



## Social responsibility: HR tend to implement, not create strategy

Formal corporate social responsibility (CSR) policies are more prevalent in India, Australia and China than in the United States, according to new data from the US Society for Human Resource Management.

Nevertheless, provisional results from the pilot study of a thousand HR professionals in the four countries show that more than four out of five organisations participate in CSR practices and more than half the respondents claimed their organisation's commitment to CSR was integrated with business strategy through its inclusion in the goals and/or mission.

Of all the organisational factors perceived to be improvable through CSR programmes, public image came top, and respondents ranked public relations strategy as the second top driver of CSR behind contribution to society.

The main obstacle, cited by all four countries' respondents, was cost, with 'unproven benefits' coming second for the US, India and China.

In terms of HR involvement, respondents across the board admitted that HR departments were more likely to have the main responsibility for implementing their firms' CSR strategies than they were for creating them.

Among respondents who indicated that their organisations had such a strategy, the majority across all four countries reported that the board of directors, CEO/president or senior management had responsibility for creating it. In the US and India employee taskforces or committees came third in order of who assumes prime responsibility, with HR even lower down. Even in the US, which scored highest for HR-

led CSR strategy creation, the figure was only 13 per cent, compared with 11 per cent in India, 9 per cent in Australia and just 6 per cent claiming Chinese HR people were in the driving seat.

By contrast, most respondents indicated that implementing the strategy was the responsibility of an employee taskforce/committee, the senior management team or HR, suggesting that the execution of CSR practices and activities tends to be delegated from the highest levels within the organisation to the HR department or lower levels.

In China HR scored highest as having the main responsibility for CSR implementation (31 per cent), compared with 28 per cent in India, 23 per cent in the US and 22 per cent in Australia.

There were notable differences between countries

in the ways organisations involved or engaged employees in their CSR programmes, report author Amanda Benedict told *WorldLink*. The largest percentages of organisations in the US (72 per cent) and Australia (66 per cent) reported that they recognised employee participation in volunteer programmes, whereas organisations in India (70 per cent) encouraged employees to spearhead volunteer programmes and in China 64 per cent provided company-sponsored volunteer events after work hours.

### Collecting money

However, the top two most frequently cited CSR activities for organisations from each of the four countries were collecting money for local charities and donating or collecting money for natural disasters.

● Data from the study is still being analysed. Final results covering Canada, Mexico and Brazil as well are expected to be available in March.

See [www.shrm.org/research](http://www.shrm.org/research)

## 'Latin' lessons for WFPMA Board



Horacio Quiros, President of ADRHA, the Argentinian HR association, tells the WFPMA Board and local HR professionals about a new programme to develop HR competencies for his country's small and medium-size enterprises. See report, page 2

Photo courtesy of Clarín, Argentina

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## Next issue

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# Argentina to develop HR competencies for SMEs

**A**DRHA, the HR association for Argentina, has started work on a four-year programme to professionalise human resource management in the country's small and medium-sized companies (SMEs).

Launched last September, the project's core is a competencies-based management model, to be validated with both employers and employees, and ultimately implemented through the line managers responsible for people management in the smaller firms and HR professionals in the companies large enough to employ them.

Involving line managers, trade unions and universities, it is starting with a strong communications and awareness-raising programme to build commitment and overcome any possible resistance.

The objectives of the programme, which is being funded by the Inter-American Development Bank, and directed by FUSAT, a work-related social foundation, are "to establish a new framework for labour relations in SMEs, to implement the competences model, develop human capital and improve productivity and employability."

Outlining the project at a special seminar organised to coincide with the visit of the WFPMA Board to Argentina last November, ADRHA president Horacio Quiros and project manager Alberto Carmona said that by the end of the four years, the association was expected to become the country's first HR certification body.

The 50 SMEs participating are based in the construction, automotive, tourism, services and finance sectors. The construction and automotive industries were attracted to the scheme, Carmona told *WorldLink*, having already successfully established competency-based qualifications for technical workers.

