



# WorldLink

Linking people management professionals around the globe

## The Dance of **Brexit Negotiations** Begins

By Bob Morton

The Brexit negotiation dance has commenced! Brexit—short for “British exit”—is the decision by a U.K. referendum to leave the European Union (EU). The opening round of the Brexit negotiations took place on June 19, 2017. These will be arguably one of the most complex negotiations ever undertaken by the British government and the EU.

I'd like to provide a U.K. perspective on Brexit and where we are now, particularly related to the issue of immigration and the workforce. In the opening exchanges, British Prime Minister Theresa May reaffirmed the importance of controlling migration to the U.K. from other EU countries as a central aim of Brexit. At a press conference in Brussels, she underlined the fact that once Britain formally leaves the EU in 2019, controlling immigration will be a key priority. She believes voters were demanding this immigration control when they backed Brexit last year.

In response, EU leaders have described the U.K.'s opening offer to protect EU citizens' rights as vague and inadequate, suggesting the British government needs to go further. Donald Tusk, president of the European Council, said the offer was “below our expectations” and would worsen the rights of EU citizens. Clearly, there is a long way to go in the negotiations. My personal view is that the so-called dance will continue well beyond the two-year time frame given for the exit process.

Immigration is one of the key Brexit priorities for May. This was stated in the Queen's speech at the opening of the new Parliament session, which contained plans to introduce an immigration bill. This is a significant issue for HR professionals in the U.K. and across Europe as organizations seek to manage the impact of Brexit on their workforces.

There is still a concerning lack of detail about what the future U.K. immigration system will look like. Research published in June by the CIPD and the National Institute of Economic and Social Research (NIESR) clearly shows that businesses are sounding the alarm on access to talent and are very concerned that sweeping changes to immigration will leave them unable to access the talent they need.

The government needs to address such concerns by consulting much more widely with businesses to ensure that the future immigration system serves the needs of the economy and allows organizations to access both the skilled and unskilled talent they need.

The CIPD report *Facing the Future: Tackling Post-Brexit Labour and Skills Shortages* analyzes employers' perspectives on migration restrictions following the end of free movement and is based on a survey of more than 1,000 organizations, employer focus groups held around the U.K. and in-depth interviews with HR leaders.

A key finding is that the end of free movement of people from the EU will damage U.K. businesses and public-service delivery unless post-Brexit immigration policies take account of the need for both skilled and unskilled labor from the EU.

The report also calls on businesses to broaden their recruitment and people development strategies to ensure they are doing all they can to

[Brexit Negotiations continued on next page](#)

### TABLE OF CONTENTS

- 3 Digitalization in People Management and Learning: A Personal Reflection
- 4 Adopting a Holistic Approach to HR

- 5 Strategic Workforce Planning in German SMEs

attract and develop U.K.-born workers and to highlight the need for significant changes to the government's policy on worker skills.

Peter Cheese, chief executive of the CIPD, said, "Access to skilled and unskilled labor is a huge concern for employers. If the government does not provide a straightforward, flexible and affordable immigration system for EU nationals post-Brexit, as set out in our recommendations, significant numbers of employers are likely to face real skills shortages, which may hold back their growth and performance.

"There is still little clarity on the immigration system that the U.K. will adopt after Brexit. An overly blinkered approach focused on simply cutting immigration to tens of thousands and focusing only on high-skilled employees could leave employers high and dry, especially those who rely more on EU migrants to fill low-skilled jobs," Cheese continued. "The government must therefore consult far more widely about their plans and invite employers to play a key role in shaping the future of U.K. immigration policy to ensure it works for businesses and the economy.

"Our research also suggests that while Brexit will encourage some employers to work harder to recruit local candidates and people from underrepresented groups in the U.K., many employers are already working to build links with schools, provide apprenticeships and invest in training, and yet are unable to find the skills and people they need."

