



Executive shortage hits Asia

A NEW 'brain drain' – a consequence of Asia's economic crisis – is drawing off many of the skilled and experienced people who were attracted to the former 'tiger' economies and slowing the chances of recovery, according to speakers at a seminar organised by the Hong Kong Institute of Human Resource Management in conjunction with the Asia Pacific Federation of Human Resource Management.

In Thailand, said Suchada Ayudhya, President of the Personnel Management Association of Thailand, professionals and specialists in all disciplines are being lost to Singapore and Malaysia, as well as the Middle East and China.

In addition, as individual companies are hit by the economic crisis, they have been forced to repatriate foreign experts to their home countries.

REPORT BY RICHARD RUDMAN

At the same time, however, there has been a growing demand for skilled and experienced executives. In Taiwan and Hong Kong, for example, continuing privatisation needs business-oriented managers to replace the former government officials.

Singapore, according to Lim-Ho Geok Choo, President of that country's Human Resources Institute, would need foreign talent to fill gaps as its economy moved towards more 'high-end' industries.

"While there is a local programme for increasing skills, we will have to recruit top managers from around the world to meet our needs," she said.

One seminar participant wondered whether Asian countries would be able

to get the executives and managers they needed. He noted that the Kuala Lumpur 'super corridor' project would itself have needed more engineers and construction specialists than the whole of Asia would produce in the next few years.

While recruitment was one problem, retention of key managers and other top corporate personnel was a priority for many organisations.

In the midst of company closures, rising unemployment and the end of 'life-long employment', people were anxious for job security, and would change jobs in search of it.

Richard Rudman is WFPMA Regional Delegate for the Asia Pacific Federation, and former editor of the IPM of New Zealand magazine 'Human Resources'



Paris 2000 – call for papers

THE ORGANISERS of the next World Congress on Human Resource Management, to be held at the Palais des Congrès in Paris at the end of May 2000, would be pleased to receive suggestions and offers to speak from practitioners and academics on leading edge HR issues that would be of interest to an audience of top personnel and training professionals from around the world. Ideas for potential case study material would also be welcome.

Details please to: Dominique Tissier, HR2000 – World Congress Secretariat General, c/o ANDCP, 29 Avenue Hoche, 75008 Paris, France. E-mail: hr2000@andcp.fr Tel: 331 4563 0365 Fax: 331 4256 4115

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MAGAZINE OF THE
World Federation of
Personnel Management
Associations

PHOTO: Richard Rudman



A cheque for the proceeds of the last WFPMA Congress, held in Caracas last July, was presented to the Federation's Executive Council at its meeting in Harrogate, England, in October. *L to r:* Ruben Casavalle (Uruguay), FIDAP Regional Delegate; Mike Losey (USA), WFPMA President; Juan Vicente Vera (Venezuela), Chairman of the 1998 World Congress Organising Committee; and WFPMA Treasurer Eddie Ng (Hong Kong).

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WorldLink

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Next issue

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FROM THE FEDERATION



WFPMA on the rise

MIKE LOSEY PRESIDENT WFPMA

In a span of 20 years the WFPMA has become a mature and well-defined organisation representing a global family of more than 300,000 human resource professionals and 50 national personnel associations. But you haven't seen anything yet! Exponential growth and change are on the horizon as the Federation finds itself at the epicentre of emerging business practices that emphasise the strategic importance of people and HR programmes.

As WFPMA President, I am delighted to be part of an organisation that acts as a focal point for HR people, practices and ideas throughout the world. The WFPMA, as its founding charter stated in 1976, will continue to serve members by:

- Improving the quality and effectiveness of the HR profession throughout the world;
- Stimulating and assisting the development of new regional and national personnel management associations;
- Serving as a central contact for members;
- Providing learning on worldwide personnel issues through research and a biennial World Congress.

Such goals still ring true today. However, the time is right for the WFPMA to aim higher. Since my two-year term began last July, the organisation has established two major goals as it prepares for the new millennium. One goal is the further expansion of WFPMA membership. The second is a diligent undertaking to establish a set of core worldwide professional HR competencies.

As far as membership is concerned, the continental federations who are our full members (Asia Pacific, Europe, the Interamerican Federation and the North American Association) will continue to form the core of the WFPMA. However, we were recently pleased to welcome South Africa as an 'at-large' member, and are now adopting a proactive approach to discussions and interchange with HR professionals in those remaining countries and regions where we are not yet formally represented.