## More strategic

SMEs provide over 90 per cent of employment in Argentina. A recent survey conducted by ADRHA revealed a wide range of reasons why they want to professionalise their HR functions: nearly half (49 per cent) said it was in order to increase sales, a quarter said it was to help them expand their workforces, 21 per cent attributed it to quality certification requirements, 20 per cent to new customer demands, four per cent because of attrition and two per cent export requirements.

The same survey also revealed that respondents were concerned to move the HR function from the traditional administrative model to a more professional and strategic one.



**Members of WFPMA Board at the EDDE/UADE business school in Buenos Aires in November**

In Latin America overall SMEs constitute 95 per cent of companies, provide 70 per cent of employment in the region and account for 50 per cent of GDP, Manpower's South American regional director Horacio De Martini told the seminar.

But they had to become international and to seek new and modern ways to become competitive. Two key factors, he said, were training and management professionalisation.

In fact, Latin America is one of the fastest growing regions in the world, second only to Africa, according to Manpower data. But there is a shortage of jobs, exacerbating and exacerbated by a brain drain to more developed countries. Retention was a major challenge for companies.

An important part of the problem was the region's poor investment in research and development and its slowness in adopting technology and accepting the need for technological change. Currently only 10 per cent of families have access to the internet.

There is a feeling that Latin America cannot compete under equal circumstances, De Martini said, which had led to a denial of the globalisation process.

"We demand productivity but we continue to protect our culture and values."

Consequently, the region was no longer attracting enough international investment. It would have to fight for it by opening up and formalising markets, ensuring multicultural integration and the availability of skilled talent and specialising for global competitiveness without neglecting local markets.

He presented the seminar, held at EDDE/UADE business school in Buenos Aires, with a 10-point plan for becoming more competitive:

- 1 Get better at attracting talent;
- 2 Find new ways to prolong working life;
- 3 Understand how to analyse and use competences better;
- 4 Better synchronise teaching/training/development with economic requirements;
- 5 Make public and private work better together;
- 6 Encourage an inclusive workforce;
- 7 Promote universal English, Spanish and Mandarin;
- 8 Invest in enabling technology;
- 9 Promote labour flexibility and cross-training; and
- 10 Invest in education.

The protective attitude towards local culture, which De Martini referred to above, was elaborated on by Daniel Funes de Rioja, a well-known locally-based human rights and labour lawyer who is also Employers Vice President of the Governing Body of the ILO. Culture, he said, is “a permanent contradiction between our good and bad sense.”

First, globalisation is resisted as something that can only favour the north, and yet workers, particularly from Central America, head towards the north in search of quality of life and wellbeing. The positive spin-off from this is the money the migrant workers send home; in Ecuador this is more significant than the country’s exports.

Secondly, there is the ambivalence about multinationals, and yet “everyone knows”, he said, “the production chains of MNEs are the ones that have more qualified workers and pay better wages and fringe benefits.”

Another cultural issue was the non-compliance of small enterprises with the law, which was tolerated “in the name of realism” but often actually negotiated through “non-transparent methods”.

And not least was trades unions’ negative attitude towards outsourcing.

What the region needed, in his view, was

- Greater democracy and the rule of law;
- Reasonable taxes and effective administration of public expenditure;
- Investment policies, access to technology, promotion of private initiative and enterprise growth;



**Leading labour lawyer Daniel Funes de Rioja**

- Predictable regulatory frameworks boosting investment, particularly in SMEs;
- Fundamental human rights, especially labour rights, including freedom of association, collective bargaining, non-discrimination and no forced labour, particularly of children in Brazil;
- Protection of property rights;
- Employment creation as the axis of sustainable growth;
- Efficient social security nets that did not adversely affect competitiveness; and
- An inclusive and modern education and professional training system.

However, it was not possible to jump to a proper democracy and observance of the rule of law; this needed to evolve.

The seminar, which was attended by local HR professionals, as well as academics and consultants, also heard presentations from economist Ricardo Arriazu, an adviser to the Argentinian government and Julio Hang from EDDE. Members of the WFPMA Board participated with experiences from their own countries.

- The next WFPMA Board meeting will be held in London in April.



