



## All change at FIDAP



Paul Rosillón (left), President of the Venezuelan HR Association since 1999, has been

elected President of FIDAGH, the Latin American federation of HR associations, formerly known as FIDAP.

He will succeed Brazil's Cássio Mattos in November.

Horacio Quirós, currently Secretary-Treasurer of FIDAGH, President of the Argentinian association and WFPMA Board member, has been elected Vice President, and Leovigildo Canto of Panama takes over as Secretary-Treasurer, though the secretariat office will remain in Argentina.

The new regional vice presidents are Fryda Castillo of Nicaragua (Central America and Caribbean), Adriana Alarcón, Columbia (Andean area) and Miguel Ropert, Chile (South).

Eladio Uribe of the Dominican Republic becomes President of FIDAGH's advisory board.

The new officers all take up their posts in November and serve for two years.

• This year's Oscar Alvear Urrutia (FIDAP founder) Award for those who have contributed most to HRM in the region has gone to WFPMA Past President Carlos Aldao Zapiola.

## European school takes top spot in MBA rankings

For the first time, a European school – Spain's IESE, founded in 1958 in Barcelona as the graduate business school of the University of Navarra – has topped the list in the Economist Intelligence Unit's 2005 ranking of full-time MBA programmes.

One of the main reasons that IESE does so well, says the EIU, is the quality of its careers placement. IESE graduates can expect an average salary of around US\$142,000 when they leave the programme, with 96 per cent of graduates finding a job within three months.

Despite this European success, the ranking once again underlines the dominance of US schools. Eight of the top ten are American. Kellogg, which had topped the ranking for three consecutive years, drops to

second place, with Dartmouth, Stanford and Chicago all featuring prominently. The only other non-US school in the top ten is IMD, Switzerland – in fifth place.

Bill Ridgers, the editor of *Which MBA?*, commented: "The main things that set these schools apart are a robust programme and excellent faculty. They often also possess a strong collegiate sense, meaning that students are keen to evangelise about their schools."

### Hong Kong tops Asia

The highest ranked school in Asia and Australasia (excluding INSEAD, which came 11th but which has campuses in both France and Singapore) is the University of Hong Kong, in 45th place. Australia's

Monash University comes in at 59th place.

The majority of UK business schools – 20 out of the 26 in the top 100 – have improved their rankings since last year, with Cambridge University's Judge Institute of Management coming out best, at 20th place compared with 62nd in 2004. Henley Management College came 21st and the London Business School 23rd.

Over the past 17 years, the EIU has regularly surveyed MBA students about why they take an MBA. Four factors consistently emerge:

- to open new career opportunities;
- personal development and educational experience;
- to increase salary;
- the potential to network.

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The BDA, the German Employers Federation based in Berlin, hosted a seminar on codetermination and social partnership for the Board of the WFPMA at the end of August. Seen here with the BDA's European and International Affairs Director Renate Hornung-Draus (right) is Siemens' former social policy head Peter Ramm. *Report, page 7*

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## WorldLink

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## Next issue

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# Addressing skills

A huge construction contract won but where and how were John Holland and partners Thiess to find enough skilled manpower to see it through? Janet Holmes à Court reported some of the innovative approaches her company is trying at this year's AHRI conference

The Mitcham to Frankston highway in Melbourne, Australia, known locally as the EastLink project, is, according to Janet Holmes à Court, chairman of the giant construction company John Holland, "unparalleled in the nation for its scale and demand on human resources." It would involve 39 kilometres of twin three-lane tunnels, 17 major interchanges, three railway crossings, 84 bridges and a 38 kilometre bicycle and pedestrian path.

The manpower required, she told the AHRI National Convention in June this year, would be almost enough to book up the time of every John Holland and (50% partner) Thiess employee in the country for three years.

As a result there will be heavy reliance on sub-contractors and training new staff.

However the contract comes at a time of severe skills shortages in Australia and not least in the construction industry. So the company has had to take not only a more proactive approach to recruitment than is traditional in the sector but also a more creative one.

"In a first for the industry," Holmes à Court told the conference, rather than just relying on local workers with specific skill sets and the usual online and print media to attract them, "we're also seeking people from other industries with transferable skills."

Innovative adverts that would appeal to a much broader range of potential applicants have been run in major newspapers more than 800

kilometres away in Sydney and Brisbane, as well as in Melbourne.