Also, over the next two years, the WFPMA will pursue efforts to define HR competencies and

approaches to enhance professional development that are globally meaningful. Currently worldwide definitions of HR's function and contributions do not exist. The effort is significant because it will provide future standards for certification and, ultimately, these new insights will help develop training and career paths throughout the world. This is especially important for developing countries looking for help in establishing HR programmes. The research project will be completed in time for the World Congress in Paris in May 2000.

Improving the competency levels of HR professionals will be vitally important as a growing percentage of the business world embraces the connection between intellectual capital and sustainable profitability. A global awakening is occurring that places HR at the centre of this transformation to provide sustainable business advantages through people. Organisations from all corners of the globe will continue to expand people programmes that are directly linked to improved customer relations and profits. Of course, such programmes must also be balanced by respectful, ethical and creative work environments.

The growth of the WFPMA is inevitable as the people and knowledge transformation takes hold – in both developed and emerging countries. The consequent HR challenges do not have clear-cut answers. One-size-fits-all people policies are obsolete when stacked against differing laws, governments, demographics, languages and lifestyle preferences. While general principles will be useful for across-the-board application, worldwide networking and learning opportunities will become increasingly more valuable for formulating specific human capital strategies.

The WFPMA is committed to helping HR professionals meet the challenges of people-based businesses in a global setting. First, by encouraging the formation of a world network of HR associations, once impossible HR challenges are suddenly more manageable and feasible. Secondly, by encouraging core competencies throughout the HR world, the WFPMA and the HR profession are positioned to lead businesses into the next millennium. ○

Devalued incentives

The recent turbulence in world stockmarkets has tested the nerves of many investors but none as much as those of company executives with large parts of their potential worth tied up in the form of stock options or in other forms of long-term incentive that are tied to gains in shareholder value. Not surprisingly, compensation professionals soon became involved in assessing the potential effects of the market changes on remuneration packages and in seeking both short and longer term solutions to the consequent problems.

Stock options, as the world's favourite long-term incentive, have been given most attention. Almost overnight many options became worthless for immediate exercise, at the same time losing their value both for retaining executives, thereby putting many high technology companies at risk of losing key staff, and for incentivising performance. For individuals there was an erosion of potential rewards plus the loss of a significant source of immediate cash to pay college fees or whatever.

Several companies responded rapidly to the loss of stock option value by repricing the options; this met the executives' concerns but attracted fierce criticism from shareholders who had seen their prejudiced view of options as one-way bets amply confirmed.

Subsequent partial recoveries in US and European markets have since added to the sting of those criticisms.

In other regions of the world, however, and particularly those where stockmarket falls have been greatest, even repriced options may be regarded as having little potential worth. Executives who have seen the value of their savings and pension plans wiped out by catastrophic market falls are unlikely to want to put further trust in stock-based incentive schemes and can be expected to press instead for higher levels of cash compensation.

Those companies that have not taken precipitate action on repricing options are now weighing up market prospects for the future and evaluating alternative strategies for modifying their long-term incentives. Several recognise that they have drifted into a problem through the build-up of complacency during a very long period of sustained growth in share prices. Given such growth it has been difficult to resist calls to use stock options as a universal panacea for all compensatory objectives. Gradually the same option scheme has

Last year's dramatic falls in stockmarkets all over the world caused many personnel/human resources professionals, and pay and benefits specialists in particular, to reappraise remuneration policies and practices, not least with regard to the role of stock options as long-term incentives.

Clive Dilloway reports

come to be simultaneously regarded as a means of rewarding long-term performance, a way of retaining key executives, a way of helping executives build a stake in their company, a way of sharing in shareholder gains, and a source of capital for executives, *inter alia*.

Remedial action

A poor focus on the purpose of stock option plans will make it all the more difficult to identify what is required as remedial action, if a prolonged slowdown in the market becomes likely. It may be that no action is justified.

Even if the market is judged likely to remain flat for a year or two, most options have a life expectancy of up to 10 years, which allows ample time for them to regain value.

On the other hand considerations of executive morale and motivation may make some action essential now, and probably the best way of defining the remedial action required is to redefine the

package as a whole and ensure that each prospective part represents the best fit to the purpose. 'Underwater' options can then be exchanged as necessary for repriced, performance options, for performance shares, or for long-term retention cash bonuses. Shareholder objections to such exchanges are still likely but the introduction of performance factors goes some way to answering the criticism that options are a one way bet.

