per cent of its staff drawn from ethnic minorities by the end of this year, although ethnic minorities only represent 5 per cent of the British population. The use of population ratios, while laudable in domestic settings, would not be globally effective, for, even accounting for comparable competencies and skills, there would be few opportunities for nationals of the EU, the United States and Japan – countries that dominate the Fortune 500 but not global demographics.

Global diversity initiatives are based on the broadest set of characteristics, competencies and individual attributes that employees demonstrate and that will align with corporate strategy and management goals. Their success or failure rest on the organisation's ability to reconcile divergent identities drawn from the:

- civilisations that shaped us and their inherent values;
- preferred forms of behaviour of our national cultures;
- corporate culture norms and standards;
- the forces of society that formed and taught us;
- orientation and attributes of our birth; and the
- inherent influence of our personality.<sup>2</sup>

## Civilisation

The first of these, the silent affinity and influence of an employee's civilisation, has tended to be overlooked as a factor in the diversity mix. A civilisation is defined as "a grouping of ideas and values that demonstrate the highest level of cultural and technological development or the culture characteristics of a particular time or place." It is "the identity that represents the largest collection of 'us' against those we

consider as 'them'", the broadest level of our affiliation and identity. It must therefore be taken into account in HR policymaking.

Take, for instance, attitudes to gender. Islamic civilisation has a specific perspective of women and their relationship with men, yet to the eyes of the western woman they may seem too subservient. Western civilisation's ideal perspective is based on equal relationships, which to Islamic eyes may be too confrontational and fail to demonstrate social interdependence. Many nations, either Islamic or Western, will have norms that are different, but the core values are from their initiating civilisation.

So, the major electronics company, which used a foreign national to present its gender diversity programme to its worldwide locations without reconciling such varying expectations of gender, will not have achieved very much.

Similarly, the company that uses the terminology 'the way we think' may not recognise that such thought patterns extensively reflect only one civilisation and neglect others. An obvious example is the western orientation to value individual identity, in direct contrast to the collective identity of Confucian, African and Middle Eastern Islamic civilisations.

People bring their civilisation's values to work, but unfortunately do not always feel free to display or verbalise them. Rather they manifest themselves in terms of how work is perceived, how and which workers are acknowledged and respected, how they communicate interpersonally and within teams, how performance reviews are designed and delivered, how rewards and punishment are handled and how work is evaluated in terms of time and quality.

The process of reconciliation, therefore, demands new approaches to hiring criteria, communications training and performance management – to name but a few of the elements of the HR portfolio.

<sup>1</sup> Claims have been made against Saga Petroleum, Renault VI, BT, Ford UK and the British Ministry of Defence.

<sup>2</sup> Gardenzwartz, L, Rowe, A, Digh, P. and Bennett, M. *The Global Diversity Desk Reference: Managing an International Workforce*. San Francisco, CA: Jossey-Bass/Pfeiffer, June 2003.

(educational background, marital/family/parental status, appearance, recreational and personal habits, religion, income) and their place in corporations. When that work is integrated into a model that respects civilisations and the national aspects of diversity, a solid foundation is established for a more inclusive diversity platform that covers employees wherever they may work and whatever their origin of birth.

## Window dressing

A viable global diversity model must transcend the narrowness of domestic models that are superficially 'window-dressed' for export. Changing graphics in our PowerPoint presentations from a coffee cup to a rice bowl or being mindful of our spelling by using an 's' rather than a 'z' does not add up to global diversity. Nor is the expatriation of African-Americans or second generation Chinese to the assumed countries of their ethnic heritage, as when some US firms returned to South Africa after apartheid or entered China.

The global model must develop beyond the bias towards a sole building block of identity; it cannot be limited to mono-focused expressions of difference.

For example, increasingly multinationals are attempting to redress the gender aspect by bringing women into top management. But if they were serious about global diversity, they would examine gender in conjunction with other dimensions. Would the woman represent the dominant western civilisation of her fellow board members and corporate headquarters or would she understand and represent the values of another civilisation? Would that woman, if American, only be seen in light of her characteristic national assertiveness and not her gender or any other contributing aspects of her identity? Could her value be seen in the reconciled attributes that she brought to her position – that she was a Westerner, an American, a woman, a qualified engineer, an experienced manager drawn from the union ranks, middle aged, a second generation immigrant and a high-risk taker?

Each of these dimensions of a person's global diversity profile when reconciled adds to the value the person brings to the company. Global diversity requires us not to focus solely on one part of a person's diversity profile – gender in this case – but also to acknowledge other aspects of the employee that bring value to the company and are important for global success.

Naturally, this has major implications for hiring and succession planning and the ability of international human resource managers to identify an employee's global diversity profile and position them within the company.

