



And then there were five...

New pan-African federation becomes fifth continental member of WFPMA

A new umbrella body representing HR associations across the continent of Africa came into being on 12 March 2004 and was admitted as a full member of the World Federation of Personnel Management Associations at the WFPMA board meeting which followed two weeks later.

To be known as the African Federation of Human Resource Management Associations, the new organisation currently consists of professional HR associations from 12 African countries, whose combined membership is estimated to be 35,000. The ratification of AFHRMA's constitution in Sandton, South Africa last month represented the culmination of nearly a decade of work and planning and in particular more than five years' effort and leadership on the part of Tisetso Tsukudu, who had been charged by the WFPMA with the task of forming a truly pan-African body. His African colleagues recognised his achievement by electing him AFHRMA's first president.

Speaking to *WorldLink* after the WFPMA Board meeting in Bal Harbour, Florida, at the end of March, Tsukudu said it had been "a long road", and he was thrilled that Africa could "now take up its rightful place in the world HR community".

But he saw AFHRMA's creation as "just a beginning" and very much hoped that other African country associations would join up in the near future and not least those in the far north of the continent.

In anticipation of welcoming in some of those French and Arabic-speaking countries, AFHRMA's official languages are English, French, Portuguese, Kiswahili and Arabic.

Inaugural AFHRMA member countries

- Botswana
- Democratic Republic of Congo
- Kenya
- Malawi
- Namibia
- Nigeria
- South Africa
- Swaziland
- Tanzania
- Uganda
- Zambia
- Zimbabwe



Inaugural meeting of AFHRMA last month: (standing l to r) new President Tisetso Tsukudu; Richard Molosiwa and Jowitt Mbongwe of Botswana; Masautso Nyathando, Zambia; Joel Chilenga, Malawi; Sam Januarie, Namibia; (seated l to r) Mpho Letlape, South Africa; Cynthia Simelane-Lukumba, Swaziland; Zayanih Dennis, Namibia; Peter Ojede, Uganda and Brian Maphosa, Zimbabwe

Tsukudu, who will serve for two years as AFHRMA President, saw four priority areas for the new federation:

- 1** To encourage the establishment of professional HR qualifications, standards and training programmes by member associations and to work towards common professional HR qualifications across the continent;
- 2** To develop, and coordinate strategies for tackling HIV/AIDS in the workplace;
- 3** To develop and support strategies towards Africa's renewal and development, and to this end to work with NEPAD, the New Partnership for Africa's Development, which is the socio-economic development programme of the African Union; and
- 4** To encourage the return home of Africans with much-needed skills and competences who have gone to work abroad.

In addition to Tsukudu, officials elected to office during the inaugural meeting in Sandton were Jowitt Mbongwe of Botswana and Masautso Nyathando of Zambia as vice presidents and Florence Namatta Mawenje of Uganda as Secretary/Treasurer. Tsukudu is a former President of the IPM of South Africa and has served on the WFPMA Board since April 1999, latterly as representative of associations in affiliate membership.

WFPMA President Carlos Aldao, for whom the admission of a pan-African federation was a key objective for his term of office, told *WorldLink* he was absolutely delighted.

AFHRMA is the first new full member of the WFPMA since the admission of the North American association in April 1997.

● For full list of WFPMA members, see page 8

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WorldLink

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Measuring human capital

While strict 'human asset accounting' has proved too complex to become common practice, interest persists in many countries in trying to find useful ways to quantify the value of employees to an organisation – and not least in the light of some governments' wishes for company reports and accounts to reflect intangible assets. Andrew Mayo summarises the current state of play

We owe our current understanding of the importance of human capital largely to pioneers from Scandinavia – the prominent thinkers being Karl Erik Sveiby, now living in Australia, and Leif Edvinsson, now a Professor in Sweden's Lund University. They brought to our attention the significance of intangible assets in the valuation of an enterprise, which can be up to 20 times the 'net book value' of the balance sheet. The problem was, and is, that organisations invest an enormous amount of effort into accounting for tangible assets, and have little or no idea how to measure the intangible.

While at Skandia Assurance, Edvinsson and others suggested that these intangible assets break down into three main categories – those to do with customers, those to do with internal structure (systems, methodologies, patents, knowledge etc) and those to do with people and their capability – human capital.