The company has also used local radio that targets younger audiences to reach people interested in apprenticeships.

Training of indigenous people, for some time a John Holland commitment, is another route to boosting the workforce. Just one month after the AHRI conference, John Holland Group Managing Director Bill Wild signed a Memo of Understanding with Federal Workplace Relations Minister Kevin Andrews which will see the contractor employing more Aboriginal and Torres Strait Islanders on the EastLink and other large infrastructure projects.

Following training by John Holland, 275 indigenous workers had been employed on all areas of the Alice Springs to Darwin Railway – from civil plant operations, track laying, bridge construction and administration to sleeper



Roadworks on the 39km EastLink tollway in Melbourne ▶

## Fiji sets up shop – with AHRI's help

A new professional association, the Fiji Human Resource Institute (FHRI), was launched in the capital Suva in August. Currently the FHRI has 50 members, but President Balbeer Singh hopes to build this up to 200-300.

The main challenge currently facing members,

along with fellow personnel professionals in Australia and New Zealand, is the exodus of skilled labour.

However, Fiji expects even more difficulties next year when price subsidies are removed from sugar, which is the country's main export.

The FHRI has formed an alliance with the Australian HR Institute whereby members can access AHRI member services. "We hope this will help the new association to attract members and increase its strength in the region," AHRI director Jo Mithen told *WorldLink*.

# shortages in Australia

manufacturing, culvert construction and quarrying. Experience gained through both employment and training on the project, said Bill Wild, helped indigenous Territorians obtain future employment and broadened the skills base for indigenous people generally in the area.

John Holland already has a significant indigenous workforce (both permanent employees and workers hired via subcontractors), having recently achieved or exceeded indigenous employment targets (as a percentage total of workforce) of a minimum 3 to 5 per cent at the Tonkin Highway project in Perth and the construction of an alumina refinery in Gladstone, Queensland, respectively.

Wild said that at a time when Australia stood on the precipice of a major construction industry skills crisis, it was vital to boost training. John Holland would start by targeting two of its biggest projects to boost indigenous training and employment – Sydney's Lane Cove Tunnel and the EastLink tollway.

At the time of Holmes à Court's speech more than 15,000 people had applied for jobs via a website specially set up for the EastLink recruitment drive. Behavioural interviewing followed to narrow the field more towards the type of people John Holland wanted to employ.

## Collective agreement

In addition, to win and retain the loyalty of what tends to be a transient workforce, the contractors negotiated with the Construction Forestry Mining and Engineering Union and the Australian Workers Union to reach one of the most generous collective agreements in the industry, with some of the best pay rates for construction workers.

In return the company gets an agreed demarcation process to minimise industrial disputes on the project, flexible working, improved inclement weather provisions, which mean the site doesn't necessarily shut down at the first hint of rain, and the right to test for drugs and alcohol.

Not least a project monitoring committee has been established with representations from both management and trade unions to oversee the implementation of the agreement and to foster co-operative relationships between all parties.

Also last year, following workforce feedback, the company introduced an industry-first paid parental leave scheme.

Over and above statutory rights (four weeks in Australia), this includes 13 weeks maternity leave on full pay for staff who have a baby (around 20 per cent of John Holland's 1,100 salaried staff are women, according to the company, including a significant number in senior management and executive positions) and one week's leave on full pay for male staff whose spouse or partner has a baby. To qualify an employee must have been employed by John Holland continuously for three years prior to the birth and intend to return full or part time at the end of the leave period.

## Retention incentives

Said Holmes à Court, "This was a key plank in our bid to look at new ways to help our employees better balance their work and lifestyle commitments and to provide incentives to encourage them to remain with the Group over the longer term."

She has also pledged to address the long hours culture that traditionally go with construction sites, albeit "this will be an ongoing challenge for us over the next few years at least." One initiative she has earmarked is to train staff in better overall time management. "We've made big improvements over the past decade in careful planning of projects to ensure they're delivered on time. But at the micro-level, I'm sure there's always room to be more efficient in the tasks we all do to make sure those 12 hour days are an exception to the rule."

When the John Holland Group and Thiess Pty Ltd were first selected to design and construct the Mitcham to Frankston motorway last year, Wild estimated that the project would employ, both directly and indirectly, over 6,500 people ranging from apprentice carpenters to project managers.

