



WorldLink

Linking people management professionals around the globe

Political and Social Challenges Affect **Human Resource Management in Latin America**

By Leyla Nascimento

In the past five years, the Latin American region has been experiencing the effects of strong economic, political and social forces. The region lacks strong government policies and labor laws, which has led to stagnation in advancing certain human resource areas.

The productivity index has been discussed as the key to sustainable growth in our region, but our success hinges on several factors. According to studies by the Inter-American Development Bank (IDB), productivity has been a factor influencing the economic trajectory in our region over the past 50 years. Latin America and the Caribbean have been experiencing an economic gap that shows a steep increase when compared to the United States.

The region's poor performance is not due to any human capital deficiencies, as Latin America expanded its labor force and capital rapidly, even more than the U.S., during that period. The big question is the relative decline of the region's "total productivity factor," which is how, effectively, an economy harnesses the potential of its capital and labor force.

If we look at Asia during the study period of 2001-10, Latin America's total productivity factor growth accounted for only 58 percent of the income increase in the region, while China's total productivity factor growth accounted for 90 percent of the increase in income per person.

Between 2000 and 2015, labor productivity increased only 9.5 percent in Brazil, while in Chile—the country that holds the highest index in South America—the increase was 19.8 percent. Growth rates were also significant in Colombia (18.9 percent) and Peru (36.8 percent).

Another important factor to highlight is the labor laws that no longer reflect the needs of our countries as we face a globalized world with broad technological dominance. Most of the Latin countries are undergoing a labor reform and providing greater incentives, as in Brazil, to outsource professionals, while for many years these companies had been left without legal support for contracting.

In the past two years, with the political and economic crisis, the migration of professionals to other countries has become a reality. We are losing excellent professionals to countries in Europe and to the United States, which is a matter of concern for human resources.

With these challenges, the areas of engagement, organizational purpose, meaning of work and culture alignment have received greater attention from leaders and managers of people. This increased attention is necessary to guarantee the sustainable results of Latin American companies in such adverse scenarios.

Leyla Nascimento is president of the Interamerican Federation of People Management Associations (FIDAGH).

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How to Change Organizational Culture and Protect the Planet

By Adolfo Jarrín

Our society values seem to be increasingly more attentive to the contributions of organizations in the search for a model of sustainable and harmonious development. The reasons for this are, first, to avoid the increasing conflicts and disruptions we observe worldwide and, second, because the current path of natural resources consumption and the increase in the levels of environmental pollution has, without a doubt, an ending that is not too hard to predict.

In the same way that citizens are becoming more aware of the need to participate in the political issues that affect all of us, people also understand that organizations must be concerned with more than just financial results. We are on the threshold of an organizational culture transformation of enormous proportions. This is so deep that it invites us to rethink the beliefs that we have previously held. These new assumptions are very different than those that shaped the Industrial Revolution.



An individual's long-term welfare will be affected, for better or worse, not only by the management capacity of political leaders, but by the ability of business leaders to transform their culture. Business leaders need to generate strong financial returns, while preserving the fundamental balances at ecological and human levels. During the last century, we witnessed breakthroughs in science and technology that occurred with an increase in the level of consciousness, which is what defines a

human being's development. This development applies equally to people and legal entities. Our current models of organizational development, values and culture don't seem to take into account individual and societal advances.

The current predominant culture in business bases its wealth production on growth and higher consumption scenarios, some sort of creature that may grow endlessly and that has an unlimited source of resources and an infinite drain to collect all its products and waste. This sort of model—which also sees employees as resources to be managed—is coming to an inflection point.

When we analyze the wealth concentration generated by the current model, the increasing models of stress and depression, and the deterioration of the systems supporting life on this planet, it is hard not to think that we are entering an age in which we will experience the consequences of a model that was mainly based on scientific and technological development, leaving aside sustainable development.

We will need to balance the self-interest of individuals and organizations with the common good as a prerequisite to achieve individual material satisfaction. There will be no lasting individual satisfaction without a development model that promotes and strengthens the common good.

We must understand that organizational culture has to do with much more than values, communication and social responsibility. In essence, talking about organizational culture should lead us to understand the concept of the corporate citizen and to value humans—and not just as money-making machines. It is in this context of consciousness that organizational culture is relevant and is the key element when trying to evolve to a model of new relations and goals.