Since the vast majority of value is created – in the end – by people, this is a pretty important issue to be addressed. But there are difficulties. First, people do not fit the financial definition of an 'asset', nor does an organisation 'own' its human capital as it would other assets. Secondly the measures we use cannot be all financial – we need a variety of indicators, some of which will result from perceptions and collective judgments. And, finally, many HR professionals are not naturally numbers-orientated and resist quantifying aspects of people.

However the very term 'human resources' reinforces the concept of people primarily as costs, and there is no doubt that one of the great challenges facing organisations today is that, whereas everyone understands the systems and measures for people costs, when we talk about their corresponding value (if indeed we do), we may only have words. And numbers always speak louder than words, for managers have been trained to work with them constantly.

Jeffrey Pfeffer, writing in the American journal *Human Resource Management*, argued that most HR measures in use focus on costs or link in with existing accounting systems. He notes that, when people are the

denominator in a ratio such as productivity, the way to raise it is to shrink the number of people – a "pernicious way to make people appear more productive". He warns that HR should not "become more skilled at someone else's game". This makes much sense, but it should not be an excuse for avoiding the challenge of finding a measurement framework that can rightfully tell us about the contribution of people.

Approaches already in use

First we need to distinguish between measures about the value of people in the organisation, and the connection between measures about them and how they link to their performance, and indicators of the effectiveness of the activities in the HR function. Whilst both are important, they are different issues.

If we concentrate on people rather than the HR function, there are four approaches to measurement that are around.

1 The first is 'human asset accounting'. Football clubs value players through transfer fees (Real Madrid paid £72m for French international striker Zinedine Zidane), which demonstrates one definition of value, namely, what a buyer is prepared to pay. For most employees, however, a 'market rate' is close to their salary and does not reflect their potential to create value. Techniques of HR accounting have been pioneered in the US, largely by Eric Flamholz, Professor of Management at the University of California's Anderson Graduate School of Management, but not been widely adopted because of their complexity. The truth is that it seems unlikely anyone will be able to find credible figures for people that could go on a balance sheet.

2 Secondly, there is now substantial research on whether 'good' people management practices are directly linked to parameters of business success. Watson Wyatt's Human Capital Index (HCI) is based on surveys of many hundreds of companies – both in the US and in Europe – with quoted stockmarket values and links HR practices with shareholder returns. Watson Wyatt found a strong

correlation between their Index, a consolidation of 30 key HR practices, and increases in shareholder value over five years. It is good news – though hardly a surprise – that treating your human capital well will give good results. But for a system of measurement for human capital, this is the wrong starting place. The existence of systems and processes in itself does not tell us much.

3 The third area is to do with statistical summaries and ratios, built around headcount and accounting data. Organisations will almost certainly be reporting on the breakdown of their workforce in some ways, looking at diversity statistics, qualifications, lengths of service and so on. They will also have data on movements, such as attrition ratios and recruitment. Most today will have regular employee surveys that measure satisfaction and change. The champions of this area of measurement are Jac Fitz-Enz of the Saratoga Institute, who will be speaking at the World HR Congress in Rio this August,* and Dave Ulrich of the University of Michigan – and many readers may belong to the Saratoga benchmarking clubs that exist around the world. Software companies selling HR information systems highlight the metrics they can produce, although they are likely to be statistics unconnected to performance.

4 The fourth approach is to start with the organisation's goals, because a) all stakeholders contribute to value

creation and b) without looking after them all, the ultimate goal of financial wealth will not be achieved. Working from strategic goals, we ask what the implications are for people and their capability – and then what measures we need to track those which are important.

There are two main approaches in use – those based on a 'balanced' set of measures that reflect the different stakeholders ('scorecards'), and those derived from the starting point of the organisation's intellectual capital. Both integrate people with what the organisation is achieving. Derivatives such as my own 'Human Capital Monitor' try and link the value in people themselves, the environment in which they work, and the value they contribute to the organisation and its stakeholders.

Where does this leave us?

There is no doubt that pressure for more numeracy is growing in countries such as the UK, US, Australia and Scandinavia. In Denmark the Government has issued guidelines for reporting on intellectual capital generally, and in the UK it is expected that people-related measures will be required in annual reports within two years. The UK's professional institute (CIPD) has already issued guidelines for external reporting and is working on an approach for the even more important internal measurement system.