So much for tactics to deal with the problems posed by past grants of options.

Looking ahead

The question then arising is what impact a prolonged bear market is likely to have on executive remuneration in general.

Are we likely to see a scaling down of the jumbo grants of options to some chief executives or will grants be made even larger to compensate for their reduced potential value?

Most likely we will see more performance-based long-term incentive schemes, similar in potential value to the current option grants, but which are less subject to the vagaries of share prices and which provide a reward with a secure value in exchange for meeting challenging targets.

At first any such changes are likely to be met with resistance from the executives and cynicism from some shareholders. However, institutional shareholders are likely to be quick to see the advantage in such changes and to give their support. If that happens then simple share option schemes may lose their overwhelmingly dominant position in executive remuneration and be replaced in part by more predictable rewards, once performance targets have been met. ○

Former head of compensation and benefits for BP, Clive Dilloway is now adviser to the BP Amoco remuneration committee.

A US perspective

In the United States, in particular, many defined contribution retirement plans (eg US 401K plans) have also been funded heavily through stock investment. The temporary softening of the market, writes David Goodall, head of compensation for Motorola in Chicago, will have little effect on those with many years to retirement. However very careful planning of retirement dates in the current climate is critical. The retirement income can be dramatically reduced if not chosen carefully. Companies are deferring maturation and retirement dates to minimise the impact for many employees who are now retiring.

European Monetary Union and expatriate compen

As New Year revellers woke up across Europe on 1 January 1999 there was more than a headache awaiting them. Overnight, the euro had been launched as their new currency. Here Siobhan Cummins examines how it is affecting the 11 European countries who signed up to the first wave of EMU

EURO TIMETABLE

PHASE A

1998

- The European Council decided which member states would participate in the first round of the euro. Eleven countries would go ahead
- The member states established the European Central Bank (ECB)
- Initial production of euro notes/coins
- Legal framework puts the euro into place as the future single currency

PHASE B

1 January 1999

- Conversion rates are fixed and euro officially becomes a currency. The ecu is replaced on a 1:1 basis by the euro
- ECB begins; single monetary policy is euro
- Operations, most notably financial and accounting, begin in euros

PHASE C

1 January 2002

- Euro notes and coins come into circulation
- All changeover administration to be completed
- Euro is the single currency

1 July 2002

- National notes and coins are completely withdrawn from circulation and are no longer legal tender

The new currency will be phased in over a three-year period beginning this month, culminating in July 2002 when euro notes and coins will be in circulation and national currencies finally withdrawn.

By joining EMU the 'euro 11' will surrender future monetary policy to the European Central Bank (ECB) in Frankfurt. The Bank will take over responsibility for the setting of exchange rates and monetary policy for all countries within 'Euroland'. The single currency will bring significant opportunities to companies trading in the euro zone. It will offer greater price transparency, elimination of exchange rate uncertainty and lower transaction costs.

The euro will have a direct impact on any company which operates in an EMU country. It also has implications for the ease, cost and complexity of transferring and compensating expatriates in Europe. It poses critical questions for HR managers:

- Will the euro bring about greater mobility of labour across national boundaries?
- Will expatriate policies and practices change?
- Will pay and benefit levels converge?
- Will the cost of expatriation decrease?
- When will changes occur?

With definite dates set for implementation it is advisable that companies plan how they will introduce the new currency into their operations and address its impact on their expatriates living and working in Europe.

To establish what companies were doing to prepare for the euro, ORC conducted a survey of multinational companies in Europe and North America in July last year. Almost 140 companies responded.

The phasing in of the new currency means that companies have a choice in deciding how and when they will convert to the euro. From the research it is clear that many companies have a strategic plan for the introduction of the euro into their

business operations and most have set up an EMU task force. Typically, any HR-related matters are dealt with via the task force.

The majority of companies were initially focusing on financial and accounting matters, with about half planning to introduce the euro for all financial transactions as of 1 January. However it may be as long as two years before companies begin to use the euro for any HR-related matters, as most have seen little practical value in designating pay in euros before there are notes and coins.

The euro will directly affect nearly every part of an organisation's activities and a well thought out and executed communication plan is seen as a critical part of a company's preparations. The majority of companies have communicated with customers on their readiness for the euro and many are already pricing products and services in dual currencies. When it comes to informing staff, only 40 per cent of companies had sent any communication to their employees on how the euro will affect them. For those who had, the communications had generally taken the form of press releases, internal presentations and articles in company publications. Few companies had sent any form of notification to expatriates on how their compensation packages are likely to be affected.