Traditionally, we see customers, employees and suppliers as subjects to meet our economic needs. This characterization makes them look more like objects than people. That unconsciously threatens the likelihood of understanding that we need to develop more than a business relationship or an exchange of products, services or work for money. It is a matter of finding out how to establish relationships that enrich both sides, generating resonance and transcending the commercial aspect. This invites us to define the impact that these relationships must have in order to build social value in addition to the economic value.

Consciousness has no price, but unconsciousness means cost. The cost of unconsciousness does not appear on any accounting record, neither for a person nor a legal entity, even less so on national accounts. However, and in spite of the darkness under which the current model of economic development has existed, it increasingly threatens the sustainability of life on the planet.

The current business model tends to account for the cost of resources used but not for the cost of the effects of such consumption, nor the cost to replenish these resources, if possible. The inequalities, imbalances and damage generated in society and reflected in our ecosystem will increasingly become unbearable and unsustainable.

There will be no lasting individual satisfaction without a development model that promotes and strengthens the common good.

Modifying this trend, while maintaining the ability to generate wealth and economic well-being for a better material life, is the challenge of capitalism and, at the same time, highlights the greatest contemporary business challenge. This is the business challenge of how to undergo a cultural transformation and emerge with strength and visibility. Now is the time to accelerate the development of consciousness, to find that balance between science development and behavior.

Adolfo Jarrín is president of Creating C.A., a consulting firm in Venezuela that specializes in corporate culture and organizational transformation.

A Perspective on Millennials: How We Should Relate to Them

By Ney Díaz

“Hello, Mr. Díaz, I would like to talk to you for a few minutes.” These were the only words of a 21-year-old man who worked as an intern at our company as he slowly walked into my office. He sat quietly before my desk with total confidence that what he was going to bring up was more important than what I was doing, and, therefore, I had to stop to pay attention to him.

Although surprised, I asked him how I could help him. He then handed over his resignation letter. I could have told him that, as an intern, it was not necessary to resign or that he should have gone to the person he reported to in the human resource department. Instead, I started a conversation “between colleagues” with him. First I asked him why he was resigning. What happened then was an intensive immersion into the mentality and psychology of some Millennials.

The young man indicated—with all seriousness—that he and a classmate were going to start their own strategic consulting company based on a strategic planning model that they had developed for a class and that they understood was unique in the market. Trying to be honest with him, but without taking away his inspiration, I told him that, in my opinion, this decision was a bit hasty. I told him that in order to dedicate himself to consultancy it was very important to have “scars” on his back, provided by experience, accumulated professional prestige, academic credentials and, above all, customer references. And I said that in my opinion there was something else that was key to have before embarking on a business enterprise: the ability to withstand pressure. That ability is essential and can only be developed through time and effort. He did not have that experience yet. I added that although I applauded his courage, this was a hasty decision. I handed back his letter and encouraged him to think over his decision.

He didn’t say much, but his face showed that he was not convinced. He politely said goodbye. In the early hours the next day, I received an e-mail that went more or less like this: “Dear Mr. Diaz, after our meeting I have evaluated your proposal about staying, and I have decided to dedicate to your company one more year while I consolidate and redirect my business project.” I must confess that I could not help smiling.

Was this an isolated case of a young man with high self-esteem? Was it simple innocence or inexperience? After analyzing the situation, and knowing that he was a good young man, my answer to these questions was very simple. He was a Millennial, and our different generations gave us different frames of reference.

There is no conversation between HR managers that I have witnessed in which I haven’t heard a list of stereotypes: Millennials are supposedly not very loyal, consider themselves very worthy, do not respect hierarchies, question everything, lack discipline. In response, I say three things:

- 1 In the year 2018, Millennials will represent 75 percent of the labor force.
- 2 It is the companies that must adapt to them, not the Millennials that must adapt to the companies. In fact, in a few years they will be the companies.
- 3 The world has changed. Millennials, not us, are the natives of this new world.

I’d like to expand on this last point. Experts and analysts agree that we are in the middle of the fourth Industrial Revolution, an era in which software and technology platforms will generate disruptions in almost all sectors of business in the next 10 years. There is only one difference between this revolution and the three previous: Unlike the others, this one has developed at an exponential rate. In other words, we live in a time where a fusion of technologies is eliminating the borders between the physical, the digital and the biological.

