Transforming HR in Asia-Pacific: We Have a Choice to Make

By Musharraf Hossain

The transformation of human resources as a practice and a profession has been an important issue in the past. It has become critical now.

The evolution has been taking place over several years, and we have made progress in reducing costs, utilizing resources effectively, outsourcing some human resource activities, and improving operations and partnerships, among other things. But overall, HR has yet to take on a full leadership role in achieving business objectives through its strategies.

The practice of HR in the Asia Pacific region is still generally lagging behind that in the West. In some places, such as Australia and Singapore, and within a few specific organizations in other countries, HR operations have adopted the more mature global practices of Europe and North America, but many other countries and organizations still use an outdated “personnel management” approach. The Asia Pacific region represents the largest population in the world while also supplying skilled and unskilled human resources in other regions. Therefore, it is time to make the choice to actively pursue rapid innovation and transformation of HR in Asia-Pacific to drive improved efficiencies and services.

For companies in Asia, the ability to transform HR strategy is complicated by the fact that the region is made up of dozens of countries with significant cultural differences as well as varying expectations and levels of sophistication in terms of HR strategy. Greater alignment among HR strategies in individual countries is needed to avoid duplication of efforts and to encourage cross-sharing of centralized resources and knowledge.

Establishing standardized metrics for measuring HR’s impact on Asia Pacific businesses will help further elevate the standards of HR practice. Improving the quality of HR talent—among both those born in Asia and those who have made Asia their long-term home—is already enhancing the ability of the HR profession to have a tangible difference on business results.

To transform our HR practice and grab the world market, we must undertake the following measures immediately under the leadership of the Asia Pacific Federation of Human Resource Management (APFHRM):

Transforming HR in Asia-Pacific continued on page 2
Transforming HR in Asia-Pacific continued from page 1

- Develop HR competency models for each country in line with the model already developed by the APFHRM.
- Lobby with individual countries to introduce best HR practices, with organizations like APFHRM and its members playing vital roles.
- Encourage participation of HR management in corporate senior management decision-making.
- Establish an HR “ministry” in individual countries, working closely with governments to put HR under a regulatory framework.
- Collaborate with universities to bring market-driven HR education and practice to younger generations.
- Encourage all Asia Pacific countries, especially Middle East countries, to join the APFHRM.

- Create or enhance HR certification opportunities in each country (such as SHRM-CP, SHRM-SCP, etc.).
- Arrange opportunities for cross-border learning and exposure by organizing visits between and among country HR associations to share and introduce best HR and transformational practices.

I am very optimistic to see more organizations and countries recognizing the fact that people are the most important factor in the success of every country. The APFHRM and the World Federation of People Management Associations should use this timely opportunity to accelerate the transformation of HR across the region.

Musharrof Hossain is President of APFHRM and the Bangladesh Society for Human Resources Management. He is also head of human resources management at international health research organization icddr,b in Dhaka.

When Mental Illness Comes to Work

By Peter Wilson

A recent incident at a major Australian airport saw an employee of one of the infrastructure utilities suddenly leave work in a distressed state, get into his car, drive through a car park barrier and crash into a bollard. The worker then abandoned the car and ran into a security area, setting off alarms, before being apprehended by guards.

The worker later reported that he had been experiencing a psychotic attack in which he believed he had to escape evil pursuers. Later interviews of his co-workers revealed he had been acting strangely prior to the incident, but no one knew what to do about it. That situation could have ended up much worse, but it also could have been avoided altogether if employees had known how to act on their early concerns. A few hours of workplace awareness training designed to identify symptoms of anxiety and emerging psychosis could have made a difference. Dare it be said, but greater training for the Germanwings co-workers of Andreas Lubitz may have prevented what happened on Flight 4U9525 last year, when the troubled copilot deliberately crashed the plane into a mountain, killing all aboard.

The statistics on mental illness should be enough to make any manager sit up and take notice. In Australia, 20 percent of workers experience a mental illness each year. Three million experience moderate anxiety or a mild depressive state, and another 650,000 experience a severe episode stemming from schizophrenia, bipolar disorder or major depression. A further 65,000 experience a severe psychosocial disability.

The data from Australia are comparable to that of the rest of the developed and developing world, which means there is a good chance that your workplace will experience a serious mental health episode. Over a working lifetime from age 15 to 65, about 40 percent of us will be touched by some manifestation of mental illness at work, which means all of us will share in knock-on impacts.