It represented, he said, "a fantastic opportunity for the workforce to update



Philip Martin Photography

▲ Janet Holmes à Court speaking at the annual AHRI conference in June this year

and learn new skills, be innovatively and well rewarded for a day's work and make a lasting contribution to Victoria's future. Our aim is to assist the personal development of those working on the project by providing real training opportunities, family-friendly working conditions and a realistic work-life balance for all employees."

AHRI Government Relations Manager Paul Begley told *WorldLink*, "Time will tell how successfully John Holland manages the EastLink project, and especially how well it fares in maintaining cooperative relationships between management and trade unions.

"Whatever else may be said, Janet Holmes à Court left the Sydney convention audience in little doubt that the project would not fail for want of hard-won systems to establish goodwill and retain a talented workforce in an increasing competitive Australian labour market." ○

After the death in 1990 of her husband Robert, formerly one of Australia's richest men, Janet Holmes à Court inherited a business empire, Heytesbury Holdings, that resembled a pyramid, with him at the top. She set about rebuilding it based on teamwork. Significant rationalisation followed with various businesses scaled down but the John Holland construction group was purchased and Janet became chairman. She set about reversing cost overrun and disputation habits by visiting sites around Australia and Asia and winning the confidence of front line workers by talking to them. Since 2000 the company has grown four-fold to become one of Australia's largest construction companies.

# How international HR networks

The location-specific nature of much HR knowledge makes it difficult for multinational companies to transfer it across geographic regions and thus to create a global approach to managing people. Olga Tregaskis reports on recent research that reveals how some multinationals are using international HR networks to overcome such obstacles

**M**ultinational companies operating in global markets face three simultaneous demands: to integrate and co-ordinate resources for reasons of efficiency and standardisation, to encourage local responsiveness so that products or services satisfy the market and to transfer learning quickly across the geographically dispersed organisation. Each of these demands applies crucially in the case of HR management, yet the wish to create consistent ways of managing human resources across international operations has proved challenging, not least because of the diversity in the cultures, norms and legislative traditions of the countries in which the companies are located.

There is a considerable body of research illustrating the continuing diversity in HR policies and practices adopted by subsidiaries within the same company. But one area often under-emphasised when considering the limits on the global reach of HR policy is the process of knowledge creation and transfer.

Certain types of knowledge are more difficult to transfer than others. For example, organisational know-how is often tacit rather than explicit, and such knowledge is notoriously difficult to transfer. Yet at the same time its tacit nature makes it difficult for competitors to mimic and thus it is an important source of competitive advantage.

Research suggests that tacit knowledge is most effectively developed through the personal exchanges and relationships that are built up in teams or networks. Networks may thus provide international HR professionals with an important tool for effectively creating and transferring global HR knowledge. This article looks at evidence from 13 leading European and US multinationals that have explicitly adopted international HR networks to facilitate their efforts to integrate HRM globally.

The research, undertaken in the UK by Anthony Ferner, Linda Glover and myself at De Montfort University's Leicester Business School, was funded by the Chartered Institute of Personnel and Development; it also draws on a wider project examining HRM practice in US multinationals.\* Both projects involved in-depth interviews with senior HR managers who played an active role in international HR networks within their organisations, at both subsidiary and headquarters level.

The research found three distinct forms of HR networks: leadership teams, project teams (or task forces) and special events. The purpose and structure of these networks had a profound impact on whether the development and transfer of global HR policy was 'ethnocentric' – following the culture and traditions of the parent company – or 'geocentric' – encompassing the culture and traditions of the subsidiary companies – in style. Equally influential was whether specialist HR expertise – eg competence in international HR – was centralised at the parent headquarters or dispersed across HR functions in the multinational's national or regional operations. Where such expertise was widely distributed across the MNC, the subsidiaries were a powerful force in driving global HR innovation.

## Leadership teams

Leadership teams were used by the multinational to bring together its most senior HR leaders, usually within a region or business division. These teams normally included representation from the subsidiaries, although this was not always the case. To a greater extent than

American companies, European multinationals tended to include HR managers from outside the corporate headquarters in their leadership teams. Equally, among the European companies, the greater the number of employees in the subsidiary, the more likely it was that subsidiary HR leaders were included.