Employers have difficulty attracting sufficient numbers of U.K. nationals to work in low-paid and low-skilled jobs, particularly when the work hours aren't desirable or the work environment is challenging, according to the report. This is especially true in regions such as the East Midlands and the South West of England, where businesses are having a difficult time recruiting, despite offering higher pay and investing in the skills of the workforce in some cases. However, employers in low-paid sectors such as retail and

hospitality are more likely to report that they employ EU migrants because these workers have lower expectations around pay and employment conditions.

Gerwyn Davies, labor market advisor at the CIPD, added, "The report concludes there is a strong need for employers to be able to continue to recruit unskilled labor from the EU where they are unable to recruit locally and have shown they have made all reasonable efforts to recruit from within the U.K. Any efforts to hinder this will hinder business growth."

Some employers participating in the CIPD/NIESR research have already taken action to widen their recruitment channels to boost employment from different groups in the labor market and have increased pay in response to migration restrictions, especially

in sectors such as retail where the proportion of EU nationals in low-skilled roles is relatively high.

However, there is considerable skepticism among some employers over whether efforts to attract a wider range of U.K. candidates will prove sufficient, particularly among organizations in sectors such as food manufacturing, hospitality and caregiving, which have historically relied significantly on migrant workers.

Heather Rolfe, associate research director at NIESR, said, "Our research adds further weight to evidence that employers don't recruit EU migrants in preference to British workers but because they attract too few British applicants. Ideally, many employers would like to recruit more young people, but working in a meat factory or a care home is not top of the list for school-leavers now and never has been.

## *There is still little clarity on the immigration system that the U.K. will adopt after Brexit.*

"It would be very unwise indeed for the government to end free movement without putting in place new policies which enable employers to meet their needs for lower-skilled labor," she continued. "Our key sectors and services will suffer damage if policies to replace free movement are introduced in haste and are costly, complex and bureaucratic."

The report recommends that future immigration policy to replace free movement should be:

### **STRAIGHTFORWARD**

- New policies for EU nationals should be aligned as closely as possible with the existing points-based system for non-EU nationals.
- The government should avoid introducing a complex array of sector- or regional-based immigration policies that could lead to disparities and unfairness.
- Any changes to the immigration policy for EU citizens should be introduced at the end of a three-year transitional period once negotiations are completed.

### **FLEXIBLE**

- The government should review and expand the labor shortage occupation list for EU nationals to include jobs at lower skill and salary levels where there is evidence that labor shortages are difficult to address and are damaging to employers.
- The government should review the Resident Labour Market Test and make it more appropriate for employers facing damaging labor shortages by reducing the requirement to advertise jobs through Job Centre Plus from 28 days to 14 days.
- The Youth Mobility Scheme should be extended to all 18- to 30-year-old EU migrants and EU students with a bachelor's degree or above, allowing them to remain in the U.K., without requiring them to be working, for two years.

### **AFFORDABLE**

- In applying the existing points-based system for non-EU workers to EU workers, the government should halve the sponsorship license fee for public-sector employers and review the other costs that employers are subject to, such as the health surcharge, the skills levy and the fee for every non-EU national they employ.

The CIPD report can be found at [www.cipd.co.uk/knowledge/fundamentals/emp-law/recruitment/post-brexit-skills-shortages](http://www.cipd.co.uk/knowledge/fundamentals/emp-law/recruitment/post-brexit-skills-shortages).

We'll provide further updates in future issues of *WorldLink* as the negotiations progress.

Bob Morton is president of the European Association for People Management in the U.K.



# Digitalization in People Management and Learning: A Personal Reflection

By Anna Mamalaki

In the classic Oscar-winning 1960s movie “The Apartment,” we get a glimpse of how the workplace used to be. We see endless expressionless faces illuminated by artificial fluorescent lighting, as the employees remain slaves to their monochromatic, lifeless sea of desks, typing away on devices that would now be considered museum antiques, in a room where the desks line up in parallel rows almost to the vanishing point.