## ACRIP's golden anniversary

Colombian HR Association (ACRIP) President Willy v. Mayenberger (*centre*) accepts a tribute from FIDAGH President Paúl Rosillón on the occasion of ACRIP's 50th anniversary last year. Celebrations included a ceremony with typical Colombian music in Cartagena's old walled city during the 10th international HR symposium in September and two months later a social event in a prestigious private club in Bogotá when the Congress of the Colombian Republic also paid tribute to the association's “invaluable service to the community”. The theme of the symposium was ‘Globalisation without dehumanisation: responsibility of HRM’. Seen *above, left*, is Cesar Pera of Peru, Vice President of FIDAGH's Andean region.

**The 20th Interamerican HR (FIDAGH) Congress will be held 16-18 May 2007 in Guatemala. For details see [www.agrhguatemala.org](http://www.agrhguatemala.org)**

## Two-way obstacles for new EU workers

Following the accession of Romania and Bulgaria to the European Union on January 1, 2007, Britain has opted to limit access to workers from those countries to migrants capable of meeting particular skill shortages.

According to recruitment agencies operating in all three countries, these might include engineers for the North Sea oil and gas companies, construction workers for the 2012 Olympic Games sites, health workers and teachers.

Such treatment is the same as for workers from non-EU countries but is in contrast to that meted out to migrants

from eastern and central European states such as Poland and Lithuania that joined in 2004 and were immediately given free access to British jobs.

However, even where there are special skill needs, stumbling blocks could be the acceptability in the UK of Romanian and Bulgarian qualifications, financial pressures (in the British health service) and the greater attraction of southern European countries for climate reasons.

Meanwhile Romania is looking to plug its own gaps with people from Moldova and Ukraine and Bulgaria is taking people from Ukraine, Macedonia and Turkey.

Timothy Kendall and colleagues, who constitute the English Communications Group for Pfizer's Global Research and Development site in Japan, argue that you cannot teach language – even business language – in a vacuum. Here they describe how they integrated it with cultural awareness and specific job needs in Japan and in the UK to create a popular and effective two-way communications training programme

## Integrating language and cross-cultural training

In common with many foreign companies operating in Japan, Pfizer Global Research and Development (PGRD) provides English language support for Japanese employees at its Nagoya site. This localised in-house training both complements and consolidates global learning and development programmes, enabling Japanese workers to better function and contribute within the multinational organisation. But such training tends to be 'one-way', with the onus on employees for whom English is not their mother tongue to develop both their language skills and cultural awareness.

At PGRD, where diversity is both valued and leveraged, Japanese scientists work closely with colleagues in the UK and US, and effective communication is key to productivity and the success of projects. Therefore, the Nagoya-based English Communications Group (ECG), a team of four trainers led by Timothy Kendall, began collaborating with Pfizer Learning and Organisational Development colleagues in the UK to instigate a two-way process in which continuous feedback and cross-cultural skills training for both Japanese and Western scientists would minimise misunderstandings and optimise the value of their face-to-face and teleconference communications.

Some common issues that were addressed by this training included empowering and encouraging Japanese colleagues to be more proactive in meetings and teleconferences, where their previous passivity had at times led to them being overlooked or dominated in conversation, and educating British colleagues to be more direct, because their habit of overusing diplomatic language often led to misunderstanding.

Let's start at the beginning. Why are language and cross-cultural business skills programmes necessary at PGRD Nagoya? The answers lie predominantly in the make-up of Japanese society. Japan remains very

homogenous compared with other developed nations, and this is reflected at PGRD Nagoya where there are fewer than 20 non-Japanese among a staff of more than 400. In this context the concept of diversity takes on different connotations, and a major focus is to increase the cultural awareness and cross-cultural skills of its Japanese employees.

As inter-site communication within the global PGRD organisation increases, and the trend toward globalisation sees more collaborations with outsourcing partners, this need has become ever more pressing. Having evolved from a small domestic-focused operation in the mid-1980s to one of Pfizer's main international research hubs, it is increasingly expected and necessary that PGRD Nagoya scientists should be able to communicate effectively with colleagues round the world, and of course English is the *lingua franca* in both business and science.