## Nationality

Nationality is also a major component in global diversity and its impact is underestimated in most companies except in dealing with cross-border regulatory concerns such as legal and accounting issues, managing expatriate employees, identifying methods to streamline cross-border operations or developing global marketing and sales initiatives. Nationality is not generally seen as a diversity issue unless there is conflict. But transnational workers, such as the Turkish in Germany or the Mexicans in the United States, face significant conflicts in values between their own and those of their hosts.

Assumptions related to nationality tend to surface in informal and formal conversation about the 'Americans', the 'Brits', and the 'Japanese'. However, while comments or jokes about a person's race or gender would be quickly challenged, statements such as 'We are an American –or German or Korean– company and that is how we operate' are expressed without thought and accepted without criticism.

Few companies have seriously examined how their corporate culture endorses and perpetuates a preferred national business style, usually headquartered-based. Yet such a narrow national bias limits the organisation's ability to fully access the skills and strengths of a global workforce. The high failure rate and underperformance of cross-national/cross-border mergers highlights the costly outcome of such poor cultural integration.

In a global diversity model, loss of a particular national perspective on a management team is as significant as the loss of a female perspective on a corporate board or of racial diversity in top management in a domestic diversity model.

## Additional influences

Substantial work has been done on understanding the relationship of the internal dimensions of diversity (gender, age, physical ability, sexual orientation, race, ethnicity) and the external ones

## QUESTIONS TO ASK

Approaching diversity from the global perspective raises many questions:

- To what degree are the values underlying your vision and mission reconcilable with those of the major civilisations in which you work? Which civilisations are aligned? Which are not? What needs to be done?
- What national business style dominates the organisation? How is it reconciled with other styles to create an inclusive workforce? If it is not, what is the loss to the corporation, *ie* inability to retain senior national staff, loss of local market share, deterioration of corporate ethics, etc? What modifications are needed?
- To what degree are corporate systems (recruitment, pay, promotion, etc) reconciled with the requirements of different civilisations and nationalities? For instance, one company committed itself to moving jobs to people rather than people to jobs, which immediately decreased issues related to international relocation and reduced the barriers that national borders had presented for advancement. So the questions are: whose and what value system is consistently excluded? What needs to be done for broader inclusion?
- How do you reconcile differences among employees with experience of dissimilar education systems, social structures, politics, economics and class? What needs to change to create greater inclusion of those whose behaviour differs from the preferred corporate profile?
- Insights and value are drawn from the varied life experiences of people of different race, gender, sexual orientation, physical ability and ethnicity (internal dimensions of birth), as well as from varied styles based on personality. Is maximum value gained from such variety? If not, what needs to change?

The greatest challenge is in using a holistic approach to identify how each distinct dimension of global diversity affects the other and to resolve them in an integrated manner. Let us learn from the critics of globalisation whose demonstrations illustrate the polarisation of the rich nations from the poor, the managers from the workers and the economically powerful from the weak. Their protests challenge us to create more inclusive global workforces.○

*Martin F. Bennett is principal of Bennett Consulting, a California-based group that focuses on nationality, ethnicity and spirituality in the global workplace*

# Professional HR standards: the new German system

In the last issue of *WorldLink*, Anne Charette detailed the process whereby the Canadian Council of HR Associations arrived at a national system of professional HR standards to be launched in March. Here Hans Böhm describes the evolution of Germany's new professional HR standards, the certification programme for which is planned to start next month

The DGFP, the German personnel association, is a long-established and flourishing organisation. Last year it celebrated its 50th anniversary. It has over 1800 member companies, as well as individual academics and consultants, and membership is particularly growing among small and medium-sized enterprises. It has a successful network of 'experience exchange' groups which meet two or three times a year, a big national conference, a monthly magazine and a website (dgfp.de).

Nevertheless, understanding of what constitutes good HR management varies a lot in Germany: in some companies the role is very administrative task-orientated, while in others it is more entrepreneurial and integrated into strategy development.

Conscious that other country associations do have clearly defined professional standards – and that the WFPMA itself was looking at HR competencies round the world, the DGFP set up a working party to develop professional standards that would be acceptable throughout Germany. The group was composed of about 15 people from companies considered to have the best practices, and it invited representatives from the United Kingdom and United States, as well as Professor Chris Brewster and Judy Whittaker who were working on the WFPMA Competences project, to share their experiences.

It was vital, however, to take account of German culture, legislation and industrial relations machinery such as works councils and the strong co-determination law.