However many areas of the world are not at all ready for this level of

sophistication. The main concern of developing countries is to persuade senior management to see a more strategic contribution of professional HR people beyond administrative support. Those cultures that are pragmatic and opportunistic such as Latin America and parts of the Mediterranean will not have high on their agenda an issue which is aimed at longer term people management. Nevertheless, we can expect some eventual standards to emerge that others will eventually follow.

Three problems should attract more thought. The problem of quantifying the relative value of people remains to be solved. This is important, since we should be able to manage our 'human capital' and maximise its value, just as we would for other assets.

Secondly, there is an underlying assumption that value is added in financial terms only. In fact a stakeholder will remain associated with an organisation for the combination of financial and non financial added value that they perceive from the relationship.

Thirdly, we must move away from unconnected data, and link people-related measures to performance – hence building a tool that managers will find inherently useful.

HR people are often required to spend an extraordinary amount of effort reporting on the state of the headcount, as if this is the only measure of people that is of any interest to senior executives. It is surely up to HR professionals to demonstrate why and how more attention to people-related measures will lead to better business decisions. This is an opportunity for them to change the landscape of performance measurement and position the contribution of people in its rightful place. ○

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Guide to further reading

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www.watsonwyatt.com (for the Human Capital Index)
www.mayolearning.com and www.humanvalue.net (author's websites)

*For latest details of World Congress programme see website: www.hr2004.com

How 'American' are American multinationals?

BY ANTHONY FERNER, ANNE TEMPEL AND PADDY GUNNIGLE

Given the dominance of American companies in the global economy, what they do and how they do it has implications for business across the world – and not least in the foreign operations of US multinationals. This article reports on recent research into how the HR policies of such organisations are created, conveyed and implemented – and the relative impact of their 'Americanness' in different host countries

American multinational companies (MNCs) have a long tradition of exporting new practices to their host operations, in pay and performance, employee communications, collective bargaining structures and management development. Such innovations have gradually diffused into the wider host economy and have often been attributed a role in raising national economic performance. But do US multinationals really manage their human resources in a way that is distinctively American? To the degree that MNCs are shaped by national heritage, to what extent do they transfer this to HRM in foreign operations? And how do such influences 'play' in different host-country business environments?

A major research project led by the Department of HRM at Leicester Business School, De Montfort University, has been examining these questions for the past four years in four European countries: Germany, Ireland, Spain and the UK.¹ Around 250 detailed interviews were carried out with managers and employees in multinationals from a range of industries including engineering, chemicals and pharmaceuticals, consumer and professional products, IT services and process plant contracting. The case-study companies varied from country to country, but a core of firms was studied across two or more countries. The aim was to see how American multinationals create, diffuse and implement global HR policies.

Overall, the study found that US multinationals are indeed distinctively American. For example, they tend to manage global HRM in a fairly centralised and standardised way using formal policies and routine monitoring. This can be seen as a reflection of the formal management systems

that emerged historically in large US firms for managing complex product ranges across large markets. They are predominantly 'ethnocentric', ie they tend to diffuse policies internationally that have been developed with the domestic American workforce in mind. And their policies show direct evidence of US business influence.

For instance, international workforce diversity policies in US firms clearly reflect domestic US imperatives such as the need to respond to extensive equal employment opportunities legislation, and to operate in a highly diverse labour force. Such policies are routinely transferred to countries with very different demographic and legislative contexts.

Complex and fraught

Our study found, however, that US influence is not clearcut. First, the international transfer of 'American' traits to subsidiaries is complex and sometimes fraught. Secondly, while in general the American business stereotype emphasises the openness and flexibility of markets, some large multinationals have created strong 'internal labour markets', especially for their managers, in a policy of 'making' their human resources within, rather than 'buying' them on the external market. Thirdly, US firms operate in countries that limit their freedom and have to find ways of working round local constraints. These issues are explored in turn.

Central control and subsidiary autonomy

Our research confirms the picture of earlier studies that US multinationals manage their HR in a more centralised way than multinationals from other countries. Across the four host countries, US HQs generally have a role in setting or influencing policies on payment systems (particularly the use of individual performance-related pay), collective bargaining, communications, welfare, training policies, and so on.