All Japanese people study English for six years at school, but the priority is on passing university entrance exams rather than on

developing communicative skills. Those who go on to study overseas may develop their proficiency, but usually within an academic environment. As a result it is necessary for PGRD Nagoya to support employees in the development of business English, cross-cultural and international business skills for their personal and professional development.

As recently as 2004, English classes at PGRD Nagoya were voluntary and dealt in a general way with basic language skills. However, such programmes did not provide maximum benefit either to the business or to employees. Following needs analysis and interviews with division managers and line heads, the site leadership team designated 60 'future leaders' to participate in a compulsory three-year programme focused on business-critical skills, such as practical business English and cross-cultural communication.

The goal of the scheme is to furnish the next generation of site leaders – managers and scientists from research, administration and operations divisions – with the skills and confidence to enable them to contribute more effectively in the global business environment. Course members learn language and skills relevant to their jobs through weekly lessons, themed workshops and regular e-learning. In order to achieve the required hours of study, they receive support both from the ECG and from their line managers, with classroom study incorporated



Colleagues in Nagoya find understanding culture helps smooth communication

into their working day and annual goals. In addition to these mandatory succession programmes for selected employees, enhanced voluntary courses focused on general English, business skills and cross-cultural awareness are available to all staff.

Regular feedback and analysis enables the ECG to maintain customer focus and respond appropriately to business and customer requirements. Effective use of the Japanese business concept of *kaizen* (continuous improvement) has consolidated the course content and, importantly, won the confidence and support of both senior management and the programme participants. Although initial expectations were set extremely high, they have been exceeded.

Results of an assessment after the first six months of the course illustrated a strong correlation between students' study activity and progress and showed that all students were strongly motivated to continue with their studies. As well as expansions in the scope and number of people in the management track, enrolment in voluntary courses more than doubled within two years, and in 2005 the ECG received PGRD Nagoya's 'Team of the Year' award for "demonstrating leadership in developing a wide range of programmes to support PGRD's talent promotion objectives" and "succeeding in creating a culture in which people enjoy developing their skills."

Even more satisfying for the team has been seeing Pfizer colleagues functioning comfortably and effectively in global business situations as a result of the training. One example saw a Japanese colleague, who was hesitant by nature and lacking confidence using English, transformed into an expert teleconference chairperson, doing an outstanding job of facilitating discussion and information exchange between scientists working on multi-site projects.

Having achieved notable progress at the Nagoya site, the ECG turned its attention to bridging the gap with global PGRD colleagues and Learning and Organisational

Development programmes. The Nagoya site's main projects are conducted in collaboration with scientists at Pfizer's UK research and development in Sandwich, Kent. In order to gauge the effectiveness of communication between the sites, and the impact of cultural difference on this communication, the ECG surveyed Japanese colleagues who had the most interaction with the UK, questioning them about the cultural awareness of their Western colleagues and the sensitivity shown by Western colleagues to the communication challenges faced by those in Japan.

The survey results highlighted several issues that could not be addressed through training in Japan, so the ECG produced a booklet aimed at UK staff who communicate regularly with the Nagoya site. This 12-page booklet includes tips on how Western colleagues can moderate speech and language in order to minimise misunderstandings, information about cultural differences and body language, and a guide enabling people to assess their own reaction to cultural difference and judge what impact this might have on communication with Japan.

### Two-way approach

Based on a successful trial run, 2,000 copies of this booklet were distributed to Pfizer colleagues in the UK and also made available to all foreign visitors to Nagoya. In addition, the main tenets of the booklet were used to formulate cross-cultural training provided to key colleagues in the UK who had business-critical interactions with Japanese counterparts. Later, a similar booklet was produced for Japanese scientists to support and complement the training provided by the ECG, and several workshops were held to bring the booklet contents to life and reinforce the main messages.

This integrated, two-way approach to training paid off. As a result, two and half years after the initial survey, Japanese staff reported that UK colleagues better understand the culture of Nagoya and have made good progress with moderating their language.