Today more than ever, the famous idea of poet and philosopher Paul

Valéry applies: The bad thing about our time is that the future is no longer what it was before. Under this premise, the only thing we can do is accept and adapt ourselves to this reality. Being sincere and objective is critical because the only way to be successful today is to create and be the active protagonists of the changes and, of course, have the organizational capacity to take advantage of them.

Rather than trying to indoctrinate or discipline Millennials, consider that they may be great allies in organizations’ efforts to adapt to these changes. Millennials have grown up in the midst of all these changes. We should capitalize on this fact and take advantage of their innate ability to naturally move through a world that many of us find strange. In this sense, the ones who have to put forth effort are the companies, not the other way around. And I am not talking about transforming your company overnight into a photocopy of Google, giving up valuable aspects of your culture, eliminating procedures, changing the value proposal or revolutionizing the organizational structure. I am talking about generating openness and developing flexibility with the purpose of capitalizing on Millennials’ talents.

I am sure that some people will read this and think, “We are still a long way from all that” or “That only applies to the reality of developed countries” or “Our market is unique, and none of that will happen here.” If this is the case, I would like to say that of all the different feelings that people have in the face of change, denial is the first or second emotional phase.

Now, I must make a confession. When I finished that conversation with the intern, I was 100 percent sure that I did the right thing by advising that young man. However, today I have some doubts as I observe that companies with the highest capitalization in the world and those that have revolutionized complete environments with their business models and disruptive platforms are precisely those that have been created by young people. Sometimes I wonder whether the one who was wrong and in need of guidance that day was me and not him.

[Ney Díaz is CEO of INTRAS, a consulting firm in the Dominican Republic that specializes in training and development.]



Five Disruptive Trends that Encourage the **Revolution of Training** and Talent Development

By Alvaro Reynoso

Due to the failure of the current systems of training and development of talent, leaders of organizations worldwide are in need of new approaches to teach their employees. According to the *Harvard Business Review*, “American companies spend enormous amounts of money on employee training and education—\$160 billion in the United States and close to \$356 billion globally in 2015 alone—but they are not getting a good return on their investment. For the most part, the learning doesn’t lead to better organizational performance, because people soon revert to their old ways of doing things.” (Authors Michael Beer, Magnus Finnström and Derek Schrader, October 2016 issue).

In response to this problem, learning and development professionals in recent years have created innovations to the traditional model of training and learning using current technological innovations. At the Learning Technologies Conference in London in 2016, David Kelly, executive vice president and executive director at the eLearning Guild, said virtual reality and wearable technology such as Google Glass, which are now seen mostly as entertainment, will be in extensive use in the learning and development field in all industries in two years.

Five technological trends that are bringing about the revolution of training and talent development are portable-on-demand (POD) skills, massive open online courses (MOOCs), gamification, virtual reality and neurofeedback. Let’s look at each of these.

POD TRAINING

Portable-on-demand training provides a more cost-effective, efficient type of training in which employees can choose to improve their skills at a time that is convenient to them through the use of video tutorials. The videos allow people to obtain specific abilities based on what they require and when they require it.

An example of this is one of the winners of the Malcolm Baldrige National Quality Award for Small Business, Pal’s Sudden Services, a primarily drive-through restaurant in Tennessee. Pal’s uses POD training for its employees at all of its affiliates, where employees can use the videos at any time to learn how they need to perform tasks for their positions. This has shortened the learning curve for staff and has increased operational productivity by 33 percent. Any employee of Pal’s can access the videos 24/7. Tutorials may show a particular process, such as frying potatoes the best way.

MOOC PLATFORMS

The birth of the MOOC was a result of a tragedy. In January 2012 at the University of Johannesburg in South Africa, a woman died and several people were injured in a stampede of students desperate to enroll in the university, according to the article “Mother killed in University of Johannesburg stampede” in *The Telegraph* newspaper, Jan. 10, 2012.

About 8,000 people came to enroll for a few hundred spots. At the time, professor Daphne Koller, of Stanford University in California, was teaching courses at the University of Johannesburg and was affected by this tragedy. When she returned to Stanford, she convinced her colleague, Andrew Ng, an information technology professor, that they must develop a free platform to deliver knowledge all over the world



at no cost. Thus, the first MOOC platform was born; it was called Coursera. Today, the knowledge is open to anyone with a computer and Internet access, allowing the best universities in the world to democratize access to the highest level of knowledge. Since the Coursera platform was first created, multiple MOOC platforms have been developed: edX, Udacity, Khan Academy and more.