However, a distinctive pattern emerges in the relationship between HQ and the subsidiary. There are frequent minor, and occasional major, adjustments – an 'ebb and flow', as one interviewee calls it. Devolution alternates with recentralisation. These shifts also affect relations between subsidiaries and intermediate organisational levels such as international business units and regional headquarters.

Contrary to the assumptions of much management literature, the degree of centralisation is not simply decided in a top-down, technocratic way by senior executives. Instead it results from the interplay of organisational interests at different levels in the company. Subsidiary HR managers use their specialist expertise, including their intimate knowledge of the local environment, as a power resource. The sheer complexity and proliferation of global policies also creates ambiguities and clashing priorities that allow subsidiary managers to lever greater freedom of action for themselves. They strive to influence both design and implementation of global HR policy, skilfully building credibility by making their arguments in a 'can-do' language couched in terms of the 'business case'. Naturally enough, they try to modify centralised policies that they see as inappropriate in the local environment. In short, policy transfer is not a top-down process but is 'negotiated' by subsidiary managers who can resist, reinterpret, or modify policies to fit local circumstances.

Managerial careers and the internal labour market

The stereotypical view of the US managerial labour market emphasises the important role of the external market: high staff turnover is common and there are multiple points of entry for managers into firms. But this is not the whole picture. Large firms, particularly those from a tradition of sophisticated non-unionism, have long had a preference for growing their own managers through 'internal labour markets' (ILMs).

Our research reveals that, despite the impact of downsizing and delayering, and the emphasis on 'employability' rather than long-term employment in a single company, most US multinationals continue to use ILMs for their managerial talent internationally. However, there have been moves away from classic forms of the managerial ILM towards a more hybrid approach in which companies aim both to 'make' and to 'buy' managers.

In most firms, management development at subsidiary level follows the HQ blueprint, with a clear preference for the nurturing of managers in-house. Globally, companies still seek to attract graduates who spend a long career with them and are developed through fast-track schemes, mentoring, career planning, early exposure to responsible positions, rotation between different management functions and overseas assignments.

Managers in the subsidiary as well as the US parent typically have a pattern of long service with the company. Sideways moves between functions and geographically are frequent as companies strive to maintain the ILM by deploying managers flexibly in response to organisational needs; in some companies international experience is a requirement for advancement to senior positions.

Most companies have well-developed succession planning, although at international level it generally covers only the very top echelon of subsidiary managers. At lower levels, succession planning is less systematic, using informal networks of managers in different countries and businesses.

However, intense international competition and changing technology means that firms increasingly have to go outside to acquire necessary skills. Organisational restructuring and 'delayering' reduce opportunities on the internal career ladder for managers in subsidiaries. The regional level – an important career avenue for these managers – is tending to decline in

importance relative to international business units which are still mainly headquartered in the US. As a result, the international ILM is changing. This is seen in harder-nosed systems of performance management, and a focus on retaining high-performing managers rather than managers *per se*.

In short, the ILM is under challenge but still survives, perhaps because of its benefits in promoting international organisational learning in an increasingly unstable environment.

Approach to trade unions

A preference for non-union employment relations has often been seen as a defining feature of the American business system. In reality, a variety of unionised and non-union traditions coexist in a system that gives companies a good deal of flexibility to select models of management and employment relations. Nonetheless, non-unionism is a very strong current in US multinationals' approach to their workforce. Several of our main case-study companies belong to the tradition of sophisticated non-union 'welfare capitalism' in which firms seek to build long-term mutual commitment with their employees through generous material rewards, individualised employee relations, strong and inclusive corporate cultures, and lifelong careers within the organisation.

The influence of this domestic heritage is strongly felt in European subsidiaries. In the UK and Ireland, with their permissive labour law frameworks, companies can choose not to recognise unions, and in both countries some welfare capitalist firms are careful to maintain non-union operations. Where they do recognise unions, they try to limit union influence over areas such as work regulation, and are careful to avoid 'contamination' of their domestic non-union strategy by influences from the subsidiary.