Over a working lifetime from age 15 to 65, about 40 percent of us will be touched by some manifestation of mental illness at work, which means all of us will share in knock-on impacts.

There has been much progress in the past decade on alerting society to mental health issues. Inroads have been made on stigma directed at anxiety, but less so with psychosis and depression. The primary response to a psychotic event in most workplaces is to call the police rather than an ambulance. That is regrettable, because many workplace incidents should be handled medically rather than through law enforcement. Well-trained co-workers and managers would be aware of this.

Most businesses are running on empty with their mental health response capabilities. Governments highlight the need to report a potential terrorist, but too little attention goes into helping those who must deal with the sudden outbreak of terror in their own heads.

Peter Wilson is chair of the Australian Human Resources Institute and Secretary-General of the World Federation of People Management Associations. A version of this article was originally published in The Australian.
Connecting People—Connecting the World: 2016 WFPMA World Congress

By Sevilay Pezek-Yangin

The World Federation of People Management Associations (WFPMA) will meet in Istanbul October 20-21 and connect the whole world of working people.

The People Management Association of Turkey (PERYÖN) is proud to host the WFPMA’s 16th World Congress in Istanbul. For two days, our ancient city will become the hub of people management for the whole world.

The theme for the 2016 Congress is “Connecting People—Connecting the World.” We ourselves will connect in a place where continents, diverse cultures and a thousand years of history are linked in unparalleled harmony. Also, WFPMA will celebrate its 40th anniversary at the Congress this year.

WFPMA and its members have reason to be excited and hopeful for the future, because we have the power to effect significant change. As the world of work begins to transform beyond recognition, people management has never been more critical. We have a lot to do but, as HR professionals and people managers, we have a wide sphere of influence.

Two Continents
PERYÖN is honored to host you in Istanbul—a city that inspires poets, authors, philosophers, artists, entrepreneurs and producers; a city that every world citizen desires to see at least once; a city that bridges continents; and a city that charms everyone with its beauty.

Istanbul is a city of unparalleled social and cultural richness. There is no city like it on earth. While the western part of the city is in Europe, its eastern part lies in Asia. Its ancient churches, mosques and synagogues, aligned in such close proximity, show us the possibility of a community formed of different cultures living in peace and tolerance that stems from a shared human past and a strong belief in the future. Despite some negative global and regional developments, Turkey is growing and promises big opportunities; a young, dynamic and qualified workforce; and a bright economic future.

Comprehensive Congress
PERYÖN has more than two decades of experience organizing some of the most comprehensive people management conferences in Europe. We gather thousands of professionals each year, shaping the agenda and vision of people management in Turkey and receiving the interest and praise of both the business world and the media.

We will transfer and tailor our extensive experience in conference organization to the WFPMA World Congress to create the most important and most comprehensive human resources gathering in the world. We have been carrying out meticulous work with our board of directors, volunteers and professional headquarters team for almost two years in an effort to realize the best experiences for attendees. This meeting is an opportunity to watch and meet more than 130 experts from around the world and Turkey in more than 50 sessions. It will be full of inspiring speakers, surprising discussions and panels that will broaden your horizons.

We expect to host some 3,000 business professionals from more than 47 countries, mixing together leaders in local and international people management practices whom you could not meet anywhere else. You’ll pick up new skills in our sessions and be the first to learn about innovative commercial opportunities in our vast expo area. And you’ll engage on issues that will be discussed today and implemented tomorrow in the field of HR. Istanbul will open personal and corporate doors for you, and it will be a unique experience.

Sharing Our Stories
Since the beginning of history, estimable people of every era and geography have told important stories—gathered around a fire, in an arena or in the town square. These stories have been conveyed from one language to another, and from one generation to the next, through books with thick covers and in other pages of history. They have penetrated into our genes. During the 2016 World Congress, we will bring the story-tellers and their audience together in Istanbul to share stories that will shed light on where we have come from as a profession and where we are going. Through experiences we will create, you will listen to stories, and you will write new ones.

We invite you to be part of this sharing at the 16th World Congress of Human Resources this October. Please visit our website for details at www.wfpma2016istanbul.org, and you may e-mail us at registration@wfpmaistanbul2016.org.

Sevilay Pezek-Yangin is President of PERYÖN.

Halic Congress Center Reflects a Colorful City

Surrounded by the Golden Horn on one side and by the Old City on the other, the WFPMA World Congress venue, Halic Congress Center, reflects some of the most colorful aspects of Istanbul. It is also easily accessible from anywhere in the city—7 minutes by car from the hotel and shopping district of Taksim Square and 10 minutes from Istanbul’s historic Old City, Sultanahmet.