Until July 2002 the euro will run in parallel with national currencies. Most firms have yet to decide when to convert their payroll to euros. Many will start by displaying salaries in dual currencies until 2002 and will either move to the euro in the next two years or wait until the end of the transition period. Few expressed concern about payroll conversion problems and those who did were mainly worried about outdated payroll systems being able to accept dual currencies.

The EU has provided guidelines on converting local currencies into euros. As most calculations will inevitably involve some rounding, companies will be expected to abide by the strict rules which have been laid down to cover this issue. Throughout the transition period the principle of 'no compulsion, no prohibition' will apply and employees can choose to be paid in national currency or euros. All employment and

Siobhan Cummins is director of ORC's International Compensation Services Group and managing director of ORC's London office

Union nsation

other contracts will continue to be valid under EU law and any national currency amounts will need to be replaced by the equivalent number of euros.

EMU is expected to lead to price convergence across Europe and differences in cost of living will gradually disappear. For the foreseeable future most companies expect to maintain the status quo on the payment of expatriate cost of living allowances in Europe. The removal of exchange rate fluctuations may eventually lead companies to change the frequency of updates for cost of living, as changes will only be necessary for price inflation. However most companies seem to be taking a 'wait and see' approach.

Only a handful have begun to examine the possible impact of the euro on benefits. Steps taken include contacting insurers and benefit providers for information and advice, but most see no real problem ahead for the provision of past or future benefit entitlements. Consideration will need to be given to stock options, profit sharing and other benefit plans.

There seems little consensus at this stage about the long-term impact of the euro. Companies are equally divided on whether

What the euro could mean for employee relations

Works council laws in a number of 'Euroland' countries require employee consultation in advance of denominating wages in euros, as well as consultation on the possible effects of the euro on work organisation and employee training needs; several companies have also addressed the implications of the euro with employee representatives during meetings of company European Works Councils.

It is probably too early to predict whether the euro will lead to European collective bargaining or salary convergence per se, but companies should note the following developments that are likely to influence their industrial relations environment:

- The absence of currency devaluation will mean that wage increases will have a direct impact on competitiveness that is likely to result in greater transparency of profits between countries;
- Increased use of shared services (eg centralised invoicing) by companies across the Euroland countries may result in job losses in some countries and is likely to necessitate employee consultation locally if not with the company's European Works Council;
- The European Trade Union Confederation and the various international trade unions fear that the euro will result in downward pressure on wages and conditions and are currently campaigning vigorously for the adoption of minimum EU workplace standards.

Fiona Webster, Director of International, Social and Labour Affairs, ORC

the euro will bring about harmonisation in tax and social security rates within EMU. Even those who are optimistic about harmonisation do not anticipate any major change for at least 20 years.

The convergence of pay seems more likely and well over half of companies anticipate that convergence will take place at the mid range rather than at the higher or lower levels. This change is almost inevitable as prices and wages become more transparent.

Most companies seem to think that the euro will encourage more cross-border movement of employees and that transfers will become cheaper and simpler to manage. However, most have yet to decide whether they will review their expatriate

policies because of the changes the euro will bring. For the time being companies are likely to continue to treat transfers into and out of the 'euro zone' as expatriate assignments, using the balance sheet method of compensation *ie* home salary plus differentials and allowances to equalise home country purchasing power.

As far as the impact of the euro on pay and benefits in Europe is concerned, it is probably too early to tell and there seems to be little or no sense of urgency amongst companies to begin to firm up their plans. The lack of any significant momentum would suggest they see no real value in acting sooner rather than later when the new currency is actually reality. Let's hope this year they are proved right. ○