Even in the host countries with more highly regulated employment law frameworks – Germany and Spain – the influence of non-union strategies is revealed in more indirect ways. US subsidiaries manage to find the necessary flexibility to 'do their own thing'. In Germany, one company, for example, moved from the metalworking to the chemical industry agreement in the 1990s to take advantage of the greater flexibility it offered. A banking subsidiary transferred employees to new call centres without collective bargaining coverage. One subsidiary, a major player in IT, left its employers' association altogether and now concludes company agreements with a more moderate union.

Subsidiaries also use the distinction between works councils and unions in Germany to help maintain their 'non-union' image in the eyes of HQ. They ally themselves with works councils that have

relatively weak links with unions, or use sophisticated HRM and communication policies to reduce employees' perceived need for works councils.

This pattern is also visible in Spain. In one company, managers went to great lengths to keep unions at arm's-length and to tame the statutory works committee by keeping it free of external union influence. In the face of workforce unrest resulting from a compulsory redundancy programme, the company threatened to scrap its generous redundancy pay scheme and to pay only the statutory minimum if unions were brought in.

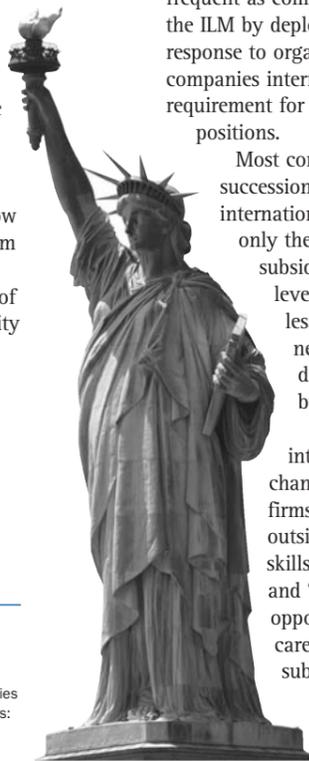
In short, the host country business system shapes what is possible, especially in the area of union recognition and collective employment relations, but US firms have been ingenious in working with and around local constraints to preserve the essence of their approach.

The transfer process

US multinationals are in many ways distinctively American. They try to transfer across borders practices and policies that have provided them with 'competitive advantage' in their home country. However, the transfer process is not straightforward. First, it is not a question of HQ pulling a lever to implement a policy in the overseas subsidiaries. Transfer is negotiated by subsidiary managers keen to adapt new policies to the local business environment and ensure they do not disrupt relationships with local employees. This means that, despite a reputation for centralisation, American multinationals are open to influence from subsidiaries able to exploit the leverage provided by their detailed knowledge of local constraints and opportunities.

Secondly, 'Americanness' is not a simple concept. It covers a variety of different models of management and of employee relations that each influence international HRM policy in distinct ways. HR practices in the subsidiaries reflect these differences. Moreover, US MNCs have to adapt to the constraints of operating in different host countries with a variety of legal and institutional arrangements. This gives rise to a range of variants of Americanness. Nonetheless, it is notable that they try to maintain a common core of US characteristics even in countries where the local environment is most constraining. ○

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¹ The project was supported by the Economic & Social Research Council (award R000238350) and the Anglo-German Foundation for the Study of Industrial Society. The research involved 16 researchers at seven institutions in the four countries. Participating universities are De Montfort (DMU), King's College London, IESE Business School (Spain), University of Limerick (Ireland), Universities of Trier and Erfurt, and the International University, Bruchsal (Germany). This article draws on papers prepared by the country teams: in particular the UK feedback report (written by Phil Almond, Peter Butler, Ian Clark, Trevor Colling, Tony Edwards and Anthony Ferner), and presentations on the German and Irish findings by Anne Tempel and Paddy Gunnigle respectively.

HR: a maturing profession?

Last year the US Society for Human Resource Management undertook an international survey to benchmark the state of the HR profession. While the final report is scheduled for publication later this year, two significant findings – on how practitioners believe they are perceived and their views on certification – are previewed and discussed here by Sara Costello

**TABLE 1
RESPONSE SAMPLE BY COUNTRY
AND REGION**

North America	
Canada	676
Mexico	352
United States	615
Total	1643
South America/Caribbean	
Argentina	661
Brazil	101
Chile	29
Columbia	87
Dominican Republic	59
Venezuela	57
Total	994
Asia Pacific	
China	245
Japan	116
Korea	151
New Zealand	228
Thailand	111
Total	851
Europe, Middle East and Africa	
Belgium	90
Egypt	73
France	34
Israel	88
Netherlands	102
South Africa	174
Spain	136
Turkey	72
United Kingdom	95
Total	864

In many countries round the world HR professionals believe that the value they add to their organisations is not truly recognised by employees, line managers, other executives or society in general. This is a major finding of a survey conducted last year by the US Society for Human Resource Management in collaboration with HR associations in 22 other countries (see Table 1) to benchmark the state of the HR profession.