After the Congress, please be our guest in Turkey for a few more days. Take an excursion to one of our many tourism spots or just explore, be entertained and relax. You can find complete information about the Congress, the program, the venue, transportation, accommodation, the city, social programs and tour alternatives at www.wfpma2016istanbul.org.

Sevilay Pezek-Yangin is President of PERYÖN.
When I agreed to look at the very first issue of Employment Today, New Zealand’s leading publication on HR management and to “compare and contrast” it (as my English language teacher from 1973 would say) with Issue 198 from this year, I expected a bit of nostalgic legwork that would highlight all the things that had changed since 1993. I was not disappointed, and some broad categories of transformation were very apparent.

The first thing that struck me was the complete absence of “www,” “e-mail,” “@,” “co.nz,” “M” (for mobile) or “helpdesk 0800.” I did find many physical addresses, landline numbers and numbers for something called a “car phone” and something else called a “facsimile.”

When I asked others to compare the two publications, separated as they are by more than two decades, they also noticed the enormous and glaringly obvious impact of technology on all our working lives. I suppose when you are in the middle of the change process, you don’t know how fast and significantly it is moving—an important lesson for our profession today.

In both publications, there is reference to the “ever-changing world” and discussions of employment law, health and safety; calls for better people leadership; appeals to create a competitive advantage; and a clear fear of falling afoul of employment legislation.

Unexpectedly, I saw a 1993 article advocating for a complete health and fitness program, so perhaps we are not as ground-breaking as we think we are with HR’s “innovative” well-being programs.

I also noticed that, in 1993, we had clear data showing that “one in four workers acknowledged that they don’t work at their full potential.” This made me immediately recall the depressing 2016 statistic that only 25 percent of working New Zealanders are fully engaged in their work. Sound familiar?

Another “big picture” issue in 1993 was changing corporate culture and the impact it can have on productivity. This was clearly a deep concern for employees then, exemplified by a cartoon showing a worker inside a hamster wheel labeled “employment treadmill” with the rueful headline, “Great! A labor saving device!”

I also wondered whether we have come as far as we might think on gender equality at work when I saw an article referring to women “bemoaning their level of recognition” in 1973, which was Women’s Suffrage year.

However, the 1993 article that really challenged my thinking was “The 21st Century Job Market” by Norman Godden, then managing director of Sheffield Consulting Group. A common thread in both 1993 and 2016 is a focus on what the future of work looks like.

Here is what Godden said in 1993: “Imagine a world in which only 20 percent of the workforce has any real job security. A world where some of the 80 percent are permanently unemployed, including those with degrees. A world in which 80 percent strive to become part of the elite 20 percent but live under the stress of insecurity.”

He also wrote, “The pace of technological advance means that it is the young and unskilled who are most likely to be out of work. … There are disturbing implications in the cultural differences, too, with 25.7 percent of Pacific Islanders and 23 percent of Maori unemployed, whereas only 8 percent of Europeans are jobless.”

Similar observations could be made today, so I wonder what progress New Zealand society and workplaces have actually made. There is no doubt that HR has made huge strides across a wide range of areas, with the move into the digital revolution; increased focus on health and safety; and deep conversations about (and actions taken surrounding) the future of work, inclusion and diversity, engagement, well-being, workplace culture—all at a strategic level. However, when you read Godden’s article, you do wonder how much progress we’ve actually made over the last 20-plus years on providing good work, security of employment, and equality within the Maori and Pacifica segments of our community.

I suppose when you are in the middle of the change process, you don’t know how fast and significantly it is moving—an important lesson for our profession today.

Characteristics of “good work” include a safe environment, stable employment, flexibility, shared prosperity, a livable wage, inclusiveness, support and genuine opportunities for growth and development. With the recent focus on our need internationally to lift our health and safety performance; the debate around “zero hours” contracts, which allow employers to hire staff with no guarantee of providing them work; the living wage; and an ongoing focus on wage disparity and so-called fat cats, one must wonder how much has really changed.

The Human Resource Institute of New Zealand (HRINZ) welcomes the current, very overdue, focus on equality of pay—which rightly tends to focus on gender disparity. It is good to see that the New Zealand government has set up a task force to look into pay equity issues and to establish principles for dealing with pay equity claims.