As of October 2015, Coursera had more than 15 million students from all continents. It provided more than 1,470 courses. Over 140 of the best universities in the world provide courses, with more than 54 million registrations, more than 860 million video views and more than 74 million quizzes supplied—figures that no other university in the world could have ever had before Coursera.

Companies schedule employees, as part of their training and skills development plans, to take full courses and certification programs provided through MOOCs.

Most of the top courses come from two platforms: Coursera and edX. The impact of MOOCs has been huge, transforming societies, improving standards of living and creating new models of teaching, democratizing knowledge and access to the best knowledge.

GAMIFICATION

Gamification uses elements and techniques from games for serious environments to maximize engagement and model people’s behavior. Gamification turns what could be routine and boring tasks into fun and interactive games. This gets people excited and eager to compete to win, achieving higher levels of happiness, commitment and productivity. Gamification uses the elements of a game, such as avatars, points, levels, challenges, acknowledgments, ranking tables, rewards and incentives, to make the game enjoyable. Gamification is one of the fastest growing technologies worldwide, according to *MarketWatch*. It is expected to grow from US\$1.65 billion in 2015 to US\$11.10 billion in 2020.

One gamification example used in training is from the hotel chain Marriott International, which created the game “My Marriott Hotel.” As part of the game, players manage everything needed for a hotel kitchen and then inspect the kitchen, hire employees, work on customer service, etc. After successfully managing the virtual kitchen, players can move to other areas of operation, such as events or room management. Marriott uses this game both in the training and development of skills of its employees and the recruitment of the best potential employees.

Revolution of Training continued on next page

VIRTUAL REALITY

Virtual reality, or VR, is perhaps the way all training and development will be done in the future. Through the use of goggles or helmets, VR generates an environment of scenes and objects that seem real, causing users to feel like they are immersed in that world. VR helmets may be accompanied by other devices, such as gloves or special suits, that allow greater interaction with the environment as well as the perception of different stimuli that enhance the sensation of reality. The implementation of VR, although initially centered in the field of entertainment and video games, has been extended to many other fields, such as medicine, archeology, retail, training and simulations.

For example, combat training plays an important role in the formation of new recruits in the U.S. Army, Navy and Air Force. The ability to obey orders without question and immediately respond to a situation is a key part of combat training and is expected from the beginning. Virtual reality is used as part of such training. Soldiers need to learn how to work as a team, where the success of each member is based on the other members. They learn to respond to a variety of situations, keeping a cool head and following instructions. This is critical; otherwise, the unit will be fragmented and lives could be lost.

This type of technology is fully immersive. Participants use a virtual reality helmet (with a head-mounted display) and data gloves or a suit. They carry VR weapons as part of the virtual environment. They are able to move and interact with what is happening and make decisions with the certainty that they are in a controlled environment. This type of configuration is also used to train doctors for the battlefield. Medical staff must be able to cope with a wide range of injuries caused by exposure to firearms, ammo and mines.

NEUROFEEDBACK

Neurofeedback is based on the automatic recording and analysis (by means of devices) of the electrical activity of the brain. Participants are shown the ebb and flow of their brain waves and then try to change their emotions based on the situation. Neurofeedback has been used for conditions such as stroke, insomnia, anxiety, concussion and post-traumatic stress disorder. Neurofeedback allows us to accelerate emotions through simulation of situations of anxiety, stress and fear, analyzing the electrical responses of the brain and adjusting them according to the needs of each person. Neurofeedback could potentially let us see—and then shape—our own brain waves, allowing us to try to improve areas such as mood and stress.

For example, one of the main problems of some employees is the lack of ability to focus on a topic. Researchers in Canada wanted to see if neurofeedback would affect the wandering of the mind (loss of focus), that annoying tendency of the brain to get distracted and decrease focus. After a 30-minute training session, participants showed better cognitive discipline, significantly improving their performance on an attention test. We are still in the beginning of what will surely be a dramatic change in the development of the cognitive capacities of human beings.