A total of 4,352 HR practitioners participated, of whom only just over 40 per cent agreed or strongly agreed that HR is held in high esteem in organisations today (see Table 2). And hardly any more (42.5 per cent) agreed or strongly agreed that they are regarded as business partners by senior management.

One possible explanation for this is the degree to which HR is regarded as a profession in the traditional sense, like law, medicine and accountancy, for instance – assuming such professional status goes hand-in-hand with a more eminent role in society and the respect that goes with this.

Using as a guide the work of sociologist Eliot Freidson, who extensively studied a range of occupational groups to compare them to the world's most revered professions, SHRM's survey attempted to evaluate whether human resources exhibits the characteristics he identified in organised professions. The questionnaire asked how HR practitioners view themselves with regard to professionalism, what common professional characteristics they have around the world and where they differ based on country and region.

In his book *Professionalism: The Third Logic* (2001) Freidson concludes that occupational groups organise in order to establish their influence and gain recognition, and that this is accomplished in one of two ways – through unionising and through professionalising. He found that the known and respected occupations such as law and medicine had certain elements in common that were different from other occupational groups. These characteristics include mastery of a body of knowledge, which facilitates considerable discretion in fulfilling responsibilities, control of work and barriers to entry, among others (an overview is provided in Table 3).

Taken together, these characteristics indicate that an occupational group has organised through professionalisation, and that this in turn enhances the status and recognition of those who practise in such occupations.

The findings in the SHRM survey are significant as they relate to Freidson's ideal type. Discovering that an occupational group has similar experiences worldwide, regardless of a country's economic development, is significant because it is an indicator of professionalisation. The fact that there is a significant common experience around lagging recognition of HR's added value to organisations (in three quarters of the countries participating fewer than half the respondents thought they were held in high esteem) points to the existence of a nascent profession.

**TABLE 2
RECOGNITION OF HR AS A PROFESSION**

Statement	% Strongly agree	% Agree	% Neutral	% Disagree	% Strongly disagree	Total number of respondents
HR's body of knowledge and skills is recognised as a profession by society in general.	14.6	47.1	21.5	15.7	1.0	4294
Employees recognise that HR practitioners have specific knowledge and skills that add to the value of the organisation.	12.0	47.4	25.5	14.2	.9	4298
Line managers recognise that HR practitioners have specific knowledge and skills that add to the value of the organisation.	10.4	51.5	24.5	12.8	.8	4301
Non-HR business executives recognise that HR practitioners have specific knowledge and skills that add to the value of the organisation.	9.4	47.5	27.2	15.0	1.0	4295
Overall , HR professionals are held in high esteem in organisations today.	5.2	35.1	35.7	22.1	1.9	4299
HR professionals feel they are being regarded as a business partner by the leaders of the senior management group.	6.8	35.7	32.5	22.5	2.5	4293

According to Lisbeth Claus, Associate Professor of Global HR at the Atkinson Graduate School of Management at Willamette University and a principal author of the survey: "Extensive study of professional culture shows that an accountant in China has more in common with an accountant in another country than with a fellow Chinese individual who is not an accountant. This survey showed areas where HR has a similar experience regardless of geography, and is one indicator that a professional culture may exist."

While some convergence may be good news in confirming there is a foundation for a growing profession, a challenge is that HR practitioners are at odds with some key characteristics needed to build professional respect. A striking example of this is that, though HR feels it is not adequately recognised for the value it contributes to organisations, it is reluctant to institutionalise – one of the very activities that would help it to build credibility. Evidence of this reluctance is revealed by the way in which respondents perceived certification: fewer than half agreed or strongly agreed that in, order to work in HR, one should have professional certification.

"It is crucial to strike the right balance with HR credentialing," comments Lisbeth

Claus. "On the one hand it lends itself to recognition, but on the other it creates barriers to entry in a profession. The survey shows there is a conflict for HR in this area with practitioners favouring recognition but not wanting to go through a certification process."