COST OF LIVING COMPARISONS

	Vienna	Brussels	Helsinki	Paris	Frankfurt	Dublin	Rome	Lux'bourg	Amst'dam	Lisbon	Madrid
AUSTRIA	111.5	123.1	110.9	94.2	107.3	107.2	103.3	104.2	91.4	79.1	
BELGIUM	113.3	125.7	109.9	94.6	102.4	110.2	99.9	99.6	90.9	81.3	
FINLAND	96.8	93.8	94.6	82.3	86.6	92.6	87.1	90.3	74.7	69.8	
FRANCE	120.5	112.3	130.3	103.7	105.6	109.4	101.0	105.6	89.3	84.3	
GERMANY	128.6	119.8	139.2	120.7	115.4	122.4	113.4	113.6	102.3	92.1	
IRELAND	119.4	120.8	131.2	116.9	99.6	113.1	107.4	108.7	110.6	87.4	
ITALY	136.8	134.2	145.7	132.1	119.7	118.8	122.5	115.7	94.5	80.6	
LUXEMBOURG	130.6	125.5	143.6	131.8	110.5	120.0	129.5	119.8	104.5	91.7	
NETHERLANDS	114.1	108.4	129.6	108.7	95.0	103.2	105.5	103.6	94.5	80.6	
PORTUGAL	164.2	153.4	180.4	163.1	141.8	142.9	143.7	155.2	145.7	108.3	
SPAIN	150.0	148.6	166.4	154.0	129.2	142.0	149.3	145.2	139.9	120.9	

	Vienna	Brussels	Helsinki	Paris	Frankfurt	Dublin	Rome	Lux'bourg	Amst'dam	Lisbon	Madrid
LONDON	116.1	116.3	125.9	107.8	90.7	100.9	104.6	99.9	104.1	97.8	82.0
NEW YORK	146.1	151.7	171.7	144.0	126.6	134.6	133.4	144.2	144.5	125.5	105.4

Internet recruitment: reducing the barriers to international

BY PROFESSOR PAUL SPARROW

The Internet offers considerable potential as a source of recruitment for internationally mobile managers, small firms seeking specialist skills or larger firms wishing to demonstrate their presence. It is proving most useful for international graduate recruitment, attracting MBAs and PhD level candidates, and for specific roles such as marketing and IT staff

A series of electronic recruiting products and services is re-shaping the job-finding process. E-recruitment has the potential to reduce the barriers to employment on a global scale. Using the Internet allows firms to:

- widen recruitment sourcing at relatively low cost;
- facilitate more specialised skills matching (by encouraging applicants to use personal search agent facilities);
- target sources of graduates, such as MBA career centres; and
- improve on traditional advertising approaches by targeting particular lifestyle or culture-fit groups (such as expatriates or people who consume services similar to the those provided by the host firm).

Job-posting and cv management services are easily accessible, and out-sourced electronic sifting services are now being offered. For the applicant access may be gained to employers, cv posting facilities and online jobs fairs.

So will firms like Yahoo become the job agencies of the future? It offers a recruitment service in its 'classifieds' section as an incremental value-added service to consumers. As Yahoo generates revenue from advertising, the service is free. On the

day I accessed the site there were over 100 companies looking for people with HR skills in the San Francisco area. In this way relocating managers can find themselves – or spouses – employment before they move.

This kind of service has originated out of the US, but will be expanded worldwide to match demographic and geographic profiles. People can look for jobs locally, nationally or internationally. The job seeker can paste their own cv, skills portfolio and contact details into a standardised form. Job seekers or applicant seekers can search by job function, metropolitan region or company. Users see relevant advertising appear as they access the free service, so commercial recruitment and careers sites post their services within the domain. Linked sites include the CareerBuilder Network or CareerMosaic, which provide links to postings around the world.

Accessing the UK domain showed vacancies posted by the likes of British Airways, NCR, Royal Bank of Scotland, Tesco, Citibank, Ernst and Young, Honeywell, Hyundai, IBM, IMI, KPMG, Logica and Towers Perrin.

Headhunters

Internet-based technology is also affecting the role of executive search firms. The *Wall Street Journal* in collaboration with Korn Ferry offers a service called Futurestep, and new firms are entering the market as the cost of entry is not that high. Headhunters are now having to invest in the technology, but are using it mainly for middle rather than senior management jobs.

Korn Ferry offers another joint venture service using radio advertising. It offers candidates – usually younger managers – immediate assessment of skills and abilities within 24 hours and will then put their details on their databases. This raises questions for international personnel managers, who wonder whether such searches should cost as much as traditional high skill searches. It also raises issues of confidentiality of data. More senior managers are often reluctant to use these services.

For those firms that move to managing expatriates as a cadre of professional international managers, recruited only for single, short term and specific assignments, then the Internet may become a more

formalised source of labour. Expatriates are perhaps the best networked type of manager. Often skilled at marketing themselves and accustomed to participating in cross-company discussion groups on the web, these managers will look for specialised recruitment services to market their wares. We may see the development of recruitment service providers operating in specialised skills markets and adding value to the recruitment process by organising and filtering access to potential candidates. This could happen at a level below the traditional operation of headhunters.