In order for companies to be able to obtain better results from the learners involved in training and skills development programs, these types of disruptive technologies will be necessary. They are causing a revolution in the way we deliver training and skills development, speeding up the learning curve and improving performance at both the individual and organizational level.

Alvaro Reynoso is the regional director of the consultancy firm PCA (Profesionales Consultores Asociados), headquartered in Guatemala.

10 Ways HR Can Help Create the **Workforce of the Future**

By Melanie Padgett Powers

Technology is advancing at lightning speed. While individuals often react quickly to new tech, organizations are slower to react. HR has a unique opportunity to help companies respond faster to technology, according to the 2017 Deloitte Global Human Capital Trends survey of 10,400 business and HR leaders from 140 countries.

The study identified 10 areas in which companies can “rewrite the rules” and improve the way they organize, manage, develop and align people at work. The 10 areas are:

- 1 The organization of the future: arriving now. This includes replacing structural hierarchies with networks of empowered teams.
- 2 Careers and learning: real time, all the time. Companies are developing “always-on” learning experiences that allow employees to build their skills quickly and easily on their own schedules.
- 3 Talent acquisition: enter the cognitive recruiter. Top organizations are using social networking, analytics and cognitive tools to recruit employees.
- 4 The employee experience: culture, engagement and beyond. Companies are now looking at the “employee journey,” beyond just the job a worker does. This includes workplace redesign, employee well-being and productivity systems.
- 5 Performance management: play a winning hand. Companies are moving from employee appraisals to continuous feedback and coaching, which can improve productivity and corporate culture.
- 6 Leadership disrupted: pushing the boundaries. Companies are looking for agile and diverse leaders who can run organizations with leading digital strategies and tools.

- 7 Digital HR: platforms, people and work. As companies become digital, HR professionals must become digital leaders, using technology that changes how people work and how they relate to each other at work.
- 8 People analytics: recalculating the route. Data about employees has become important, but companies are still working toward this challenge.
- 9 Diversity and inclusion: the reality gap. Diversity strategies have moved from the realm of the chief diversity officer to the CEO. Despite efforts to provide unconscious bias training and other efforts, there is currently a gap between goals and reality.
- 10 The future of work: the augmented workforce. Companies must consider freelancers and “gig economy” workers as part of their workforce. Along with that, robotics, artificial intelligence and other advanced technology will redesign almost every job in the future.

“HR has a unique role to play: It can help leaders and organizations adapt to technology, help people adapt to new models of work and careers, and help the company as a whole adapt to and encourage changes in society, regulation and public policy,” the report states.

Access the full report at www2.deloitte.com/us/en/pages/human-capital/articles/introduction-human-capital-trends.html.

Melanie Padgett Powers is managing editor of WorldLink.

Best Practices of High-Performing Companies

By Francisco Soeltl

The Institute for Corporate Productivity (i4cp) began studying the keys to effective performance management in 2010 with research into companies in North America and Europe.

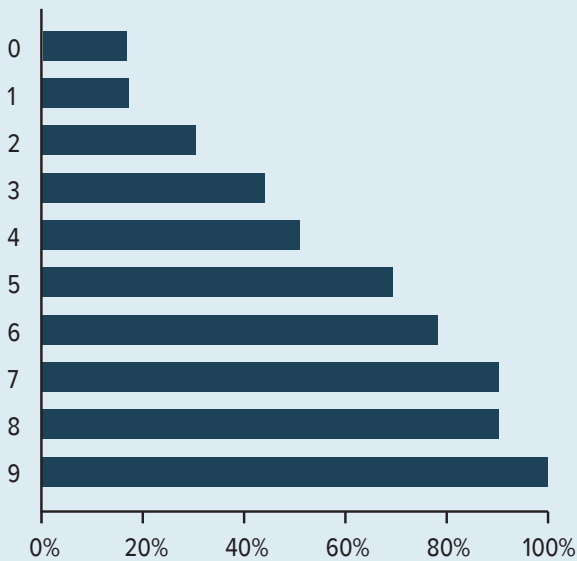
The result was the identification of nine best practices in organizations that were dubbed “high performers”—those with significant increases in revenue growth, market share, profitability and customer satisfaction over the past five years.