The primary purpose of leadership teams was to set international HR policy agendas in line with the priorities of the business strategy. In one large German pharmaceutical company, there was an international HR committee that had the explicit purpose of advising the board on HR issues. A similar pattern was observed in the other companies.

This had an important impact on HR's involvement in advising on and developing business strategy. For example, in a French-owned engineering company the existence of HR leadership teams meant that, when the company undertook a significant redirection in strategy for its transport sector business, the HR vice-president worked in partnership with the senior vice-president for the business in defining an integrated business and HR strategy for 'securing talent, getting that talent into the right place in the world, establishing some standardisation around what we defined as talented people and putting in place a global process that would identify that and then lead to the management of that talent and their careers.'

Leadership teams provided a forum for the HR community within the subsidiaries to demonstrate their strategic credentials and exert influence over strategic issues. They also gave the subsidiary HR community a say in identifying the issues – such as leadership development, succession planning or performance management – that needed to be dealt with in a globally integrated way. At the same time they enabled subsidiaries to flag up areas in which achieving a globally consistent policy was likely to be more problematic.

Leadership groups or committees met on a regular monthly or quarterly basis, and the primary mode of communication was face to face. Research indicates that the regularity and mode of communication are critical in developing shared or common understandings among network members. The inclusion of the

\*The full research report, 'International HR networks in multinational companies' by Olga Tregaskis, Linda Glover and Anthony Ferner, 2005, is available from the CIPD: [www.cipd.co.uk](http://www.cipd.co.uk). The wider project, entitled 'US Multinationals and the Management of Human Resources in European Subsidiaries' was funded by the Economic and Social Research Council (Award no R000238350).

# Networks help global integration

HR function in strategy development forums is fundamental if it is to be an active strategic player.

The inclusion of the wider international HR community also reflects a more geocentric approach to the globalisation of HR policy. For example, the UK HR director of a large Italian electrical manufacturer defined the purpose of the leadership team of which he was a member in terms of its desire to 'standardise in a way that accommodates the different countries' needs'.

This emphasis on standardising from the bottom-up was a familiar story across the European companies. In stark contrast, the approach in the US companies was largely about standardising from the top-down, with what was described as a 'one-size-fits-all' approach.

## Project teams and task forces

This contrast between bottom-up, collaborative global policy development and top-down policy-making was mirrored also in the second type of network, namely project teams and task forces. These were generally established to address a specific global HR issue, such as rolling-out a new global policy initiative, implementing cross-country redundancies or closures, or developing a new global HR policy.

The leadership teams played an important role in establishing project teams, and in determining their terms of reference and membership. In the US business consultancy firm in our sample these project teams usually involved 'key geographic representation, key content experts and key members of the HR leadership'. One of our French engineering companies assigned expatriates and employees with high potential to project teams as an integral part of their career development. These forums provided the subsidiary-level HR people with a critical mechanism for highlighting country-specific issues affecting the development of globally standardised HR initiatives, and for shaping and influencing global HR policy at either the development or the implementation stage.

There was again a discernible contrast between the American and European companies in their use of these project teams. The US companies tended to use

teams involving the subsidiary HR community during the implementation of global HR initiatives. In the US communications company these groups were referred to as process groups. Policy was developed in the US, and process groups were only used to ease implementation. As a result, policy tended to be difficult to implement locally. The failure to engage subsidiary HR experts in global policy development clearly has implications for the development of strategic HR capability at subsidiary level.

In contrast, the European multinationals had a greater tendency to use project teams to develop global policy. This collaborative approach meant the company was able to benefit through input from across the geographically and culturally diverse HR community.

From the parent companies' perspective, where these project teams existed, they provided a mechanism for capturing HR expertise and know-how that was dispersed across the international network. For example, the German pharmaceutical company and the German logistical company had both grown internationally primarily through acquisition. This meant that much of the international HR expertise lay in the subsidiaries rather than at the parent head office. Leadership forums and project teams were critical mechanisms used by the parent company to capture such international expertise and use it to develop the company's global HR policy. The US companies also found that input from the subsidiaries was critical in addressing the divergent legal contexts of its host countries. Subsidiaries' expertise provided the parent with a way to navigate the national employment relations context.

## Special events

The final networking forum observed was the special event, such as the intra-organisational global HR conference. This provided a forum for sharing best practice and information, diffusing the global HR vision and values, and allowing individuals to develop their personal HR networks across the company.

Perhaps one of the more interesting and unusual outcomes of this type of forum was depicted by the European HR director of a US engineering company. In this company the global HR conference had traditionally been dominated by the interests of the American subsidiaries, as they represented the largest employee group within the multinational. However, at one of these meetings, the international HR people mounted a vociferous protest against the dominance of domestic US concerns. This served to remind corporate HR of the global nature of the organisation. As one of the international HR team commented:

*"To see that organisation slap itself in the face and say 'Gosh! We're not global!' And for the corporate group – although they didn't like hearing it – for them to hear people tell them they've got to their heads out of [location of corporate HQ] was great."*

Subsequently this company undertook an organisational review to re-evaluate its approach to global HR integration, and began using project teams involving the international HR community to develop global HR systems.

In summary, the research demonstrated the power of international HR networks to provide the subsidiary-level HR community with a voice and, in some instances, to act as innovators and drivers of global HR integration. Without such formal networks the strategic contribution and innovation that the subsidiary-level HR function provides is marginalised.

The use of these networks on a formal basis was not found to be widespread, but they appear to be a significant and potentially growing phenomenon. Our research does not suggest they are a panacea for dealing with the difficulties of achieving global HR integration, but rather that they offer a means of dialogue and communication within the international HR community that was not present in the past.

They are a mechanism for identifying which HR activities warrant global standardisation and an important forum for creating and disseminating international HR knowledge. ○

*Olga Tregaskis is a Senior Research Fellow at Leicester Business School, part of De Montford University. Her research colleagues there, Linda Glover and Anthony Ferner, are respectively Principle Lecturer in HRM and Professor of International HRM.*

► **MBAs** *continued from page 1*

These factors are the basis for the ranking. The Unit ranks full-time MBA programmes on their ability to deliver these elements to students. It weights each element according to the average importance given to it by students surveyed over the past five years.

US schools generally do particularly well in the 'open new career opportunities' category. This is partly because careers services in the US are often more lavishly funded, better organised and more professionally set up than in the rest of the world. At Chicago, for example, 90 per cent of students find a job within three months of graduating.

US schools also dominate the personal development and educational experience category. US institutions invest heavily in their faculty. It is not unusual to find that everyone teaching on a top US programme has a PhD; this is the case at UCLA or MIT, for example.

They are also choosy about the students they admit. Out of ten schools with average GMAT (the pre-programme intelligence test) scores over 700, only one, INSEAD, is outside the US.

### Graduates' salaries

Where European schools decidedly have the edge on their US counterparts is in the salaries of their graduates. At Ashridge in the UK, for example, graduates can on average expect to earn over US\$200,000 a year; at Henley the average is US\$172,000 and at IESE it is US\$142,000. In total 24 schools boast average graduate salaries of over US\$100,000, and all but two are European—Dartmouth and Stanford being the exceptions.

Although some of this can be explained by the strength of European currencies against the dollar, it is particularly a reflection of the strong jobs market in the UK and Spain, especially in the financial services sector.

European schools, which often have more international alumni, also score well on their potential for 'networking'.

The EIU findings may be ranked in many ways, producing, for example, tables of the top ten US or Asian and Australasian schools by GMAT score or the top ten US and European school by percentage of foreign students. This facility is available at [www.which-mba.com](http://www.which-mba.com).

● 'Which MBA?' 2005 edition is available from the Economist Intelligence Unit, [www.store.eiu.com](http://www.store.eiu.com)

# German codetermination system must be updated, say employers

THE GERMAN system of codetermination, still largely governed by legislation enacted 30 years ago, is in serious need of updating. WFPMA Board members were told recently.

Speaking at a special meeting in Berlin arranged for the Board by the German personnel association, the DGFP, and hosted by the BDA, the Confederation of German Employers, Renate Hornung-Draus, BDA director of European and International Affairs, cited a long list of reasons why change was vital and inevitable.

These included globalisation, increasingly international division of labour, cross-border and cross-continental operations of both widely dispersed multinationals and also small and medium-sized enterprises, enlargement of the European Union, creation of a European internal market and a single European currency, as well as developments in company law.

Already many companies were giving careful thought as to whether they should transfer their German operations to another EU Member State, but equally a company headquarters could be transferred to Germany from another European country without becoming subject to the Codetermination Act.