The results of two short surveys, one in September 2005 and the other in January 2007, where colleagues were asked to rate from 1 (low) to 10 (high), indicated that significant progress had been made between the two dates. Comments from Pfizer colleagues based at the company's main research sites around the world suggested that the training had resulted in time savings and that relationships between sites in the UK, US and Japan had further developed.

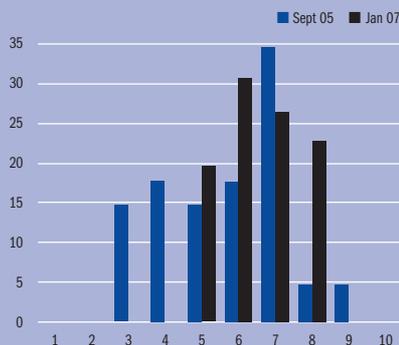
A manager at PGRD in Sandwich said, "This was the first time that I'd had the opportunity to participate in this type of training, and to be honest I was a little skeptical of its value at first. However, I've found that I'm more careful about the language I use with my colleagues in Japan, and I can honestly say that communication has become much smoother." While a PGRD Nagoya manager commented, "I used to get irritated with my colleagues in the UK. They just didn't care about problems in communication, but things have got much better during the past 12 months. I feel that they are more aware of my language limitations, and are able to regulate their own language to match my ability."

Ultimately, language is still regarded as the greatest obstacle to smooth communication between people of different nationalities. At PGRD this orthodoxy has been challenged and successfully addressed so that, at a certain point, a person's culture is prioritised over their language ability in communication training, better serving the needs of the business and enhancing employees' personal and professional development.

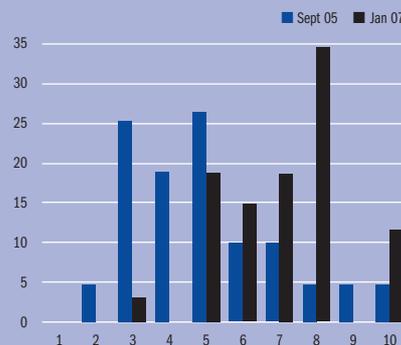
*Tim Kendall is Business English Communications Group Manager, and Julien Sandiford, Jon Davies and Andrea Thomson, Business Communications Instructors for Pfizer Global Research and Development in Nagoya, Japan. Tim will be speaking at the CIPD's HRD conference in London on 19th April on 'How culture influences training and design'; see [www.cipd.co.uk/cande/hrd](http://www.cipd.co.uk/cande/hrd)*

## SURVEY OF PGRD COLLEAGUES IN JAPAN AND UK, 2005 (PRE-TRAINING) AND 2007 (POST-TRAINING)

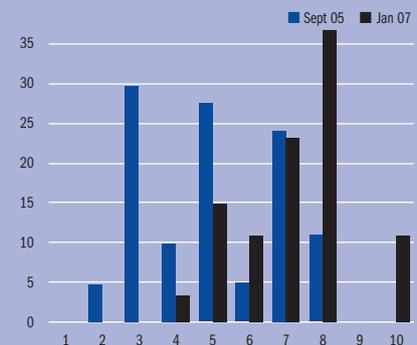
**Q1** How do you rate the overall effectiveness of communication between PGRD UK and Japan?



**Q2** How do you rate the ability of UK colleagues to recognise that PGRD Japan is a blend of Japanese customs and Western business practices?



**Q3** How do you rate the ability of UK colleagues to be sensitive to your needs when communicating ie talking more slowly, avoiding slang and/or jargon?



**Tata Group  
Chairman Ratan  
Tata dons Daewoo  
uniform and  
shares a meal in  
the works canteen  
in Gunsan, South  
Korea, during his  
visit to DWCV**



# People and communities: the key to successful acquisitions

India's Tata Group has set a blistering pace for international mergers, acquisitions and joint ventures since the start of this century. HR head Satish Pradhan told a London audience recently about his company's guiding principles

It is so well known as to be almost a cliché among international HR professionals that the people management part of the 'due diligence' process in mergers and acquisitions comes effectively after the 'deal' has already been done.