Job preview

Internet-based information also allows potential expatriates to conduct more realistic previews of the job and the location. The problem for international personnel managers when potential employees use the web in this way is that some of the data they pick up may be of questionable accuracy, as many service providers see expatriates as a source of money; also those who engage in dialogue may get unwanted calls. The need for privacy and password protection for surfers may be an issue. Concerns may be reduced when existing suppliers of cross-cultural data and services move on to the web.

Entering 'expatriate' into an Internet search engine generated 27 categories of information, 182 internet sites and 5913 web pages. HR departments involved in international resourcing could make considerable use of such information. In between the odd page on the better known expatriate pubs, there are detailed regional guides, resource packs for new employees, acculturation training providers, HR advice for business start ups and acquisitions, tax and financial service advice centres, relocation service providers, accommodation guides, cost of living data sites and databases of available expatriates.

For the employee guidance can be given on where to find home country newspapers and information services, electronic post cards and home web pages, networks of local expatriates in most every community, and E-magazines for the homesick employee! This all reduces the administrative burden and can provide a fuller and truer picture of the job.

A number of firms have started to use the

employment?

Internet for international recruitment. It has received a mixed reaction but is slowly emerging as a useful tool. Some firms consciously choose to advertise internationally on the Internet, and so prepare their systems and procedures accordingly, while others find that without knowing it they are being exposed to international sourcing because publishers have 'tagged' their magazines onto the net.

An example of a successful initiative is Unilever, whose worldwide graduate management development programme attracts thousands of high potential applicants each year. A couple of years ago the company decided it wanted to increase the geographical spread of applicants, but also to respond to its finding that up to half the queries received by its corporate website each month were from students. Rather than trying to deal with these via that site or indeed to recruit graduates that way, Unilever decided to offer a dedicated website, tailored to graduates' needs and intended to mould the company image towards graduate interests.

The resultant website, called the Universal Challenge, is accessible in 54 countries so far, although these do not yet represent every country in which Unilever has a presence. It provides far more information than that contained in its graduate recruitment brochures and is divided up into four key sections: job preparation, 'inside view', opportunities and 'the challenge'. The site allows graduates to understand what the job involves and what the competencies are; it gives interview tips, and lets them join interactive games that enable them to solve real life problems associated with brands.

The downside

When firms develop their own websites for international recruitment, statistics can be analysed to assess the success of the initiative. A difficult choice has to be made. If the website allows people to log on, more precise evaluation is possible and you can track applicants through the process and see who was successful at what stage. However, applicants may feel they are being watched and be put off by the prospect of receiving unwanted contact. Firms have faced a number of problems with web recruitment. The main impact is to increase the volume of applicants and in a time of tight

resources this is not always good news.

- Targeting particular populations becomes difficult. For example, in running web pages in Singapore, applications are received from unexpected sources such as Malaysia;
- By reaching countries where the company or brand is not well known, recruiters may be creating work for themselves in terms of responding to inappropriate or inadequate applications;
- Such an open method of recruitment requires a much more labour-intensive filtering process, which can be very costly in terms of management time;
- It can detract firms from relying on targeted universities;
- Equal opportunities issues might exist, in that most applicants still tend to be male and from a small range of countries; and, finally,
- People browsing the pages may be mid-career surfers outside the target applicant group, or competitors, or people with curiosity but little intent on application.

Many existing service providers do not yet have truly global coverage. Yahoo and CareerMosaic are strong in the US, Aspire is often used to source Asian students studying in the US, UNIVERSUM can be used to focus on Europe, MonsterBoard is strong in the US, UK and Australia, while Top Jobs on the Net focuses on the UK. However, access to the web is still by no means universal, making it an inappropriate form of recruitment for some countries, such as France and Germany.

The next five years

Looking to the next five years a lot more use will be made of web-based recruitment. Personnel managers should expect to see:

- a mushrooming of service providers catering for different levels of vacancy;
- headhunters allowing clients to search data more intelligently, with more focus on skills matching;
- electronic sifting of applications;
- the technology to conduct interviews over the web using video calls;
- live chat forums with companies being online at set times to answer questions;
- the ability for candidates to offer presentations on the web. ○

Paul Sparrow is Professor of International Human Resource Management at Sheffield University and author of the IPD's forthcoming 'Guide to International Recruitment, Selection and Assessment'

Sri Lanka IPM is 40



Chris Obeysekera,
President of the IPM
of Sri Lanka

The Institute of Personnel Management Sri Lanka will celebrate its 40th anniversary this year.