The nine best practices are:

- 1 **Ongoing goal review** and feedback from managers.
- 2 Including **individual developmental plans for the next period**.
- 3 Providing **training for managers** on conducting a performance appraisal meeting.
- 4 Providing **feedback more often** than once a year.
- 5 Taking into account in appraisals **information other than judgment of managers**.
- 6 Using a **360-degree or multirater feedback** to support the process.
- 7 **Using a consistent process** across the organization.
- 8 **Measuring quality of performance appraisals**.
- 9 Instituting a system to **address and resolve poor performance**.

The study found a statistical correlation between the number of best practices in the organization and the improvement in performance perceived by managers. See chart below.

Number of Best Practices and the Improvement in Performance

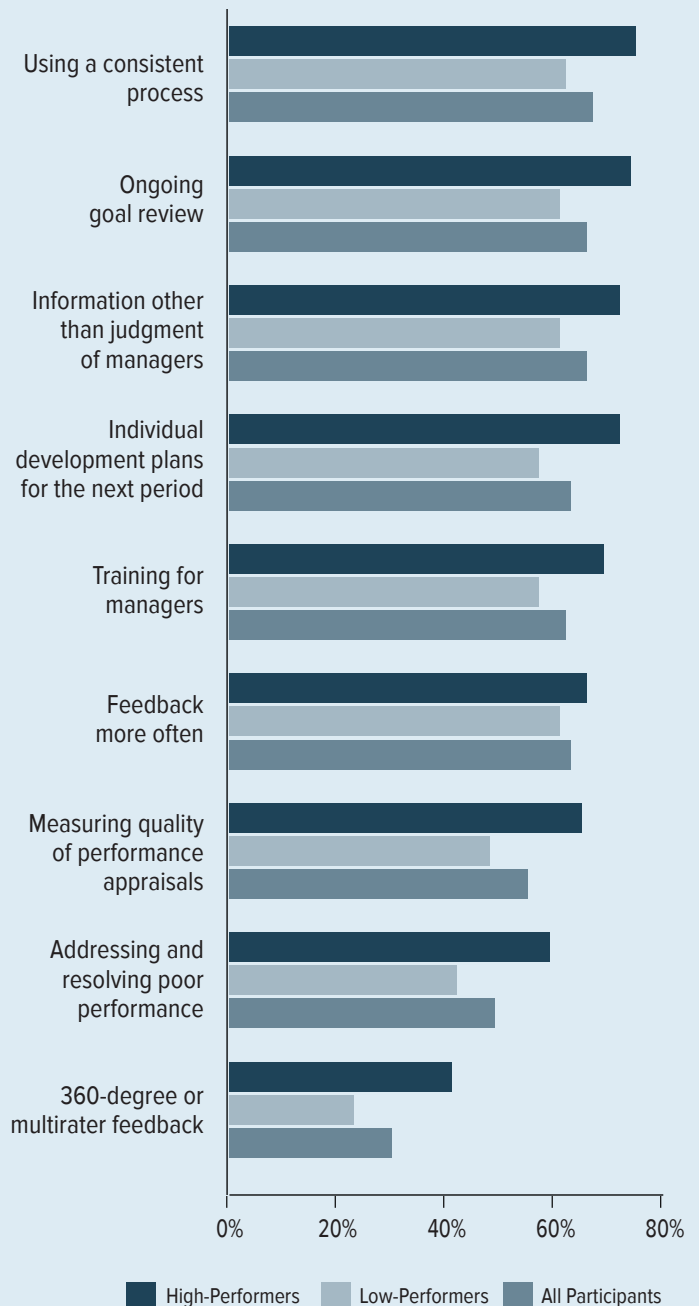


Although the study found a correlation between a company’s high-market performance and the implementation of the nine best practices, no cause and effect was found. But it is evident that more high-performers had applied more of the best practices than the low-market performers did. See chart on the right.

An average of 58 percent of the respondents had some of the best practices in place. When looking at only the high-market performers, the average went up to 66 percent, and when looking at only the low-market performers the average went down to 52 percent.

These findings are similar to other research on performance management in Brazil, Canada, U.S. and Europe. Download the study in Spanish at www.learning-performancebrasil.com.br/pesquisa/resultados/livro_2015_es/exclusivo and in Portuguese at www.learning-performancebrasil.com.br/pesquisa/resultados/livro_2015/exclusivo.

Percentage of Participants by Best Practice



Francisco Soeltl is president of Micropower Company.