In addition to analysing the survey data to show similarities and differences between countries, SHRM and other participating organisations are currently taking a close look at the country-specific results to see what activities relating to Freidson's ideal type might be added to enhance professionalisation, and what existing activities could be better leveraged to this end.

Meanwhile, it is heartening to discover just how common an experience HR in the industrialised countries shares with HR in developing countries, because it means each has something to learn from the other by sharing best practices and benchmarking. Participation in the World Federation for Personnel Management Associations is an important vehicle for making this happen and, indeed, the very relationships SHRM established through activity in WFPMA is what made this survey possible at all. ○

Sara Costello is Manager, Global Strategy and Programs, for SHRM

For more information: www.shrm.org/hrresources/surveys_published/CountryReportsTOC.asp
See also: Claus, Dr Lisbeth and Collison, Jessica. 'The maturing profession of human resources' in the USA survey report. SHRM, Alexandria, Virginia, January 2004

Survey objectives included

- Determine the background of HR practitioners around the world and how they choose HR as a career;
- Determine the professionalisation of HR as an occupation (based on Freidson's ideal type);
- Determine how HR professionals develop and maintain their competencies in order to play a strategic role; and
- Establish a benchmark for further research of the HR profession and its similarities and differences in various countries.

**TABLE 3
FREIDSON'S VIEW OF PROFESSIONALISM**

Institutional constants or defining elements

- 1 A body of knowledge and skills that is officially recognised as one based on abstract concepts and theories and requiring the exercise of considerable discretion.
- 2 An occupationally-controlled division of labour.
- 3 An occupationally-controlled labour market requiring training credentials for entry and career mobility.
- 4 An occupationally-controlled training programme which produces those credentials, schooling that is associated with 'higher learning', segregated from the ordinary labour market, and provides opportunity for the development of new knowledge.
- 5 An ideology serving some transcendent value and asserting greater devotion to doing good work than to economic rewards.

Critical contingencies varying in time and place

- 1 The organisation and policy positions of state agencies.
- 2 The organisation of occupations themselves.
- 3 The varying institutional circumstances required for the successful practice of different bodies of knowledge and skills.

Source: Eliot Freidson, *Professionalism: The Third Logic*. Chicago: The University of Chicago Press, 2001, p.180.

THE WORLDBLINK HR CALENDAR

May 4-6, 2004

Tihany, Hungary

OHE National Conference

Contact: Hungarian Association for HRM
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May 18-19, 2004

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Email: jsanchez@amedirh.com.mx

May 19-20, 2004

Colombo, Sri Lanka

IPMSL Annual Conference

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

May 27-29, 2004

Galway, Ireland

CIPD Ireland National Conference

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

May 30-June 2, 2004

Melbourne, Australia

AHRI National Convention

Tel: +613 9918 9200
Fax: +613 9918 9201
Email: enquiries@ahri.com.au

June 10-11, 2004

Guatemala City, Guatemala

15th AGRH HR Congress

Tel/Fax: +502 361 1520
Email: agrh@intelnett.com

June 17-18, 2004

Wiesbaden, Germany

DGFP 12th National Conference

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

June 27-30, 2004

New Orleans, La, USA

SHRM 56th Annual Conference

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

July, 2004

Tokyo, Japan

JSHRM 5th Annual Conference

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

July 7-9, 2004

Santiago, Chile

CERH National HR Conference

Tel: +56 2 438 4370
Fax: +56 2 438 4371
Email: circuloejecutivos@laaraucana.cl

August 16, 2004

Rio de Janeiro, Brazil

WFPMA Board Meeting

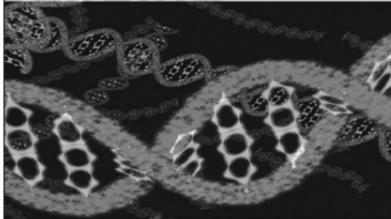
August 17-20, 2004

WFPMA 10th World Congress on Human Resource Management

Contact: Luiz Edmundo Rosa
Tel: +55 11 3256 0455
Fax: +55 11 3214 0858
Email: information@hr2004.org
or: abrh@conarh.com.br
Website: www.hr2004.com

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