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## Welcome from the new President

### Izy Behar EAPM President

You may remember that at election time I proposed, as a priority for EAPM in the years to come, the word TOGETHER. And this stood for more presence, more credibility and more networking among the EAPM members.

Here we are. Needless to say I am very proud and happy to be elected President after the EAPM congress of Manchester, where Filippo stood down and gave me the famous

engraved stone that every president receives at the handover moment.

With the team around me, with Svetla and Susannah, with Filippo and Max, and of course with Sam too, we are now starting to implement the new direction.

#### **More presence**

I hope we'll have the opportunity to talk about how and when you can be involved. I'll intend to visit each one of you...as soon as I get an invitation from you, of course!



The increased presence is not only for executive board members to be with you during your events; it is also for each one of you, representatives of your association, to feel more and more a member of a group where you can find and also exchange information, practices and orientations.

I suggest that each one of you organising a national event sends an invitation to all of the president members of EAPM. In that respect, and as a first step, I'll ask each one of you to fill out the annual plan that I asked Sam Paris to keep, with all the dates and places of your events.

#### **More credibility**

The voice of Europe has to be reinforced. The best way is to do it through projects, which demonstrate our credibility and raise our profile.

The BCG survey will be continued; you contribute already to this work, I'm sure, not only with your replies but also by organising events to present the survey.

The 'Youth at Work' project is about to be launched (at the next executive board meeting) and it will be in line with EU concerns on the same topic. Our next EAPM congress, in Valencia (Spain) October 2015 will be on the topic and the outcomes will be delivered to Brussels in due time.

The HR Standardisation ISO project has to be followed carefully and each one of us has to contribute to it. This can be done through your own contacts with the ISO representative in your country.

Competencies in the world of HR and for the leaders of HR all over Europe is also a project I wish to start – where we are, where we should be, to have a general picture and determine how we may make improvements.

#### **More networking**

More networking between us, more frequent newsletter, a better website...the tools we are using must be changed, modernised to be easier to use and more flexible.

To improve our knowledge of ourselves, to know each association much better is important, and to exchange information, experience, good points, difficulties – this will increase the feeling of belonging to the same association.

*Each one of us needs each one of us.*

## Welcome from the new Vice President



**Svetla Stoeva**  
**EAPM Vice President**

It is a great honour for me to be the new EAPM Vice President. I truly believe that through the personal commitment of the new management of EAPM, we will succeed in putting the HR profession on the European HR scene even more strategically.

As Vice President of the EAPM I will focus my efforts on establishing the EAPM as a trusted partner on HR topics and issues for all stakeholders – EU Commission, trade unions and other ‘sister’ organisations. Among my priorities and targets is also the research of different opportunities on utilising EU funds. I will concentrate on further developing the understanding of what HR is and how best we can help our members and society as a whole through sharing experiences, mentoring and countless efforts to raise the name of the profession in Europe.

I strongly believe that the EAPM as an ‘umbrella’ organisation of all member countries should be a source of ideas, expertise and information for them, should encourage and facilitate the contacts between the members. As Vice President I will seriously work for achieving this status.

Let me again express my personal gratitude for electing me to this post. I will work hard to live up to the high expectations of the EAPM management body and to all of the EAPM members.

## EAPM Congress 2013

### The 26th EAPM Congress at Manchester Central, United Kingdom

The Congress theme was 'Managing the new global talent realities'. The Congress attracted over 180 delegates from 51 countries and included participants from 27 countries outside the EAPM zone.

Once Filippo Abramo, EAPM President, and Peter Cheese set the scene with their introductions, there were eight substantive sessions ranging from macro-drivers affecting talent availability and flows (for example demographics), attracting talent to your organisation (including the significance of social media) to identifying future talent locally and globally and development and retention strategies.

The keynote address by Professor Shlomo Ben-Hur from IMD focused on the importance of talent



intelligence as the foundation to talent management. His was a call to talent managers to build on standardised measures of candidates' job-person fit to also examine the candidate's fit with the job, the boss, team and organisational culture. In talent identification, this means talent managers have to establish not just how good a person is but to what they are good for and under which circumstances. Talent intelligence means thinking strategically about the data you have on your people by unifying, sharpening and transforming the data to gain insight into what makes your talent work and how that talent works for the organisation.



Dr Rainer Strack and Jean-Michel Caye of BCG followed appropriately with the results of a pan-European survey of HR practice. With 2,304 usable responses, they found that across the continent, consistently within the top five HR priorities were: (1) talent management and leadership quality; (2) analytics; and (3) engagement behaviour and organisational culture. They spoke at length of the importance of shaping the organisation's culture as the site where much value is created (and destroyed). One of the levers they highlighted was in linking objectives and individual aspirations while framing behaviours and actions with accountability and genuine collaboration.

One of the more outstanding presentations was Anna Cook, Head of Recruitment at the renowned European nuclear research facility CERN. Success for CERN means attracting the best physicists and technical support staff in the world. How does one identify, locate and attract talent from every continent and then manage their expectations and acculturation so together they do great science?

The evolution of CERN from a research facility to being an employment destination of choice was fascinating and Anna was candid about the bumps in the journey. Starting with a clear employee value proposition, Anna then built an online/social media strategy that not only looked at social technology as a sourcing strategy but all the way up the value chain to employer branding and a potent communications tool for CERN.



All day our minds were fed by thoughtful talent professionals from Shell, Unilever, Hilton Worldwide (did you know that Conrad Hilton Hotel Dubai has six chefs dedicated to needs of the staff who come from 64 countries?) and Allianz (now achieving 50% direct recruitment).

The Congress ended with a convivial drinks reception but not before presenting the European HR Awards 2013 to Marion Dubos (France) for her paper – *Passion as Competitive Advantage* – and the handover of the EAPM Presidency to Izy Behar (France). Au revoir all round as delegates now look forward to the 27th Congress in Valencia, Spain.

### **Five little thoughts about talent...from the European Association for People Management Congress in Manchester**

- 1 Targets are good. When Shell discovered women were reluctant to take expat roles between the ages of 30 and 40, which was detrimental to their career progression, it set a new aim to support and encourage women moving internationally in their 20s. It measures estimated potential levels for all staff, setting what it considers to be their most likely final position before retirement and linking the results into long-term workforce planning initiatives.
- 2 Gender diversity isn't diversity at all. Tim Munden, VP of HR UK and Ireland at Unilever, said: '*There are only two genders, so it's nonsense to talk about gender diversity.*' Almost half its UK managers are female, as well as 43% of the French leadership team: Munden said it's no coincidence these are Unilever's two most buoyant markets. But don't forget men – many younger men are just as vocal about work-life balance as their female counterparts, he reported.
- 3 Not everyone wants to be a high-flyer. Munden pointed to a growing constituency of high-potential employees who choose not to use that potential for the time being, for whatever reason. '*It's okay for some people to carry on at the same level,*' he said. And if promising staff leave, it's increasingly important to keep channels of communication open – alumni networks can be a useful way of engaging with former employees.
- 4 Recruitment is a joint effort. HR shouldn't go it alone but must work hand in hand with line managers, said Philip Gennoy, HR director of insurer Allianz. