



New HR society for Japan

JAPAN'S first ever organisation for personnel professionals is scheduled to open for business next April. The new Japan Society for Human Resource Management is currently being set up by a group of senior HR practitioners and academics under the auspices of the Japan Productivity Centre for Socio-Economic Development (JPC), which has been the driver of the initiative.

After months of preliminary planning, an 'Establishing Committee' under the chairmanship of JPC board director Tsutae Hyodo will begin work in August to recruit members, establish a professional education programme and plan Society activities.

Among these will be affiliation to the Asia Pacific Federation of Human Resource Management, whose president Eddie Ng, along with WFPMA president Mike Losey, was invited to Tokyo this summer for the formal launch of what will in effect be the JSHRM's secretariat.

Chikara (Ricky) Taguchi, JSHRM project manager, who will be running the secretariat, attended the APFHRM seminar in Hong Kong last November and has been invited to sit in on Council meetings in an observer capacity until the society becomes a full Asia Pacific Federation member next



Tsutae Hyodo, who will chair JSHRM

year. Together with Tsutae Hyodo, he has also been invited to Shanghai in September to attend the first ever HR conference hosted by China, in conjunction with the Hong Kong Institute.

Taguchi told *WorldLink* he hoped the Japan society could get to 1,000 members by the time of its inauguration next April, and talked of a five-year target of about 30,000 members and ultimately double that.

It is intended that there will be three categories of member – full time HR students, qualified HR practitioners

and qualified practitioners with at least three years experience.

Tsutae Hyodo, who will be the society's first chairman, has been a personnel specialist since he joined what is now Sumitomo Heavy Industries 50 years ago. He left there as vice-president in 1988, and spent nine years as vice-chairman and then chairman of Oshima Shipbuilding. During this period he joined the JPC as managing director.

Other members of the Establishment Committee include HR directors and senior managers from Canon, General Electric, Hewlett-Packard, Honda, IBM, Olivetti and Sony.

Mike Losey told *WorldLink* he was absolutely delighted at the prospect of one of the most sophisticated and largest trading nations joining the WFPMA, which it would do through its affiliation to the Asia Pacific Federation. "Gaining Japan as a member nation was a major WFPMA and APFHRM goal," he added. He saw the Japan initiative as yet another indicator of the global nature of human resource management today and a confirmation of the need for and benefits of worldwide professional networking in this area.

ILO urges penal sanctions for child labour abusers

NEW MEASURES banning the worst forms of child labour and unprecedented steps against Myanmar for failing to put an end to the widespread practice of forced labour in that country were two of the principal outcomes of the most recent International Labour Conference held in Geneva in June. In addition the conference prepared a convention on maternity protection for discussion next year.

ILO director-general Juan Somavia pledged rapid action on implementing the unanimously-adopted convention on child labour, saying he would take up the question of ratification – the process by which conventions are translated into national law and practice – in all meetings with government leaders "in the months to come". He saw it as becoming one of the ILO's 'core

conventions', along with those covering freedom of association and the right to collective bargaining, the elimination of forced or compulsory labour, non-discrimination and observance of a minimum employment age.

The convention applies to all under-18 year-olds and calls for "immediate and effective measures to secure the prohibition and elimination of the worst forms of child labour as a matter of urgency." An accompanying recommendation urges states to treat such labour as constituting a criminal offence and to impose penal sanctions on perpetrators. The ILO estimates that some 250 million children between the ages of five and 14 work in developing countries alone, about half of them full time and often in hazardous circumstances. ▶ page 6

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Next issue

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Social responsibility code starting to attract attention

AN INTERNATIONAL code of conduct known as SA (social accountability) 8000, governing corporate social responsibility in much the same way as ISO 9000 is regarded as the international standard on quality, is now beginning to be taken seriously by employers in the United States.

Drawing heavily on international labour conventions, the voluntary code requires companies to adopt policies that far exceed current US requirements. These include:

- giving trade unions access to the workplace and remaining neutral during recruitment drives
- making overtime voluntary
- requiring employers to pay a living wage
- prohibiting discrimination on grounds not now covered by US law such as social status, sexual orientation and politics.

While there is no legal or statutory obligation to adopt SA 8000, compliance with which entails monitoring by independent auditors, pressure is expected to come from unions, customers, investors and non-governmental organisations (NGOs).

The standard is being marketed as a means by which social compliance may be monitored not only throughout the company in question, but also in the dealings of its contractors and suppliers. Two of the first US-based firms to make statements of intent that they will require their suppliers to be SA 8000-certificated were Avon and Toys-R-Us, and Avon is also having its own factories certified.

Gary Howard, Motorola's Vice-President and Corporate Director for HR Legislative Affairs, told

the SHRM international conference in Orlando in April that the standard had evolved as a result of the global quest for ethical workplaces. Multinational companies were seen as more powerful than governments, and for 30 years bodies like the UN, ILO and OECD had grappled with codes of conduct to control them.

Such efforts had been given impetus by the surge in global sourcing over the last two decades and by revelations about, for instance, Nike's purported use of child labour in Malaysia and Indonesia.

SA 8000 was devised by an affiliate of the New York-based Council on Economic Priorities, an NGO which promotes responsible corporate citizenship and consumer investing through an elaborate corporate rating and reporting system. The CEP Accreditation Agency administers and oversees the system, including training SA 8000 auditors.

European slant

Meanwhile, the UK-based Ethical Trading Initiative (ETI), a tripartite body of development-biased NGOs (such as Oxfam), trade union organisations (TUC and ICFTU) and retailers (Sainsbury, Asda, Marks and Spencer),

is working with retailers in the west to ensure their supply chains are not abusing workers.

The ETI, whose base code, a set of principles not dissimilar in content from SA 8000, is concerned with how to monitor suppliers to ensure that the information elicited is accurate and with the impact of improvements – for instance, whether compliance with the code results in better, safer jobs and less poverty.

Interest was boosted in Italy last year as a result of the Benetton scandal (accused of subcontracting to child labour in Turkey), following which supermarket Coop-Italia implemented SA 8000. And in France food distributor Promodes has announced it wants its suppliers to be certified.

Also working with SA 8000 are the Otto Company (Germany) and WE Europe (Netherlands).

Many UK retailers have their own codes closely aligned to SA 8000 and the ETI principles. ○

CEPAA, 30 Irving Place, New York, NY 10003, USA; www.cepaa.org. ETI, 78-79 Long Lane, London EC1A 9EX, England; www.ethicaltrade.org.



Susan Pfeffer (centre), president of the international division of the Society for Human Resource Management, took the opportunity of the IHHR conference in Orlando in April to present a cheque from the SHRM Foundation to Judy Whittaker (left) of the Institute of Personnel and Development as a contribution to the WFPMA project on HR competencies, which the IPD is leading. Pictured right: WFPMA president Mike Losey

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South Africa in transition

IPM(SA) PRESIDENT TISETSO TSUKUDU TALKS TO *WORLDLINK*

There have been times in the recent history of most developed economies when a new piece of legislation has catapulted personnel professionals into the front line, when their chief executives have had to pay them more than lip service because not to listen could cost the organisation either financial penalties or disfavour with Government, the customer or both. Rarely, if ever, however, can the profession have had to deal with as much change at one time as South Africa is now facing – and with as, relatively, little preparation time or resource.

Not that the personnel professional is a new phenomenon in that country. On the contrary, the Institute of People Management of South Africa is 50 years old and has over 9,000 members.

However, as current president Tisetso Tsukudu explained to *WorldLink* when he attended his first WFPMA meeting as a delegate in April, businesses in the new South Africa are having to get to grips with the most major political transformation imaginable, underpinned by a mammoth raft of employment-related legislation. This year in particular sees the coming into force of the hugely significant Employment Equity and Skills Development Acts; plus there is a South African Qualifications Act and, not least, the Labour Relations Act which has revolutionised the workplace and served to emphasise the key role of HR people more than that of any other specialist management function.

And the enormous challenge for them is to drag their organisations as quickly as possible out of a culture “riddled with division

and discrimination and lack of concern for skills development,” said Tsukudu, who is only too aware that his country comes bottom of the World Competitiveness Report for ‘people development’.

So skills development for HR professionals is a high priority for the IPM(SA). It currently runs a diploma course covering the whole range of personnel specialisms, which is studied over two to three years mainly by correspondence. At just below post-graduate level, the diploma is now recognised by South African universities, has accreditation in New Zealand and the institute is seeking accreditation for it in the UK.

Recruitment ground

One useful development for the IPM(SA), which has a membership target figure of 20,000, has been the recognition by the post-Apartheid Government of the need internally for HR professionals with appropriate skills and techniques, and indeed the Civil Service has proved a new recruitment ground for the institute.

“Working closely with HR people in Government helps to keep them in touch with developments in the field” – thus ensuring new legislation is workable and relevant, says Tsukudu, who was personally involved in ensuring the new Employment Equity Act benefited from the experiences of other countries’ legislation. “It also strengthens networks, and this Government believes very strongly in public/private partnerships.”

However, much tougher than winning over a sympathetic government is convincing chief executives and line managers of the potential benefits of the new legislation. The labour laws in particular tend to be seen as cumbersome and restrictive, and

Tsukudu thinks it is the responsibility of HR managers to educate their bosses to see these in the right perspective, to show them how the law can lead to an improved work environment with better working relationships.

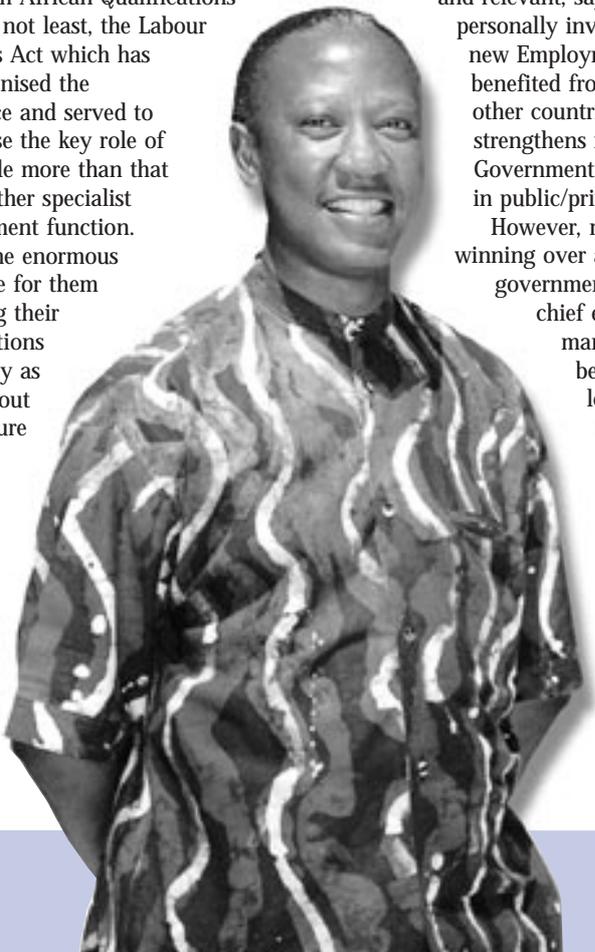
Many companies have not taken the trouble to understand the new laws, and, coupled with the not unexpected upsurge in trade union militancy, this has led to many of them being taken to court and having to pay heavy fines for violations of employment codes. Again, Tsukudu sees it as part of the HR role to train line managers in legislative requirements, as well as helping them shed the dark glasses that prevent them seeing talent and potential in the black labour market. “Multinationals are better at this than most of our national companies,” says Tsukudu.

He himself began his working life as a line manager – in a South African retail chain – before moving into personnel. Seven years ago he studied for an MBA at Strathclyde Business School in Scotland and subsequently moved out of corporate life, starting an organisation development consultancy with his wife Phuti, who had worked for NGOs.

Inevitable rifts

He got involved with the IPM(SA) early in his career and had been a branch chairman before reaching the pinnacle of the presidency two years ago. But the institute too has changed dramatically in that time, moving – essentially in the last four years under the leadership of past-president J. B. Magwaza and his predecessor Tony Frost – from what was seen as a white organisation to one with a 45 per cent black membership. To achieve this and to heal the inevitable rifts, the IPM(SA) effectively pre-empted Archbishop Tutu’s Truth and Reconciliation Commission!

Tsukudu regrets that some of the more senior – white – members no longer attend institute events, which have necessarily lost the ‘old boys’ club’ spirit. The downside of this in his view is their absence from leadership positions, providing valuable guidance for the younger HR managers, but he is clearly proud of the huge cadre of black HR managers driving a new agenda. ○



Tsukudu in Orlando in April for his first meeting as an ‘At large’ member delegate to the WFPMA

Demonstrating that diversity pays in E

Personnel practitioners accept the effective management of a diverse workforce as one of their responsibilities, but some chief executives and line managers have yet to be convinced that diversity pays. A recent report on the contribution of immigrants and ethnic minorities to the European economy provides some useful arguments

Managing diversity has been a key business concern in the USA and Canada for over 12 years. In the United States 45 per cent of new entrants to the labour market in the 1990s were from the ethnic minorities, and almost two thirds were female. This, coupled with the reduction in fertility rates, led to realisation that workforce diversity would be a characteristic of many organisations. Another factor was the extent to which business needed to be global and multinational. Companies like IBM, Motorola, Exxon, Digital Equipment, Citicorp and Xerox began to have active diversity programmes.

In the last five or six years, having accepted arguments that workforce diversity brings business benefits, European multinational companies have also been paying increasing attention to the subject. Many of those are British-based companies, stimulated particularly by the British anti-discrimination laws. These include British Airways, BT, the BBC, Northern Foods, Lloyds TSB, Natwest and Midland Banks, and Grand Metropolitan, all of whom are leading the 'Race for Opportunity' campaign. But interest is developing elsewhere in Europe. For example, the 'Sweden 2000' campaign, which includes Volvo as one well-known name, is encouraging businesses to invest in Sweden's ethnic minority population.

Members of the European Business Network for Social Cohesion (*see panel opposite*) have set up a taskforce which promotes the theme 'Gaining from diversity'. Leading members of the network include Bayer, Daimler Benz, Levi Strauss, Groupe Accor, Philips, Siemens and Volkswagen.

So, if the argument that diversity brings gains is gaining ground, is there any clear evidence to show the benefits? Most research, articles and public and political debate have focused on the problems associated with immigration – social exclusion and racism. Immigrants and, by association, ethnic minority people are often portrayed as uneducated and undesirable. It is often forgotten that the prosperity of present day Europe was built

partly on the labour of immigrants, who came after the Second World War to work in the expanding industries of north western Europe. The Netherlands, Belgium, France and Britain received immigrants from their former colonies – the Caribbean, North Africa, the Indian sub-continent and from southern Europe. Germany, France, Austria, the Netherlands and Belgium also recruited workers from Turkey. In the 1960s and 1970s, workers from the former Yugoslavia became a source of labour into north western Europe, including Sweden.

Two decades later, the countries of southern Europe began attracting immigrants to their expanding economies. Italy and Spain have immigrants from North Africa, and Spain has also become attractive to immigrants from Latin America. Portugal has attracted people from former colonies – Cape Verde, Angola, Guinea-Bissau and Mozambique.

New Europeans

Most immigrants into Europe have settled, put down roots and their descendants have become new Europeans. Overall, about 4.5 per cent of the EU's immigrant population is from outside Europe. Taking into account their descendants, the ethnic minority population of the EU is probably around 8 per cent, depending on definitions. Belgium, Germany, France, Austria, Britain and the Netherlands have the highest proportions of ethnic minorities.

Not much is written about the benefits of immigration, nor about the successful integration of immigrants and their descendants in Europe's cities. France's World Cup team has given a glimpse of the new multi-ethnic, multi-cultural Europe. Cities such as Amsterdam, Brussels, Munich, Berlin, Paris, and London include many young European-born ethnic minorities, who feel Dutch, Belgian, German, British or French. Their presence has added new life to many of our cities, and they have enriched Europe by their achievements in various fields.

Demographic and economic data shows that immigrants and ethnic minorities will continue to make an important contribution to Europe's prosperity in future.

t urope

Rejuvenation

It is well known that the countries of the EU have a declining and ageing population, because of a significant fall in fertility in the last 20 years. In the next 25 years, the number of working age adults will decline by 6.4 per cent, and the number of retired adults will increase by 50 per cent. But the reverse is true for the ethnic minority populations of the EU.

The age structure of Europe's ethnic minority population is much younger, and their numbers will continue to grow. They will have a rejuvenating effect on the overall age structure. For example, a study in the Netherlands estimated that ethnic minority young people will contribute 30 per cent of the growth of the Dutch population.

In future, as ethnic minorities will form a larger proportion of new entrants to the labour market, they will be a significant resource for Europe's future prosperity. Young Europeans from the ethnic minorities will play a significant part in supporting the dependent generation.

Economic growth

Many of the expanding industries of north western Europe depended on immigrants for their growth in the 1960s and '70s. Now service industries depend on immigrants and ethnic minorities for their growth. This had largely been taken for granted, and only one or two countries have carried out studies to estimate the additional wealth generated by immigrants and their descendants.

In some EU countries the public sector depends heavily on ethnic minority people. In the big cities of Munich,

Stuttgart and Berlin, medical care would collapse without the professional skills of ethnic minority doctors and nurses. In Germany, 4.5 per cent of medical doctors, 6 per cent of health care administrators and 5 per cent of nursing staff are immigrants. Many EU countries depend on the skills of ethnic minority people to fill support jobs in health, social services, public transport and domestic services.

Although politically sensitive, studies have confirmed that several EU countries will need new immigrants to compensate for demographic ageing and meet demand for labour in the services sector. These include Belgium, Austria, Spain and Germany. Greece too has experienced a pool of hard-to-fill jobs.

Global diversity 'standard'

A European Centre on Business and Diversity is planned to be launched in November. Drawing on local, national, European and global best practice, it will aim to provide a network of expertise in implementing practices relating to gender, minorities, older workers, the disabled, family/work balance, etc. The centre will be launched at a diversity conference to be held near Vicenza in Italy, 15-16 November 1999.

Meanwhile, a global diversity 'standard' is being tested at a number of international organisations and multinational companies ranging from the Canadian Bar Association to IBM, Shell and Unilever; and a group using it will be set up in South Africa this month (July). The standard is based on an 'equity continuum' that ranges from those who think they have no problem, followed by those who do the very minimum to comply with legal regulations right through to the optimum situation of totally equitable employment systems.

For further details see the European Business Network for Social Cohesion website: www.ebns.org or e-mail graham.shaw@lenta.co.uk

One of the myths perpetuated is that immigrants take away the jobs of local people. There is no evidence to support this. Studies in Germany and France show that immigrants take jobs which are complementary to those of German and French workers, or help fill jobs in expanding industries, for which there is no local labour available. This actually has the effect of creating work for more qualified or skilled people, such as in banking and finance. Studies in two EU countries have shown that ethnic

Mary Coussey, former Director of Employment for the UK Commission for Racial Equality, is a Senior Associate of Cambridge University's Judge Institute of Management and Chair of a Council of Europe Specialist Group on the Integration of Immigrants. This article draws on a report she recently compiled for the European Commission for the Year against Racism on the contribution of immigrants and ethnic minorities to the EU.

minorities and immigrants are net contributors to the exchequer, because they consume less than the average in benefits and in pensions. For example, it has been calculated that in Germany, immigrants contributed DM 25 billion more into the public purse than they received in benefits, and paid nearly 8 per cent of old-age insurance contributions, while receiving less than 2 per cent of all social security benefits.

The work done by immigrants and ethnic minorities has a multiplier effect on employment, helping to create new jobs. It has been estimated that immigrants generate earnings of DM 200 billion annually, or 19 per cent of Germany's total domestic earnings.

Across the EU, immigrants and ethnic minorities run businesses which generate wealth and jobs, and they are significant creators of new enterprises. In Germany, there are 40,500 enterprises owned by Turkish-origin immigrants, employing 135,000 people. The trade generated with the countries of origin has opened new export channels for larger established enterprises.

Ethnic minorities have brought new life and colour to many of the run-down areas of the cities in the EU. From London, Paris, Brussels, Amsterdam, Dusseldorf, Berlin, they have opened small shops and restaurants, and introduced markets and festivals. Their influence

has changed social habits, such as cooking and eating out. The influences of ethnic minority young people on popular culture are profound: they have created unique and exciting new forms of popular music, dance and fashion.

These are some of the facts to support the argument that diversity pays. There is a diverse domestic market, and minority communities within it who have knowledge of the wide variety of different countries of origin, and the potential for developing links with these important markets. ○

It defines the worst forms of child labour as slavery, including sale and trafficking, forced or compulsory labour; forced or compulsory recruitment for use in armed conflict; prostitution, pornography or illicit activities such as drug production and trafficking; and work likely to harm children's health, safety or morals.

The accompanying recommendation defines 'hazardous' work as that which exposes children to physical, psychological or sexual abuse; which is underground, under water, at dangerous heights or in confined spaces; which involves dangerous machinery, tools or heavy loads; and which exposes children to hazardous substances, temperatures, noise or vibrations; to long hours, nightwork or confinement to employers' premises.

Myanmar ostracised

The resolution against Myanmar "for consistent violations of the Forced Labour Convention and failure to respond to repeated rulings...to put an end to forced labour", a practice which an ILO Commission of Inquiry found to be widespread there, restricts dealings with that country to those which are for the sole purpose of implementing the commission's recommendations.

Maternity protection

The ILO's Committee on Maternity Protection agreed the time was right for new international standards which would reflect developments in this area since the existing convention and recommendation were adopted in 1952.

These would specify cash benefits rates; outlaw employment termination on grounds of pregnancy, maternity leave or leave related to the pregnancy or confinement; and place the burden of proof on employers. Member states would be obliged to ensure maternity does not lead to discrimination in employment, including prohibiting requirements for pregnancy tests for women applying for jobs (except work which national laws and regulations restrict for pregnant and nursing women). Member states would also be encouraged to extend maternity leave to at least 16 weeks.

If adopted at next year's conference, the new convention will come into force one calendar year from receiving two ratifications by member states.

The conference also decided that it was necessary to review and possibly revise standards in the area of migrant workers, to ensure adequate protection for them and their families.

An Asian perspective

Anne De Lacy explains how knowledge management can have different meanings and applications depending on culture and industrial environment

While the Asian economic crisis has forced many companies into concentrating primarily on here-and-now survival tactics, others are focusing on developing longer term strategies. And that inevitably means that knowledge and the knowledge economy are hot topics in the Asia Pacific region at present.

In Korea, for instance, there has been an explosion of interest, with firms keen to explore the technical infrastructure required to capture and store their intellectual know-how.

In China, Malaysia and Singapore, since the start of the tough times, government officials have been reinforcing the need to move into higher value-added 'knowledge' activities. In addition, the continuing movement of skilled workers across the region (as reported in January's *WorldLink*) has heightened company awareness of the need to actively attract, nurture and retain their knowledge and the people who help create it – knowledge workers.

It was against this background that the Economist Intelligence Unit, in conjunction with Andersen Consulting, released a key report on the subject of knowledge workers in Asia earlier this year.* This outlines the findings of a four year study by Andersens and the Australian Graduate School of Management (AGSM) into the nature of knowledge work in a range of companies in Australia, the US and Japan; it also includes views of senior executives from a number of Asian organisations on the challenges inherent in managing the new mobile workforce of knowledge workers.

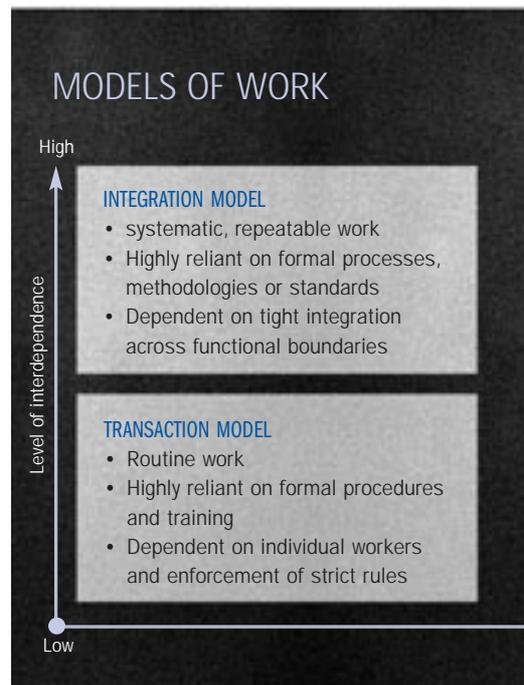
Simultaneously launched in Hong Kong and Australia, with smaller briefings in

Management consultant Anne De Lacy co-authored the EIU knowledge workers report while an Associate Partner with Andersen Consulting. A former national president of the Australian HR Institute, she served on the executive of the Asia Pacific Federation of HRM for five years, representing APFHRM on the WFPMA council on a number of occasions.

other Asian countries, the report has generated a very high degree of interest, probably because of its different approach to the subject. While there has been much rhetoric about the subject of 'knowledge work' over the years, there have been very few detailed studies into understanding its exact nature and its implications for work organisation, management and HR systems.

To coincide with the report release, the Australian Human Resources Institute (AHRI) jointly organised seminars with Andersens and the AGSM focusing on these aspects. Knowledge management guru Tom Davenport, Peter Cappelli from the Wharton HR School and Peter Hagstrom from the Stockholm Institute of Economics Technology joined knowledge management experts from Australian firms to talk through some of the realities of managing knowledge worker teams and knowledge sharing cultures.

As the EIU/Andersen report details, knowledge work is work which is information based, knowledge intensive and knowledge generating. It is highly complex, involving uncertain and ambiguous situations where workers are required to exercise high degrees of judgement. Taking into account both this complexity and the degree of interdependence required in certain types of work, two distinct models of knowledge work emerge (*see below*).



e on knowledge management

While there are common challenges with all knowledge work, depending on what type of knowledge work is being done, management will need to focus on different issues. In the 'Expert' model, for instance, one of the key issues for companies to manage is their ability to attract and retain their stars. In this system, organisations tend to be very vulnerable to turnover – with knowledge being maintained via individual experts. In the 'Network' model, building cultures and systems to promote fluid, flexible teams tends to be most critical. And of course, before dealing with any such issues, organisations need to be able to understand what sort of work models they actually have operating.

Winning commitment

Knowledge workers are different from others, not just because of the work they do, but because their motivation is different. Increasing monetary rewards may be important but will not increase their commitment to the organisation. Rather, this is influenced by social relations – in particular by:

- the trustworthiness of senior management, and
- the cohesiveness of their workteams.

It was this finding that perhaps generated the most press comment about the report, certainly in the Asian media. Management across the region was called on to think

much more broadly about the workforce and to understand that new management styles and approaches are called for.

With the knowledge worker workforce, managing becomes less about directing and controlling, and more about creating the context for improvisation and innovation to flourish.

And while this may require a difficult change of mind-set for many, several Asian executives surveyed saw particular challenges for Asian managers in coming to terms with this new approach.

For example, to create an innovative work climate, managers must encourage staff to experiment and take risks. This means being prepared to be seen to make mistakes – something which does not always sit well with countries where the issue of 'face' is all important.

Similarly, many managers and workers in Asia are accustomed to working within prescribed routines. They can become highly uncomfortable in facing the uncertain, ambiguous situations which characterise knowledge work.

HR strategies need to be developed and implemented which help managers become more familiar with working this way. For instance, the introduction of scenario planning exercises may be a simple way to start getting management teams comfortable with the notion of several possible futures, so that they can start building the flexibility and resilience to cope with such ambiguity.

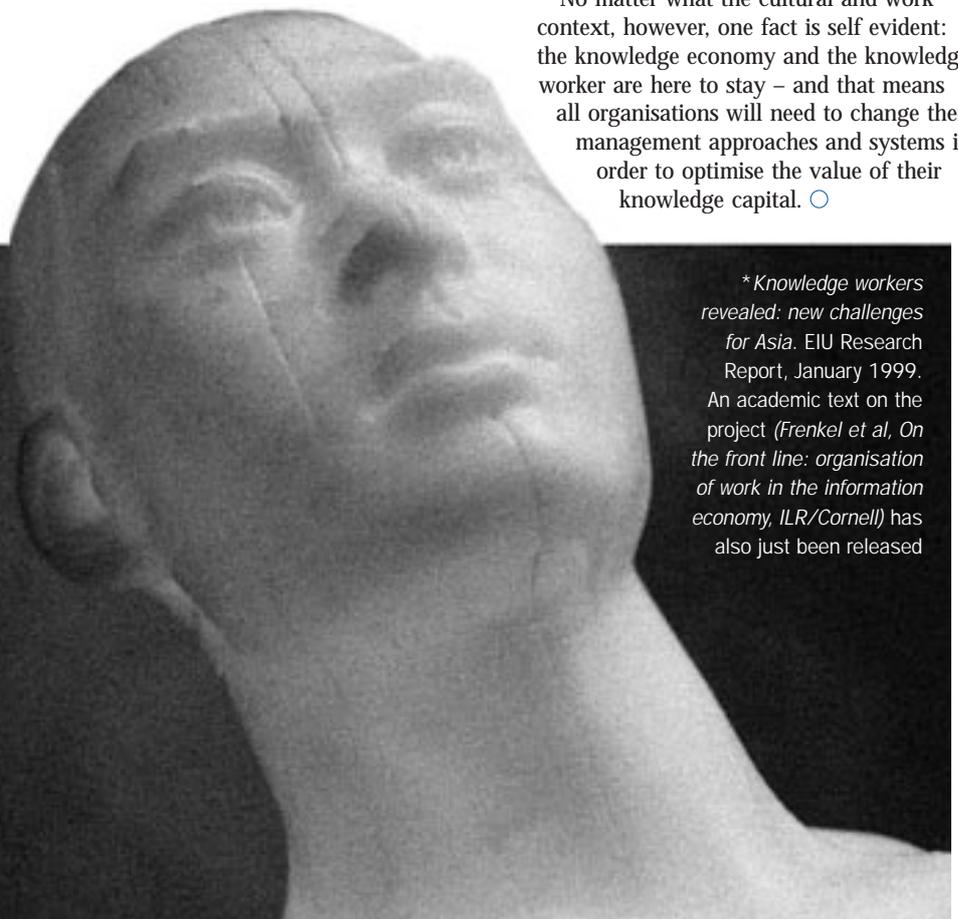
And yet, while we are talking about cross-Asian challenges, we also need to be clear that organisations and countries within the region vary tremendously in terms of economic development and complexity of work. Creative knowledge-generating work in rural China might mean helping workers to adopt and develop new tools and information mechanisms to improve crop yields; in Kuala Lumpur the emphasis may be to build large project teams to help bring the IT 'super corridor' project into operation, even though the project requirements and context may be amorphous because of the rapid pace of change.

No matter what the cultural and work context, however, one fact is self evident: the knowledge economy and the knowledge worker are here to stay – and that means all organisations will need to change their management approaches and systems in order to optimise the value of their knowledge capital. ○

Knowledge work
NETWORK MODEL <ul style="list-style-type: none">• Improvisational work• Highly reliant on deep expertise across multiple functions• Dependent on fluid deployment of flexible teams
EXPERT MODEL <ul style="list-style-type: none">• Judgement-orientated work• Highly reliant on individual expertise and experience• Dependent on star performers

Complexity of work

→ High



** Knowledge workers revealed: new challenges for Asia. EIU Research Report, January 1999. An academic text on the project (Frenkel et al, On the front line: organisation of work in the information economy, ILR/Cornell) has also just been released*

THE WORLDLINK HR CALENDAR

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www.ahri.com.au

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E-mail: conf@ipd.co.uk

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E-mail: sandra@eventdynamics.co.za

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