As a result, early last year the BDA, together with the BDI (Federation of German Industries), established a Codetermination Commission to draw up a concept for revised and modern codetermination for Germany. One year on, it was clear it was not possible to

have a 'one-size-fits-all' codetermination law for all companies, said Mrs Hornung-Draus.

"It is hardly reasonable to demand codetermination rules that are the same for, say, a listed conglomerate with operations worldwide as for a family-owned company based in a single location in Germany."

A wide policy debate on the future of codetermination in Germany was long overdue. Even those who rushed to the defence of the status quo and clung to their own positions against change would discover that competition had entered the debate. "Anyone who wants to retain codetermination must change it," she said. The report by the BDA/BDI's Codetermination Commission was a contribution to shaping a successful change process.

Meanwhile she told the meeting that the dual model of works councils at plant level

and trade union and employer association collective bargaining at industry level had many advantages for companies in that it provided shelter from industrial disputes, but the down side was that costs were high and agreements too rigid.

The unions were still very powerful, she said, and employers did not want to jeopardise the protection against company level strikes that the current system afforded. But equally a greater degree of decentralisation was desirable.

German reunification in particular, she added, had been a huge shock to the system. Even the experts had underestimated the costs involved in integrating the East into the Western market economy.

### Multinational tensions

Tensions caused by overseas companies operating in Germany were highlighted by Friedel Martiny, HR Europe Director for US corporation Federal-Mogul. On the one hand they tended to be unfamiliar with and unsympathetic to German regulations and procedures and on the other they wanted all

overseas operations to comply with their own national requirements.

So, for instance, they might decide there needed to be cutbacks and put a notice on the internet to that effect – before local HR people had had a chance to consult unions or works councils, thus breaching German regulations. Conversely they would want to comply

with Sarbanes Oxley, even though some aspects could not be applied in Germany.

Not only the regulations but the philosophy tended to be at variance, he added. "To Americans early retirement means headcount reduction; to us it means retire a senior to make way for younger talent – that is, no headcount reduction."

Peter Ramm, former head of international social policy for Siemens AG in Munich, put the other side of the coin, as a German company having to operate internationally. Siemens, he said, had a highly decentralised structure and, provided local laws were abided by, there was no interference from headquarters.

There was certainly no intention to export German codetermination, he added – only the corporate culture of open and honest dialogue.



Friedel Martiny

## A taste of India for US HR executives

AN INTENSIVE one-week 'exchange' programme to expose HR professionals from the United States to business in India has been organised by the SHRM.

Centred on Mumbai, the trip is intended to provide hands-on experience and practical knowledge about the country, its culture, business environment and the HR profession there. Planned for the last week of October, it combines education, information-sharing, networking and cultural activities.

Local speakers lined up included Alok Gupte, CEO, Cabot Industries and President of the Mumbai American Chamber of Commerce, Animesh Kumar, VP HR for ABN AMRO Bank in Mumbai and Deepika D'Souza, Executive Director, India Centre for Human Rights and Law. Presentations on the Indian Stock Market, economy, NGOs, business trends and ethics were also arranged.

Off-site visits included three different management schools with HR courses and companies Capgemini (business solutions), Wockhardt (pharmaceuticals) and tractor company Mahindra & Mahindra.

Up to 15 senior US HR practitioners were expected to take part.

SHRM chief membership officer and leader of the delegation Gail Aldrich told *WorldLink*: "Whether India is the next business stop for them or they have already established relationships with companies there, participants view the programme as an opportunity to learn more about the country and to network with people with similar business goals.

"We are confident this will enhance business growth between the two countries," she added.

The society plans to set up a subsidiary company with an office in Mumbai later this year.

- [www.shrm.org/indiaexchange](http://www.shrm.org/indiaexchange)



## Luiz Carlos Campos

The Board of the WFPMA was deeply shocked to learn of the death last month of Luiz Carlos Cerreia Campos, President of the Brazilian HR Association, ABRH, and host of the Federation's 10th World Congress held in Rio de Janeiro last year.

Aged only 55, Luiz Carlos had spent 30 years in a range of HR roles, including spells with Coca-Cola, Ingersol-Rand and Alcatel Telecommunications.

He became ABHR President in January 2004 and greatly impressed the World Federation Board with the energy and enthusiasm with which he so successfully took on the challenge of organising the last Congress at very short notice.