Argentina Temporary Jobs

The number of temporary jobs in Argentina increased by almost 10,000 in late 2016 after a strong decline the previous year. Temp jobs grew to 55,431 from September to December 2016, according to the country's National Institute of Statistics. About 65 percent of temporary workers are younger than 30, and 69 percent are men. Sixty percent have a secondary education degree. Staffing firms are vital to the social and economic progress in the country, according to a news report by Staffing Industry Analysts. Martín Padulla, founder and managing director of staffing America Latina, was quoted saying, "They are the main entrance door to the formal labor market for young people. This is particularly important in a context where 6 out of 10 youngsters have an informal job." (Informal jobs are those that don't provide job security and benefits, such as temp jobs or cash-paying jobs.)



Brazil Social Security Taxes

A unanimous Supreme Court ruling in Brazil will increase social security taxes for companies. Employers had argued that social security taxes should only be calculated for salaries, not for all payments to employees. But the high court sided with the federal revenue service. The dispute had resulted in 7,500 lawsuits by employers, which were on hold until the ruling. The court took the unusual step of requiring all lower courts where lawsuits have been pending to adopt its judgment. In a Bloomberg BNA article, labor attorney Felipe Alves Ribeiro de Souza said, "This is a dangerous precedent because it gives the revenue service free rein to impose the tax on items that undoubtedly are not remuneration. The Supreme Court will now have to set objective limits and define minimum parameters to verify the constitutional concept of payroll."



Chile No. 1 in Immigration

Chile is benefitting from high levels of immigration of highly educated workers. The country ranked No. 1 in its increase in immigration within Latin America between 2010 and 2015. Immigration in Chile grew by approximately 4.9 percent each year, more than Mexico at 4.2 percent and Brazil at 3.8 percent. About 80 percent of those arriving in Chile have, on average, more than 10 years of education, according to the Economic Commission for Latin America and the International Labour Organization.



Colombia Social Impact Bond

Colombia is trying to boost employment by starting a social impact bond program. A social impact bond is a commitment to pay for improvements in society that will result in public-sector savings. It is the first developing country to commit to this type of investment, according to the group Impact Alpha. Other countries, such as India and Peru, have had social impact bonds, but they were funded by outside investors. The Colombian and Swiss governments are providing about \$765,000 to offer skills training to 514 poor and unemployed people in the Columbia cities of Bogotá, Cali and Pereira, according to Impact Alpha. Colombia has a 9 percent unemployment rate.



Costa Rica Unemployment Rate

The 9 percent unemployment rate in Costa Rica remains stagnant. While there has been an increase in the employed population—which now stands at 2.06 million people—that was offset by an increase in the working-age population, according to the National Institute of Statistics and Census. The number of employed people increased by 68,000 people in the first quarter of 2017, compared to one year ago.



Peru Immigration Overhaul

Peru is in the midst of a major revision to its immigration law. It is the first major change since the law was enacted in 1991, according to Bloomberg BNA. Under the new law, foreign nationals working in Peru are eligible for the same health services, education and labor conditions as citizens. It also permits foreign nationals to work in both the private and public sectors.



Uruguay Higher Education

More young people in Uruguay are obtaining higher education than their parents did. A study by the United Nations Development Program titled *Inequality and Intergenerational Mobility in University Education*, showed that the country has improved its educational mobility since 2010—following a decade of little improvement. Since 2010, more students whose parents did not have any form of higher education have been accepted into college and are succeeding at the university level.

Sources: Bloomberg BNA, Impact Alpha, *Latin American Herald Tribune*, *PanAm Post*, QCostaRica, Staffing Industry Analysts

HR Calendar

August 21–23, 2017

AHRI National Convention & Exhibition

Sydney International Convention Center

Sydney, Australia

Website: www.ahri.com.au/national-convention

September 6–7, 2017

AMEDIRH Annual Conference

Centro Banamex

Mexico City, Mexico

Website: www.amedirh.com.mx

October 11–13, 2017

Interamerican Congress of Human Management (CIGEH)

Radisson Victoria Plaza Hotel

Montevideo, Uruguay

Website: www.cigeh2017.com

November 16, 2017

50th APG National Conference

Portuguese Association of People Management

“Back to People: The Rupture of Paradigms in People Management”

Lisbon, Portugal

Website: www.apg.pt

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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.

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NEXT ISSUE

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