By contrast, if you compare working professionals in the digital age, the differences are astounding. You can easily imagine a working professional reclining by the pool, basking in the sun while on vacation, while simultaneously keeping up to date with his or her work on a state-of-the-art tablet more powerful than some of the best-selling PCs available less than a decade ago. In the business world, things have changed a great deal over the last couple of decades. The key driving force behind this change has primarily been the advancement of modern technology.

My personal involvement with technology has always been strong. I adore technology, as it is the catalyst required for change. It helps educate us; it makes life easier for us. Plus, it helps add a personal touch to things since it allows us to keep in contact with friends and family members. From a business perspective, I closely follow the technological developments in people management matters to ensure that the global organization I work for has the systems in place to effectively develop and engage our people, the aim being an optimal business operation. Within this context, I have gained an abundance of knowledge in how to lead an effort to establish a new global HR management system that will cover all aspects of an employee’s life cycle.

*Because the digital age is advancing at such a rapid rate, this means that organizations are having to rethink their operating models and the services they provide.*

Nowadays, even the most basic activities rely heavily on technology, which is constantly changing and shaping the way we do business. Digitalization is creating new kinds of businesses and new workplaces. Because the digital age is advancing at such a rapid rate, organizations are having to rethink their operating models and the services they provide. Within organizations, some shifts are already occurring:

- The need for a physically existing workplace is diminishing. More and more cloud-based systems are being introduced that allow employees to access what they need from anywhere.
- As digital platforms become more unified, departments have the ability to collaborate virtually with one another. This in turn helps to weaken the silo mentality that is found in many organizations. More people can collaborate and communicate with one another, enhancing transparency and contributing to building the trust that has lately become so vulnerable.
- Data are progressively becoming more precise and reliable, allowing for more robust decision-making in the workplace.

While HR may not be famed for its early-adoption practices, utilization of digital technology can have a profound effect on HR departments. For example:

- Much of HR’s mountains of paperwork can be handled in seconds with the help of digital technology, leaving HR professionals time to

focus their attention on more creative tasks.

- Less administrative work means that HR departments and employees can use their time more effectively, focusing more on strategic design and innovation, and being better prepared to address future business challenges, such as talent management.
- Less time on administrative work also means more time devoted to employees’ development in areas such as leadership, coaching expertise and meaningful communication.

Finally, people managers and employees will also benefit from increased digitalization in the following ways:

- Employees will feel empowered by using self-service digital platforms that will allow people managers to control data related to them, have timely and customized information related to their needs, and be initiators of processes previously owned by the organization’s administrators.
  - Enhanced connectivity and collaboration will move organizations from information hierarchies to networks. This will lead managers to a more open, transparent and authentic people management style, resulting in a more encouraging working climate.
  - Learning new skills can be demanding, but thanks to cloud technology, employees will be able to learn at their own pace and in their own time. The learning content will also be more attuned to each employee’s personal learning needs and will be able to flexibly accommodate each employee’s learning style. For this reason, learning professionals will need to design more personalized content.
- All of these changes will create a mind shift in the way people behave in the workplace, triggering the emergence of a new work ethic. People managers and HR professionals will be better able to focus their attention on the business, freely collaborate in nonhierarchical groups, have more “connection moments” that can spark innovative ideas, implement new strategies, and develop their employees and colleagues. Consequently, organizations will have more time to pay attention to the feelings and thoughts of their people, adding a distinctly human element to business operations. This will not only boost morale but will also enhance employee efficiency in the process, making for a better organization not just for shareholders but also by adding value to society as a whole.



Anna Mamalaki is the global human resources employee engagement senior manager at TITAN Cement Group in Greece.

# Adopting a **Holistic Approach to HR**

By Tina Saar

I joined Proekspert five years ago as a workplace happiness advocate. Proekspert is a software company with a workforce of 155. I was struck in my early weeks by a lack of overt enthusiasm, well-being and, yes, let's say it, happiness among employees.