At the closing session he spoke sincerely and convincingly of his passion for the HR profession and the people he worked with. From the tributes received from as far afield as Sri Lanka, Taiwan and the UK, this passion was clearly reciprocated.

ABRH Past President Cássio Mattos told *WorldLink* he would be remembered "for his huge smile and huge heart".



New President of the Hong Kong Institute of Human Resource Management is Mr Lai Kam-tong, Group Human Resources Manager - Remuneration and Benefits of CLP Holdings, the Asia-Pacific electric power group

## Sri Lanka expansion plans

WFPMA President Geoff Armstrong laid the foundation stone for a new extension to the Sri Lanka Institute of Personnel Management building while attending the institute's annual conference in Colombo in July. It will accommodate a large auditorium, a computer laboratory, and a learning centre with enhanced facilities. Picture shows IPMSL President Daya Bollegala (*right*) handing over the stone.

As well as delivering the conference opening address, Geoff also participated in a wide-ranging interview which was shown live on Sri Lankan television.

### Tsunami recovery

In addition, he took the opportunity to visit some of the tsunami-affected regions of the country, where approximately 31,000 people died, a further 4,000 were reported missing and

half a million were left homeless. Over and above the Sri Lanka government's disaster management policies and strategies and national rebuilding programme, the IPMSL reports that the Central Bank of Sri Lanka implemented a special loan scheme to provide credit at a concessionary rate to help to revive affected industries and to rebuild the livelihoods of affected people.

HR professionals wishing to help are urged to contact Daya Bollegala at [ipm@itmin.net](mailto:ipm@itmin.net). Contacts for other affected areas are Chatphong Wongsuk in Thailand ([info@pmat.org](mailto:info@pmat.org)), Partha Chatterjee in India ([nipm@cal2.vsnl.net.in](mailto:nipm@cal2.vsnl.net.in)), the national personnel association office in Indonesia ([pmsmdp@cbn.net.id](mailto:pmsmdp@cbn.net.id)), Gerry Plana in the Philippines ([gerry.plana@pmap.org.ph](mailto:gerry.plana@pmap.org.ph)) or Jo Mithen ([jo.mithen@ahri.com.au](mailto:jo.mithen@ahri.com.au)) in Australia.



# THE WORLDLINK HR CALENDAR

November 8-9, 2005

Hong Kong

## 25th HKIHRM Annual Conference

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Email: project@hkihrm.org

November 9-11, 2005

Istanbul, Turkey

## PERYÖN National HR Congress

Tel: +90 216 368 0079

Fax: +90 216 368 1319

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November 14-16, 2005

Caracas, Venezuela

## ANRI Congress

Theme: 'Best HR practice in Latin America'

Tel: +582 762 83 55

or +582 762 20 43

Fax: +582 763 20 01

Email: informacion@anri.org.ve

November 15-17, 2005

Bergen, Norway

## HR Norge Personal Forum

Tel: +47 22 11 1122

Fax: +47 67 12 5030

Email: hrnorge@hrnorge.no

November 17, 2005

St Julians, Malta

## FHRD Annual Conference

Tel: +356 2137 8895

Fax: +356 2138 1945

Email: info@fhrd.org

November 17, 2005

Rijswijk, Netherlands

## NVP Jaarcongres

Tel: +31 30 236 7101

Fax: +31 30 234 3991

Email: communicatie@nvp-plaza.nl

November 18-19, 2005

Lake Malawi, Malawi

## IPM Malawi Annual Conference

Email: ipm@africa-online.net

December 7-8, 2005

London, England

## CIPD Psychology at Work Conference

Tel: +44 208 263 3434

Fax: +44 208 263 3367

Email: conf@cipd.co.uk

January 30-31, 2006

Toronto, Canada

## WFPMA Board Meeting

February 1-3, 2006

## HRPAO Annual Conference & Exposition

Tel: +1 416 923 2324

Fax: +1 416 923 7264

Email: info@hrpao.org

March 20-22, 2006

Las Vegas, Nevada, USA

## SHRM 29th Global Forum

Tel: +1 703 548 3440

Fax: +1 703 258 6035

Email: rbarrera@shrm.org

May 30-June 1, 2006

Singapore

## WFPMA 11th World Congress on Human Resource Management

Contact: David Ang

Tel: +65 438 0012

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