The group looked at what it saw as the main challenges for HR people and the likely influences on companies in the future and then how these might affect the HR role. It took account of:

- 1 The need to be able to show the contribution of HRM to financial success – in other words the ability to quantify value as well as costs;
- 2 The need to manage all the processes of learning in the organisation – not just

formal courses – bearing in mind the fundamental shift from the old 'knowledge is power' mindset to acceptance of the advantages of sharing knowledge; and following on from this the use of technology to create ways for people to learn from each other;

- 3 Changes in HR procedures and techniques, for instance away from detailed job descriptions, changes in approach to working time, appraisal, compensation and benefits and knowledge management; and
- 4 The need to be able to manage change – human as well as technical and organisational.

In terms of external influences, the group paid special attention to changing societal values, demographics (too few children and more older people, whose talents would need to be developed and retained for much longer than hitherto), ongoing technological innovation, narrower financing/less credit on the part of banks, skill shortages (necessitating anticipatory rather than reactive hiring policies), global competition and internationalisation.

The group concluded that the HR manager of the future had to be able to fulfil different roles, such as:

- mediator of ethics and values
- creator of added value
- manager of change
- designer of social partnerships within the organisation
- bringer of the entrepreneurial point of view to all employees.

In terms of how the function should be organised, the group favoured as much decentralisation as possible – taking care to define what responsibilities should fall to the line manager, with as much centralisation as was necessary to implement and co-ordinate professional HR management. A strong and influential HR leader at the top of the organisation was regarded as a prerequisite.

Finally the group produced a set of standards, with associated learning objectives, for each of the following levels of HR professionals within an organisation:

- 1 The HR executive or manager on the board, whose competencies needed to embrace:
  - Micro/macro economics, national and global economics
  - Entrepreneurial attitudes
  - Organisational change and development
  - Management of HR roles
  - Strategy development and application
  - Holistic thinking and management of complex networks
  - Leadership
- 2 The HR middle manager/future top manager/department head/HR graduate, who would need competence in:
  - Company and HR objectives and strategies
  - HR systems, especially selection and development
  - Project management
  - Psychology and sociology
  - Labour legislation
  - Social partnership
- 3 Assistants, specialists and administrators, who would need competence in:
  - Employee records and contracts
  - Wages and salaries
  - Flexible working time systems
  - Social insurance/pensions
  - Health insurance
  - Organisational techniques and IT applications.

For each of the three levels, the group has devised superior learning objectives covering role awareness, self-knowledge and communication behaviour and, for the top two levels, self-assessment.

The curriculum for each of the three levels covers eight learning areas, for each of which there is one key learning objective and a number of subsidiary learning objectives (see samples in box opposite).

The learning areas are:

- 1 **Culture development:** understanding corporate culture in general and the

candidate's own company culture in particular

- 2 **Strategy:** role of people and HR management in company's development
- 3 **Social partnership:** labour law, social legislation
- 4 **External relations:** chambers of commerce, trade associations, trade unions and other stakeholders
- 5 **Value creation:** qualitative and quantitative methods and instruments for measuring and demonstrating contribution of HRM to company value
- 6 **Competence management:** assessing knowledge and organising and supporting processes of learning and development within the organisation
- 7 **HR systems and tools:** tailoring them

to company circumstances and keeping up to date

- 8 **Management of change** (see detailed chart below)

Courses, which include e-learning elements, will be of varying duration, depending on level: each of the seven modules can be booked separately but students must have taken and passed at least four within a two year period.

The programme, known as 'ProPer' (Professionalisierung für das Personalmanagement), is being promoted through the DGFP's website and magazine *Personalführung*; there is also a new brochure. Once it is up and running and well-known, the DGFP expects about 100 participants a year for the most senior level course, a similar number for the middle

level, known as the professionals course, and about 40 for the executives course. While the programme will be run exclusively by the DGFP, the standards and syllabus for the professionals course is being communicated to universities as the basis for any courses they may run for future HR managers. ○

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## LEARNING AREA 8: Management of change