Manufacturing lines, solar panels, cranes, heart-monitoring equipment, banking and payment solutions are all things that the company's software had brought to life. However, the employees were quicker to be critical and modest than proud of themselves. This is relatively commonplace in engineering because the work requires very high qualifications and the only acceptable outcome is an excellent one. Unfortunately, excessive criticism has negative consequences. The energy in the organization may turn aggressive, new initiatives are often quickly rejected and people don't dare to introduce new ideas anymore. Employees don't like talking about themselves much because there's nothing to be proud of. Inside, they feel that things used to be better. In the end, this may turn a company that is both unique and creates high value into one that is full of distant and self-critical people.

When I started my job, I saw that change was needed. Colleagues and I decided on a larger transformation rather than just tinkering at the edges. We began to conceptualize a holistic approach to HR strategy and adopted an adjusted form of the American social psychologist Ann E. Hale's healing circle philosophy as the underpinning to a program of innovation and change.

The central idea mirrors the climatic seasons. Each "season" has a clear mission in promoting development and maintaining the whole. If the full development cycle is not covered, then sooner or later, problems ensue. For example, if the adjustment phase, i.e., "spring," is skipped, then employees will not move on to the relationship creation phase and will just keep to themselves. If the relationship phase, "summer," is skipped, then employees will never get to professional self-realization.

Here are some of the HR innovations, aligned to each of the seasons, that have been introduced into working life at Proekspert.

## **SPRING: A CARING RECRUITMENT CULTURE**

Spring is always dedicated to a new beginning and adjustment. When new employees come to an organization, they are in spring. They need time to understand where they've ended up and what's expected of them, which requires support and encouragement.

We started with openness in the IT labor market. We made an introductory video conceptualizing interactive recruitment campaigns. For example, instead of using a regular job ad to find software development engineers, we used a comic strip with a hidden logic task. All the candidates we met, even the ones we didn't extend contracts to, received thorough personal feedback and recommendations to improve their CVs.

However, the biggest change was introducing an induction program. Before, the telltale sign that a new employee could cope was how quickly he or she learned to adapt to the workplace. Now we dedicate a lot of time to new hires so they get an idea of the organization's identity. During the first two weeks, they are able to speak to about 10 different in-house leaders. In addition, our CEO meets each new employee.

## **SUMMER: HUSTLE AND BUSTLE FACILITATES A SENSE OF FAMILY**

Summer is the time to create relationships in the healing circle philosophy. The goals are a functioning communication system, good relations, a healthy in-house climate, growth of teams and synergy. Three years ago, I carried out some resignation interviews in which I heard good people complain that their work was quite fascinating but that no one showed any interest in how they were doing otherwise. We therefore made it our priority to focus on middle management's communication skills. We decided to do it big: We established a training center, ProUniversity, which provided not only professional training but also psychological and communication training. Managers had a separate mentor program aimed at improving conflict resolution, negotiation, feedback and support skills.

Since employees were critical of information distribution, management minutes were made public. We organize at least three annual information days with after-parties, there's a forum on the intranet where everyone can express their opinions, and every other week we hold managing director information briefings to discuss important matters in the lounge. Once a month we publish an in-house newspaper, *Hello World*. Why should a software company publish a print paper when there are other channels and faster ways of distributing information? Well, it's a nice change from virtual work to produce something visible and tangible every once in a while. Feature profile stories are much more enjoyable to read on paper.