When we turn to unemployment for Maori and Pacifica people, statistics from 2012 suggest that there have been improvements, with rates of 14.8 percent for Maori and 16 percent for Pacifica. However, when you compare that to 5.5 percent for Europeans, we can see that significant disparity still exists.

In conclusion, although I saw vast improvements from one era to the next, I also saw a variety of areas—including people leadership and workforce engagement levels—in which my English language teacher would have concluded, “Good effort, strong progress made but can (and I am sure will) do better.”

Chris Till is Chief Executive of HRINZ. A version of this article first appeared in Employment Today.
View from Thailand: AEC Opens Labor Markets

By Suchada Sukhsvasti na Ayudhya

Here in Thailand, we are already seeing the effects following the December 31, 2015, kickoff of the ASEAN Economic Community (AEC) in which the 10 countries that make up the Association of Southeast Asian Nations (ASEAN) are coming together with the huge purchasing power of up to 660 million people.

The vision for the AEC is a single market with a free flow of goods, capital and skilled labor, which should make the region more attractive for foreign investment. However, this is a region characterized by the charm of differences between each member state in terms of social, economic and political development level and institutional capability. There is a lot of playing field to level.

The Thai government is working hard to communicate the implications of the AEC to all Thais through a variety of channels, including television, radio, electronic media and newspaper. The majority of the government’s communication effort is targeted especially at small and medium-sized enterprises (SMEs), which may be the major beneficiaries and the group most affected by this integration into single market and production base.

Thailand’s Ministry of Commerce is encouraging SMEs to look outside the Thai market to the other nine member countries—Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar, the Philippines, Singapore and Vietnam—to seek new markets in growing economies. The AEC offers low export tariffs among members and fosters labor mobility throughout the region. A huge spike in migration of skilled labor between AEC countries is expected.

SMEs are being urged to expand into neighboring countries to mitigate the effects of Thailand’s domestic slowdown and too much foreign investment leaving the country. The Bank of Thailand has said that greater funding could return to Thailand’s financial markets given its economic recovery but that external factors will determine the trend. For instance, if the U.S. Federal Reserve continues its rate normalization, capital outflows are likely to continue in Thailand.

Even with free labor flow, skills shortages will likely persist in Thailand. The vast majority of inter-ASEAN migration is among low-skilled workers, and that will not change overnight. Thailand’s capacity of vocational education in engineering, electronics and computer science is not sufficient to serve Thailand’s market needs. These jobs require skilled or semi-skilled labor, and higher education institutions cannot keep up with demand. Recruiters have to dominate campus recruitment or jump into the talent war.

In this climate, the Personnel Management Association of Thailand (PMAT) will celebrate its 50th anniversary in June, marking this milestone with a two-day educational conference that will include guest speaker Peter Senge, the American systems scientist and senior lecturer at the MIT Sloan School of Management.

The ASEAN community and, especially, the AEC will bring challenges to HR professionals throughout our region. It is important that in the spirit of the single community, we share knowledge, best practices and innovation across our borders in ways that will make all of us stronger, both together and alone.

Suchada Sukhsvasti na Ayudhya is a PMAT Advisory Board member and country representative for the Asia-Pacific Federation of Human Resource Management.

Self-Regulation Can Prevent Government Intervention

By Lyn Goodear

It hasn’t taken Australia’s assistant federal treasurer Kelly O’Dwyer long to hit the ground running in the year following the country’s latest Financial Systems Inquiry, which aimed to establish a direction for the future of Australia’s financial system.

In the wake of the inquiry findings, O’Dwyer, one of Prime Minister Malcolm Turnbull’s new ministers, has left no doubt in anyone’s mind that the government expects financial planning advisers to substantially lift their game. She recently announced that they will be required by law to hold a degree, to undertake a professional year, to pass an exam, to commit to continuous professional development (CPD) and to subscribe to a code of ethics.

One might wonder what previous standards financial advisers were required to satisfy if these fairly general qualifications must now be mandated under legislation. Aren’t all professional practitioners required to meet standards as fundamental as these?

The dismaying fact is that financial planners can gain a basic qualification to practice in little more than seven days, although the advice they provide touches a great many lives and also affects the corporate culture of financial institutions. In fact, advisers might be bringing to their practice nothing more than a self-serving desire to make commissions on sales. To say that all financial planners operate in that way would be unfair, but, to date, the public has no way of distinguishing between honest and untrustworthy financial planners. The former suffer at the hands of the latter, whose incompetence or unsavory practices bring the occupation into disrepute.