Top level HR manager	Middle level HR manager	HR assistant/specialist
<p><b>Key learning objective:</b> The HRM<sup>1</sup> recognises factors with regard to the future for the necessity of change in the company and implements this knowledge professionally into the strategy of change and develops change in the company proactively and professionally.</p>	<p><b>Key learning objective:</b> The HRGF understands the necessity and influence of change in companies and transfers this knowledge to his/her own company. He/she gives proactive impetus to change within his/her company.</p>	<p><b>Key learning objective:</b> The HRS<sup>3</sup> understands the fundamental necessity of change in companies and transfers this knowledge to his/her own company. S/he supports the changing process in his/her own company.</p>
<p><b>Learning objectives:</b> The learning objectives of the HRGF<sup>2</sup> are also valid for the HRM. Furthermore, the HRM should:</p> <ul style="list-style-type: none"> <li>• know the fundamental principles of change processes and be aware of them in the management of change</li> <li>• know and understand sociological and micro-political power structures in the company and handle them competently without neglecting the values of the company</li> <li>• Understand new developments in the area of business change, be able to analyse good-practice examples of change and transfer that knowledge to his/her own company</li> <li>• Be able to develop structured objectives in order to create change, taking account of relevant employees, external influences and stakeholders, and to implement it for his/her own company</li> <li>• Be able to represent the strategy of change at board level and towards the works council and to give impetus to the subject</li> </ul>	<p><b>Learning objectives:</b> The HRGF should:</p> <ul style="list-style-type: none"> <li>• Know that change has a fundamental meaning to the company</li> <li>• Be able to transfer it to his/her own company, his/her specific tasks and to him/herself</li> <li>• Know the relevant external and internal factors of change and be able transfer them to his/her company</li> <li>• Be able to define company-related action points from them</li> <li>• Know the important steps in a process of change</li> <li>• Know the meaning of communication in the process of change and use it to create change proactively</li> </ul>	<p><b>Learning objectives:</b> The HRS should:</p> <ul style="list-style-type: none"> <li>• Know that change has a fundamental meaning to the company</li> <li>• Be able to transfer it to his/her own company, his/her specific tasks and to him/herself</li> <li>• Know the most important external and internal factors relevant to change</li> <li>• Be able to transfer internal and external factors to his/her own company and communicate them correspondingly</li> </ul>

<sup>1</sup> HRM – top level HR manager    <sup>2</sup> HRGF – middle manager/graduate    <sup>3</sup> HRS – assistant/specialist

## THE WORLDLINK HR CALENDAR

**May 13, 2003**

Santo Domingo, Dominican Republic

### WFPMA Board Meeting

**May 14-17, 2003**

### 18th Interamerican (FIDAP) Conference on HRM

Tel: +809 227 5655  
Fax: +809 227 5574  
Email: adoarh@codetel.net.do

**May 18-21, 2003**

Sydney, Australia

### AHRI 60th Anniversary Conference

Theme: 'Transforming HR'  
Tel: +613 9685 1200  
Fax: +613 9696 4532  
Email: jo.mithen@ahri.com.au

**May 22-23, 2003**

Wiesbaden, Germany

### DGFP 11th National Conference

Tel: +49 211 5978 150  
Fax: +49 211 5978 179  
Email: graf@dgfp.de

**May 22-24, 2003**

Killarney, Co Kerry, Ireland

### CIPD Ireland National Conference

Tel: +353-1-676-6655  
Fax: +353-1-676-7229  
Email: info@cipd.ie

**May 27-30, 2003**

Lisbon, Portugal

### IFTDO 32nd World Conference

Contact: Luis Bento  
Tel: +351 21 352 2717  
Fax: + 351 21 352 2713  
Email: apgtrh@mail.telepac.pt

**June 10-12, 2003**

Balatonszéplak, Hungary

### OHE National Conference

Contact: Hungarian Association for HRM  
Tel: +36 1 361 4655  
Fax: +36 1 361 4656  
Email: humanpol@mail.matav.hu

**June 12-13, 2003**

Riga, Latvia

### LAPM International HR Conference

Latvian Association for Personnel Management  
Tel/Fax: +37 1 732 1145  
Email: ipva@apollo.lv

**June 12-13, 2003**

Colombo, Sri Lanka

### IPMSL Annual Conference

Tel: +94 74 809 902  
Fax: +94 74 511 107  
Email: ipmsl@slnet.lk

**June 22-25, 2003**

Orlando, Florida, USA

### SHRM 55th Annual Conference

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

**June 25-27, 2003**

Rome, Italy

### 21st EAPM Congress In association with AIDP

Tel: +39 02 6707 9558  
Fax: +39 02 6671 6588  
Email: eapm2003@oic.it

**July, 2003**

Tokyo, Japan

### JSHRM 4th Annual Conference

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

**November, 2004**

Singapore

### WFPMA 10th World Congress on Human Resource Management

Theme: 'Powering human capital'  
Contact: David Ang  
Tel: +65 438 0012  
Fax: +65 438 0029  
Email: information@hr2004.org or enquiries@shri.org.sg  
Website: www.hr2004.com

# 21<sup>st</sup>



## EAPM Congress

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in the Tech-Net Age

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**25-27 June 2003**

Cavalieri Hilton Hotel, Rome [www.cavalieri-hilton.it](http://www.cavalieri-hilton.it)

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**John Seely Brown** 'The Social Life  
of Information'

**Paul Corrigan** 'Shakespeare in  
Management'

Plus: Concert by Accademia Nazionale  
di Santa Cecilia at Renzo Piano's  
new Auditorium Parco della Musica

And: an audience with His Holiness the Pope

#### Congress secretariat:

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Tel: +39 02 657 1200 Fax: +39 02 657 1270  
Email: eapm2003@oic.it Website: www.oic.it  
Congress website: www.eapm2003.it



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