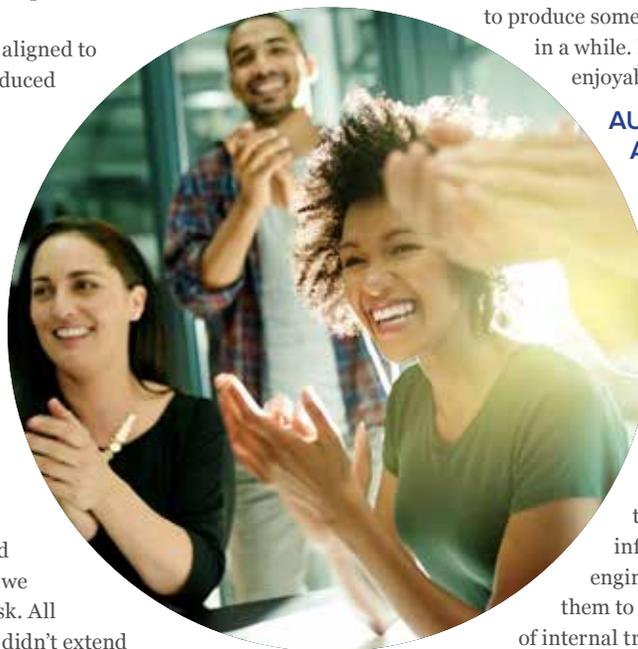


## **AUTUMN: DEDICATION AND HEALTH GO HAND-IN-HAND**

I found autumn to be the most complicated challenge. It is aimed at helping employees grow professionally. However, software development is an area that I am not very familiar with. We started by organizing professional training at our ProUniversity. Then we created a voluntary career system where all employees would be able to test themselves to discover which area they could evolve in. To better disseminate information in-house, we started providing engineers with training skills and encouraging them to become mentors. As a result, a program of internal training called the "Sharer" was born, bringing in experience from customer projects, new frameworks and even hobby projects.

Aside from professional growth, autumn is also about professional vigor. Again, we started big: weekly health lectures, breakfast, an office masseuse and exercise classes. Initially the outcome was that the focus shifted too much from working to eating and exercising! But we now have a balance in the form of offering quality health checkups, a

Adopting a Holistic Approach to HR continued on next page



very ergonomic work environment, fruit Wednesdays, health lectures and a gourmet breakfast once a month. The message is that the work environment must support a balance between body, mind and spirit. Our latest project in this season is “talent shadow,” which means that our employees can shadow jobs at other companies to observe different fields and professions and learn from these experiences.

*Each “season” has a clear mission in promoting development and maintaining the whole. If the full development cycle is not covered, then sooner or later, problems ensue.*

### WINTER: LOOKING BACK LEADS TO A NEW BEGINNING

Winter is the time to draw conclusions, run analyses, look back and learn from experience. To give employees feedback on how we can help them on their road to self-realization, we tailor-made performance discussions, following career counselling methods with regard to Proekspert’s particular needs. We used Norman E. Amundson’s wheel of values to ask people what they value and how our company corresponds to those expectations. Life has shown that the more we correspond to people’s values, the more satisfied and dedicated they are. To learn more, look for Amundson’s book *Active Engagement: The Being and Doing of Career Counselling* (Ergon Communications, 2009).

One of the trickiest things was to come up with a fit for a purpose recognition system. In my first year, I launched a “Performer of the Year” selection and got seriously burned. Some employees thought it a bit naïve. That year the recognition was done through a thick veil of humor, but last year’s “Project of the Year” selection was a much more dignified undertaking. In addition, we created a recognition system for daily praise in which employees can pat colleagues on the back for their efforts and give them a treat. They simply choose “Give kudos to your friend” in the recognition system and enter the person’s name and the reason, choose the treat and send a thank-you note that comes with a small gift, such as a cinema ticket or box of chocolates (which magically ends up on the colleague’s desk).

Many companies introduce such initiatives but don’t call it the healing circle. However, the key is comprehensiveness, to make sure we don’t forget any sector. At Proekspert, this philosophy helps us keep things balanced. Critically, the changes to our approach to HR were accompanied by a radical company restructuring. In summer 2013, management levels were removed and replaced by teams supporting the company’s main activities. Proekspert is an organization free of managers! In this context, the healing circle philosophy supports our current culture, where every employee’s skills and decisions are trusted and the majority of the management and responsibility has been given to the employees.

Autonomy is key for a happy work life. The feedback and sense of well-being is evident among the workforce. Employees want to participate in strategic thinking, develop ideas and be creative. They are motivated to work for a democratic culture where they feel equal and engaged.

[ Tiina Saar is a workplace happiness advocate at Proekspert in Estonia. ]

## Strategic Workforce Planning in German SMEs

By Bianca Skottki

The context in which German small- and medium-sized enterprises (SMEs) operate is increasingly characterized by demographic change, globalization, technology and a rapidly changing labor market.