Self-Regulation continued on page 6
Regrettably, almost everything that could be said about the standing of financial planners can be said about Australia’s human resource practitioners, whose requirements are even fewer. They are not required to hold a university degree, to have done a professional year, to pass an exam, to maintain currency with CPD or to sign on to a code of ethics.

It might be said, in defense of HR practitioners, that they are not entrusted with significant quantities of citizens’ money. While that is true, there is ample evidence that the difference between good and bad HR is reflected in the difference between healthy and toxic work cultures, competitive and unsustainable businesses, and happy and miserable employees.

Although many HR practitioners have taken it upon themselves to gain an appropriate university degree to inform their professional practice, they are not required to do so. A great many Australian practitioners—around 20,000—are members of the Australian Human Resources Institute (AHRI), but that is not a legal requirement, and many practitioners are not AHRI members.

Professional practicing members of AHRI are required to undertake CPD, and they subscribe to a code of ethics and professional conduct supported by complaints and disciplinary procedures. But as the HR practice environment is becoming more complex and litigious in a more competitive global business world, AHRI has seen the writing on the wall. And so, from January 2017, all practicing professional members will be required to undertake a rigorous HR certification credential that sets a high bar for practice.

HR certification requires: 1) a minimum professional practicing period; 2) the equivalent of a university degree, in addition to specific professional knowledge; and 3) evidence via a mandatory capstone unit that demonstrates candidates seeking certification can actually do what they say they can do.

An independent National Certification Council (NCC) has been set up by AHRI to oversee the administration of standards under the new certification regime and to have the final say on the suitability of candidates who have qualified for admission to certification. The first candidates have completed their training and were admitted, at the discretion of the NCC, as certified practitioners in March of this year.

There is ample evidence that the difference between good and bad HR is reflected in the difference between healthy and toxic work cultures, competitive and unsustainable businesses, and happy and miserable employees.

In taking this action, AHRI has signaled that, like its counterpart in the United Kingdom, it is heading down the path of self-regulation in the hope that will forestall any moves toward involuntary government regulation.

The human failings within the corporate world that led to Enron, Lehman Brothers and the global financial crisis have increasingly prompted questions about the role of HR. Inevitably, people want to know what HR was doing in the midst of the recent Volkswagen emissions fraud fiasco, for example. HR needs to come from a better place to answer those awkward questions—or, better still, to play a greater role in their prevention.
Australia

IT age gap

A report commissioned by the Australian Computer Society has revealed that only 11 percent of the country’s information and communication technology (ICT) workforce is over age 55, prompting age discrimination advocates to ask why. The ICT sector employs 600,000 people and is central to the Australian economy. Its contribution to the Australian economy is set to reach Aus$140 billion by 2020, or 7 percent of gross domestic product.

Bangladesh

More women at work

Bangladesh is making significant progress in achieving gender parity in the workforce, earning praise from the World Bank. The female labor participation rate is currently 36 percent, but if it continues to rise at the current pace of 2.5 million more women entering the workforce each year, it will equal the current rate of male participation in a decade. This will add 1.8 percentage points to potential gross domestic product growth each year, taking it to 7.5 percent—the minimum threshold to be in a comfortable middle income zone by 2021, according to the World Bank.

Hong Kong

Temp work more tempting

More than one-third of job candidates in Hong Kong (34 percent) say they are open to temporary/contract work, according to a survey by recruiting experts Hays, finding it a more attractive option that in the past. A further 38 percent of respondents claimed no change in attitude toward temporary/contract work, while the remaining 28 percent view it as less attractive. The research also found that temporary/contract work is not limited to entry-level office support roles—professionals at all levels and across sectors are working on a temporary basis. These findings are backed by the 2016 Hays Asia Salary Guide, which indicates that as many as 60 percent of employers have used a flexible staffing approach in the past 12 months, and 19 percent expect to increase their use of temporary staff in 2016.

India

Boomerang employees

A majority of Indian workers (60 percent) are willing to go back to work for their former employers, a survey conducted by Randstad India has revealed. The top four reasons the respondents gave were the potential of a higher salary (64 percent), a familiar environment (52 percent), an elevated position at work (48 percent) and the employer brand (39 percent). Almost three-quarters of respondents (73 percent) said they would “definitely” advise friends and family to apply for a job with any of their previous employers.