At its national conference held in Colombo last October Professor Gunapala

Nanayakkara, Director of the Sri Jaywardenapura University Postgraduate Management Institute, talked about the country's work ethic dilemma, and the degree to which Sri Lanka needs to integrate a more traditional industrial culture with the nation's predominant 'island culture'.

Pan-African research



A graduate of the University of Zimbabwe, Fungai Chipandambira (left), is on a scholarship from the European School of Manage-

ment (EAP) to assist in a pan-African research project on the management of people and change in a cross cultural context. In particular the aim is to identify current management styles and organisational cultures in African countries, and to see how these are changing. Details EAP, Oxford, England; e-mail: fchip@eap.net.

Luis Horacio Duran



It with regret that *WorldLink* records the death of former WFPMA Vice-President and Delegate Luis Horacio Duran.

A well-known HR academic from Monterrey, Mexico, Mr Duran was a co-founder in 1965 of the Mexican Confederation of Industrial Relations (COMARI) and until recently its Vice President for International Affairs.

In 1976 he co-signed the document founding the WFPMA, having been involved in preliminary discussions on the need for such a body.

He was a member of the Board of Directors of the American Society for Personnel Administration (now SHRM) from 1979-80, and was subsequently instrumental in the creation of the North American HRM Association.

A published poet, he also designed the George Petitpas trophy which the WFPMA awards for global HR excellence.

THE WORLDLINK HR CALENDAR

February 18-20, 1999

Toronto, Canada

Human Resource Professionals Association of Ontario Annual Conference

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March 10-11, 1999

Mexico City, Mexico

AMERI National Conference and Exposition

Contact: Lic. Carlos Paredes Perez

Tel: +52-5 140 2220

Fax: +52-5 140 2229

E-mail: ameri@ameri.com.mx

March 24-26, 1999

Long Beach, California, USA

International Federation of Training and Development Organisations Conference and Exhibition

Theme: 'One world, one mission'

Contact: Richard Battaglia, International Society for Performance Improvement

Tel: +1-202-408 7969

Fax: +1-202-408 7972

E-mail: info@ispi.org

April 10-11, 1999

WFPMA Executive Council and Regional Delegates Meeting

April 11-14, 1999

Orlando, Florida, USA

SHRM International Conference and Exposition

Contact: Brian Glade, SHRM

Tel: +1-703-535 6033

Fax: +1-703-535 6497

E-mail: intldiv@shrm.org

April 13-15, 1999

London, England

IPD Human Resource Development Conference and Exhibition (HRD Week)

Tel: +44-181-263 3434

E-mail: conf@ipd.co.uk

April 23-24, 1999

Santa Cruz de la Sierra, Bolivia

SOBADRHU/IAPCOSUR/FIDAP International Conference

Theme: 'The modernisation of labour relations in the MERCOSUR countries'

Contact: Lic. Velia Magistris

Tel: +591-3-53-2829

May 23-26, 1999

Adelaide, Australia

Australian HR Institute National Convention

Tel: +612-9953 2900

Fax: +612-9953 3012

E-mail: ahrinat@ahri.com.au

June 8-10, 1999

Beijing, China

CNCPEP Conference

Theme: 'People development in Asia – the next millennium'

Contact: Carrie Chau at HKIHRM

Tel: +852-2-881-5113

Fax: +852-2-881-6062

E-mail: info@hkihrm.org

June 10-11, 1999

Wiesbaden, Germany

DGFP National Conference

Contact: Ute Graf

Tel: +49-211-5978-150

Fax: +49-211 5978-179

E-mail: graf@dgfp.de

June 22-25, 1999

Budapest, Hungary

EAPM Congress

Theme: 'Connecting West and East – the role of HRM in the unified Europe'

Contact: Pál Bóday

Hungarian Association for HRM (OHE)

H-1476 Budapest 100, PO Box 257

Tel: +36-1-361 4655

Fax: +36-1-361 4656

E-mail: humanpol@mail.matav.hu

May 29-June 1, 2000

Paris, France

WFPMA 8th World Congress on Human Resource Management

Theme: 'Building tomorrow together'

Contact: ANDCP

Tel: +33-1-4563 5509

Fax: +33-1-4256 4115

E-mail: andcp@andcp.fr



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