Due to demographic change, SMEs are struggling to find workers, especially skilled employees. Half of German companies complain about a clear skills shortage, and the war for young talent is intensifying further. At the same time, businesses are recognizing the value of experienced older employees and are implementing measures to take advantage of older workers’ knowledge and talent.

Globalization not only increases the costs of production processes, it also hinders the search for appropriate employees with the relevant know-how and competencies. Additionally, technology leads to a shorter shelf life of knowledge. Know-how and the ability to apply new knowledge in a goal-oriented and innovative manner are critical factors for success. Companies need to adapt more and more rapidly to changes and review their products or processes accordingly.

Therefore, and in order to maintain the capacity for innovation and associated competitive advantage, SMEs require an appropriate workforce. In this regard, the evolution of HR and especially strategic workforce planning can help provide solutions.

### TOWARD A UNIFORM UNDERSTANDING

Many companies still associate workforce planning primarily with the management of the number of employees. This understanding, however, is too narrow. Strategic workforce planning should be understood as helping to create successful employees. Its aim is to get

the right number of employees with the right skills, in the right form, in the right place at the right costs. In line with the company’s business goals, it focuses on long-term planning in terms of number of employees, their qualifications, and regular reviews of training possibilities to develop and further specialize these employees.

It is critical to differentiate between strategic workforce planning and operational planning. Strategic workforce planning pursues a horizon of three to 10 years and is both a management and an HR task. Taking the entire company into consideration, it helps to estimate systematically which occupational groups have risks that need to be addressed, which personnel processes should



Strategic Workforce Planning continued on next page

be initiated at an early stage on the basis of the company strategy, how the impact of measures can be assessed and whether the company strategy can be implemented by the existing workforce. Implicitly, it contributes to reducing costs in HR.

### THE CURRENT STATE OF STRATEGIC WORKFORCE PLANNING

Less than half of German companies expect to achieve their quantitative and qualitative personnel demands in three to five years without difficulties, according to a 2012 PricewaterhouseCoopers report. Although 59 percent of German human resources managers consider personnel costs to be most important, 52 percent recognize the importance of strategic workforce planning for the entire company and not just for individual departments, according to a 2010 report from Haufe Lexware.

How can these results be explained? On the one hand, demographic change, globalization, technology and a rapidly changing labor market hinder companies from planning for the long term. On the other hand, the impact of demographic change will be felt in the future when it will be too late to take appropriate measures.

Existing data on the current status of strategic workforce planning confirm this dilemma. A study from the Boston Consulting Group shows that only 6 percent of German companies derive personnel strategies from any analysis. Most companies plan in an ad hoc manner. Although almost two-thirds of companies have a personnel plan, only 22 percent plan longer than three years into the future. The planning itself is usually fragmented and based on isolated factors, such as an age structure analysis using Excel, without doing an integrated analysis of relevant key factors.

### WHAT STRATEGIC PLANNING SHOULD LOOK LIKE

To bring strategic workforce planning to SMEs, it is important to apply a simple logic that reduces the complexity of the reality.

It is important that the planning process extends beyond management and includes employee representatives and work councils, if they exist. It should be a rolling process, and by monitoring the

process regularly, any necessary adjustments can be made. Continuity is the best way to achieve strategic workforce planning.

A free toolbox, which follows the above structure, to support SMEs in implementing effective strategic workforce planning has been developed by the German Association for Personnel Management together with its partners, the Institute for Employment and Employability, wmp consult and Dynaplan. For more information about this project, which is supported by the German Ministry of Labour and Social Affairs and the Initiative New Quality at Work, e-mail Isabell Schuller at schuller@dgfp.de.

*While the best planning cannot change the uncertainty of the future, strategic workforce planning does help companies position themselves for future challenges.*

While the best planning cannot change the uncertainty of the future, strategic workforce planning does help companies position themselves for future challenges. This is valid not only for large companies with enormous human and financial resources, but also for SMEs with less sophisticated IT, accounting or consultants. A possible way forward is to start with a pilot project.