Tata Sons Ltd, the parent company of one of India's biggest business conglomerates, does not even use the term 'due diligence,' says the Tata Group's HR Vice President Satish Pradhan, "because that implies a 'deal' and we're not in that game."

Speaking in London on the eve of Tata Steel's acquisition of Anglo-Dutch steelmaker Corus, formerly British Steel, Pradhan told a CIPD International Forum meeting that the starting point is always 'what value would be created by combining these two entities?'

"We then work closely together to get to know and understand each other. We try to think post-merger integration before we do

due diligence." Questions considered include – is there a strategic fit? What is the other company's approach to processes and to people; what are their ways of working and learning? What is their heritage and how does it fit with Tata's?

"We particularly look at culture and values," said Pradhan – "their commitment to communities, to the environment, to customers and to people."

The Tata Group was founded by Jamsetji Tata in the mid-19th Century, a period when India had just set out on the road to gaining independence from British rule. Consequently Tata and those who followed him aligned business opportunities with the objective of nation building, and this approach remains enshrined in the group's ethos today.

Often mistakenly labelled a family business (about two-thirds of the equity capital of Tata Sons is held by philanthropic trusts endowed by members

of the Tata family), the 96 operating companies all sign up to the group's core values and adhere strongly to its concern with business ethics and corporate social responsibility.

It is this legacy and approach that the group believes earns it the trust which in turn helps with so much of its business and in many of its bids as well. In the last six years alone, the group has acquired six beverage companies, including the UK tea company Tetley; three in the IT and consulting services sector; two in telecommunications; three steel companies – one in Singapore, one in Thailand and now Corus; two chemical companies, IMACID, Morocco, and Brunner Mond (including its associate Magadi Soda Ash in Kenya), which was a spin-off from ICI; two in the motor industry (including Daewoo) and two in technology; plus an Australian hotel group, management of the celebrated New York hotel, The Pierre and a former Ritz Carlton property in Boston now called the Taj Boston.

The acquisition of Daewoo by Tata Motors (TML) is a case in point. The Korean car company was in receivership, having needed to pay back loans sooner than anticipated, although the business itself was profitable. It had already hived off its car arm to General Motors, leaving

the truck-making Daewoo Commercial Vehicle Company (DWCV).

Tata Motors was interested, not least because of Daewoo's plans for and presence in countries new to Tata. "There really was a nice portfolio fit," explained Pradhan. However, because of the bankruptcy, this had to be a 'gunpoint sale' – there were just 45 days from what he calls 'ground zero', ie first becoming aware of the opportunity to bid to 'finish' ie commitment, two months between the initial proposal and the binding bid, and then only another four months before the final agreement in February 2004.

But Daewoo, initially, were by no means wedded to Tata. During the plant visit back in August 2003, Ravi Kant, the then head of Tata's commercial vehicle business (now Tata Motors' Managing Director), took the opportunity of a smoking break, albeit he himself didn't smoke, to spend a few minutes with a Daewoo manager. A casual chat revealed that the Koreans assumed they would sell to either a US or a European company, which, they imagined, had more sophisticated technology and deeper pockets. In their view the interest of Tata was merely a help in raising the bidding.

This realisation proved a turning point for the acquisition. A communications plan and image-building exercise were set in motion at once.

- The Daewoo Truck team was given information on the Tata Group and TML, corporate and product brochures and audio visuals, all translated into Korean;

- The Tata acquisition team went through a three-day orientation on Korean culture, philosophy and labour practices, and later met with non-Korean multinationals to find out more about Korean business and labour relations and with Daewoo customers to establish the company's strengths and shortcomings. They also had meetings with Korean industry organisations and started to build a relationship with the Korean Government and politicians local to the Daewoo plant. "Pre-deal linkages are very important for us," Pradhan said. And finally
- The Indian team in Korea started Korean language lessons while the Korean team was tutored in English.

Once things reached a point where Daewoo saw Tata as serious contenders, they in turn started paying serious attention – to Tata's hours of work, working practices, even cuisine and ways of eating, Pradhan recalled. "We wanted them to know that, if they went ahead, they could be confident of how they would be treated."

As far as the actual negotiations were concerned, there was a four-person team given a great deal of autonomy, subject to broad guidelines and clear objectives, and with 24-hour back-up back home.

"Some things should not be nailed down in great detail, but should be left to trust," he said.

The detailed due diligence objectives included:

- To identify the weak areas and develop

- an action plan for addressing these;
- To identify all the levers of additional value creation with Tata in the company;
- To develop an action plan with a time line to leverage value creation;
- Also for the team to develop a business plan for post-acquisition and integration.

The labour negotiations started with high monetary and intangible demands but ended amicably – "and not at the cost of an arm and a leg," said Pradhan – with support to the new management and the signing of the company collective agreement two weeks before the signing of the final industry agreement.

The final investment agreement with Daewoo, for which the deadline had been 29th March 2004, was actually signed on 18th February of that year.

### Key lessons

Pradhan also told the seminar something of Tata Chemicals' experiences with its acquisition of Brunner Mond and Magadi Soda Ash, Kenya, where the lessons were similar to those from the Daewoo case:

- The 'deal' and the 'numbers' are important, but they are not everything!
- Each M&A is unique
- Be willing to be surprised!
- Think of running the business together before you even negotiate!
- Lead with your values in action from the first moment!
- People and communities!!!

## Developed countries must do more to integrate immigrant workers, says OECD

Well-managed immigration flows offer benefits both for host countries and for migrants and their families. But the effective integration of immigrants into the societies of the countries where they settle is crucial, and this requires commitment and action at national and local level.

These are the conclusions of a new report from the OECD, *From Immigration to Integration: Local Solutions to a Global Challenge*, which analyses case studies in five countries: Canada, Italy, Spain, Switzerland and the UK.

Examples discussed in the report include initiatives like the Toronto Region Immigration Employment Council in Canada, set up in 2003 to link potential employers with skilled immigrants seeking employment.

They also include programmes such as one launched by a farmers' association in Catalonia, Spain, which forges links with emigration countries to ensure a sustainable supply of migrant workers under acceptable working, living and training conditions.

Almost three million long-term migrants enter OECD countries legally every year in search of employment and greater economic security. Their skills and energy bring benefits to their host countries, say the OECD, but difficulties over integration also give rise to tensions. Numbers of immigrants are likely to go on rising as OECD countries grapple with falling birth rates and ageing populations.

Paradoxically, there are signs in some countries that

integration is actually proving less successful than in the past. In many countries, immigrants tend to be more exposed than citizens of the host countries to long-term unemployment and social exclusion. They often face poorer working conditions and the prospect of temporary employment without job security. In many countries, second- and third-generation offspring of immigrants still face barriers to employment.

At a local level, the OECD urges policy makers to ensure strong co-ordination between institutions and the involvement of employers in local partnerships.

See [www.oecdbookshop.org](http://www.oecdbookshop.org) for how to buy the report.

# THE WORLDLINK HR CALENDAR

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Los Angeles, USA

**30th SHRM Annual Global Conference**

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**April 17-19, 2007**

London, England

**HRD 2007**

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 Fax: +44 208 612 6201  
 Email: conf@cipd.co.uk

**April 20, 2007**

London, England

**WFPMA Board Meeting**

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 Tel: +65 6438 0012  
 Fax: +65 438 0029  
 Email: wfpma@shri.org.sg

**May 2-4, 2007**

Singapore

**SHRI HR Congress**

Contact: David Ang  
 Tel: +65 438 0012  
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Buenos Aires, Argentina

**V National HR Congress**

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**May 16-18, 2007**

Guatemala City, Guatemala

**XX FIDAGH Inter-American Congress**

Tel/Fax: +502 2361 1520  
 Email: agrh@intelnett.com

**May 17-18, 2007**

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**CyHRMA Annual Conference**

Tel: +357 22 441 284  
 Email: hermich@spidernet.com.cy

**May 17-18, 2007**

Dublin, Ireland

**CIPD(I) Annual Conference**

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

**May 25-26, 2007**

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Contact: Flavio Bortolotti  
 Tel: +39 02 670 9558  
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