Japan

Record foreign workers

The number of foreigners working in Japan is expected to top 1 million for the first time this year—up from 910,000 last October—as the nation moves to cover labor shortages, especially in the nursing and housekeeping fields. Although Japan does not allow immigration for permanent settlement, it has responded to the business community’s calls to make it easier to hire foreign workers amid a falling population and globalization. People from China accounted for the largest percentage of immigrant workers (35.5 percent), followed by people from Vietnam, the Philippines and Brazil. The number of Nepalese workers has also increased sharply.

Malaysia

Maternity leave

Most companies in Malaysia give their female employees a standard 60-day paid maternity leave, but some employers are now moving to offer longer leave benefits to attract female workers. Celcom Malaysia recently changed its paid maternity leave period to 75 days with the option to choose unpaid leave for up to six months, while its competitor Digi, part of Norway-based Telenor Group, has adopted a six-month paid maternity leave this year. Nestlé launched a global Maternity Protection Policy for its employees worldwide, offering female employees a minimum of 14 weeks’ paid maternity leave with the right to extend it to six months. IBM Malaysia provides 90 days of maternity leave, while Petronas offers the third month of maternity leave at half pay. Shell Malaysia offers half-pay leave for staff who wish to extend their maternity leave beyond 60 days.

New Zealand

Grad drain

New Zealand’s university graduates are leaving the country in large numbers for better options overseas. According to the Ministry of Education, the higher the qualification a young Kiwi graduate holds, the more likely he or she is to make the move. One-third of students who graduated in a 12-month period spanning 2003 and 2004 were living abroad nine years later. In the same period, 38 percent of students holding master’s degrees and 41 percent with Ph.D.s left the country. Large numbers of graduates begin work in New Zealand before heading overseas four to six years after graduation.

Singapore

Boosting health jobs

Singapore’s Ministry of Health is stepping up efforts to attract more workers to the health care industry, including fresh graduates, mid-career professionals and older workers. This includes offering $85,000 training awards to upgrade the skills of those already in the sector and launching the National Silver Academy, a network of institutions and voluntary welfare organizations offering courses to people aged 50 and above. This year the Academy will provide 10,000 learning places in 500 courses to teach new skills to older workers and will include an intergenerational learning program pairing older students with younger mentors.

Thailand

Working age

The World Bank estimates that Thailand’s working-age population will shrink by 11 percent by 2040, the fastest contraction among Southeast Asia’s developing countries. The government is urging businesses to hire more older people to soften the impact of the aging workforce on productivity, as well as limit the rise in the cost of its modest pension scheme. Nearly 40 percent of the 10 million Thais who are above the mandatory retirement age of 60 are still in the workforce, and the government is considering extending the retirement age for some occupations.

Sources: SBS.com, the Daily Star, HR in Asia, the Economic Times, Bangkok Post, The Star Online/Asia News Network, Stuff.co.nz, Channel NewsAsia, Voice of America.
HR Calendar

June 19-22, 2016
SHRM Annual Conference & Exposition
Washington, D.C.
Website: annual.shrm.org

June 21-22, 2016
IPM Sri Lanka National HR Conference: “HR Eco-System for Competitiveness”
Bandaranaike Memorial International Conference Hall, Colombo, Sri Lanka
Website: www.ipmlk.org/nhrc2016/nhrc

August 3-5, 2016
Australian Human Resources Institute National Convention
Brisbane Convention and Exhibition Center, Brisbane
Website: www.ahri.com.au/national-convention/home

September 7-8, 2016
AMEDIRH 51st International Human Resources Congress
Centro Banamex, Mexico City
E-mail: contactb@amedirh.com.mx

October 20-21, 2016
WFPMA 16th World Congress on Human Resource Management: “Connecting People—Connecting the World”
Halic Congress Center, Istanbul, Turkey
Website: www.wfpma2016istanbul.org
E-mail: registration@wfpmaistanbul2016.org

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WorldLink is the newsletter of the World Federation of People Management Associations (WFPMA). It is published by the Society for Human Resource Management, which is the Secretariat for the Federation. For further information, contact Peter Wilson at Peter-Wilson2@ahri.com.au or the WFPMA Secretariat at WFPMA.Secretariat@shrm.org.

WORLDLINKwelcomes news stories, announcements of events and ideas for articles. These should be accompanied by a telephone number and e-mail address.

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NEXT ISSUE
The next issue of WorldLink will be published in July 2016 and will feature the Interamerican Federation of People Management Associations and HR news from Latin America. © 2016. Material may be reprinted with credit to WorldLink, WFPMA.

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