As a first step, SMEs need to understand the added value of strategic workforce planning. It leads to security and a positive perception of the company and, critically, helps ensure a flow of quality HR data. It can even help to improve the data quality and build important knowledge in HR. The combination of strategy and HR helps SMEs to recognize any risk in their staff and to counter it at an early stage—a real competitive advantage!

[ Bianca Skottki is a former staff member of the German Association for Personnel Management. ]





## FRANCE Labor Code Overhaul

French President Emmanuel Macron began to implement a massive overhaul to France's labor code earlier this year, prompting large protests. The country's unemployment rate is 9.5 percent, and the president has said he believes that hugely protective workers rights stop companies from taking on new workers. Changes would include setting a cap on compensation for unfair dismissal; previously, the amount was at the discretion of labor tribunals. Companies would gain more freedom to negotiate terms and conditions, reducing the influence of unions. Furthermore, companies with fewer than 50 employees could negotiate without union involvement.



## IRELAND Maternity Leave

Ireland provides among the worst maternity leave in Europe, according to a report by Trades Union Congress in Britain. Ireland and Slovakia are the only two countries failing to provide well-paid maternity benefits, the report says. While Ireland offers mothers 26 weeks off, paid benefits from the government remain low, and employers are not required to provide any income during maternity leave. Most European countries offer more than three months paid maternity leave.



## ITALY Increasing Employment

Employment figures in Italy have increased to their highest levels in nine years. For the first time since the 2008 global financial crisis, 23 million people in Italy are employed. The country had been one of the weaker countries in the eurozone with slow growth, high unemployment, large debt and a weak banking system. Employment has been rising since 2013, but analysts are cautious. The country still has a high 11.3 percent unemployment rate.



## THE NETHERLANDS Short Work Weeks

People in the Netherlands work among the least number of hours per week. The Dutch people work 20 hours a week on average. Only Spain, Croatia, Greece and Italy have a lower weekly average, but those countries' low numbers are attributed to unemployment. The Netherlands has the fourth highest employment rate in the European Union.



## ROMANIA Privacy Violation

The European Court of Human Rights ruled in September that a company violated a Romanian man's privacy rights when it spied on his personal Yahoo! chats and then fired him. The court ruled 11–6 that the government had not protected the employee's "right to respect for his private life and correspondence." The ruling said that the company had failed to give the man proper warning that his chats might be monitored. The case stems from an engineer who argued that his employer violated his privacy rights after he was asked to create a Yahoo Messenger account to answer client questions. His contract was terminated after he was told his chats had been monitored for several days and he had violated company rules by using the chat for personal correspondence also.



## SCOTLAND No Job Flexibility

Few jobs in Scotland offer flexible schedules despite demand from potential employees. The first Scottish Timewise Flexible Jobs Index, released by the organization Timewise, showed that only 1 in 8 skilled jobs are advertised as being open to flexible working. Only 12 percent of jobs paying more than £20,000 offer flexibility. It gets worse higher up the salary ladder, with only 9 percent in the salary range of £35,000–59,000 offering flexibility. However, the demand is there, with 34 percent of unemployed people in Scotland looking for part-time or flexible positions. This does not include those who may have left the workforce because they weren't finding the flexibility they desired.

Sources: *Bloomberg*, *Financial Times*, *Irish Examiner*, *NL Times*, *The Telegraph* and *Timewise*

## HR Calendar

### October 27, 2017

28th European Association for People Management (EAPM) Congress

**Economic, Social and Environmental Council offices**

**Paris, France**

Website: [www.andrh70.eu](http://www.andrh70.eu)

### November 8–9, 2017

CIPD Annual Conference and Exhibition

**Manchester Central Convention Complex**

**Manchester, England**

Website: <https://events.cipd.co.uk/events/annual>

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### WORLDLINK

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

Melanie Padgett Powers

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### NEXT ISSUE

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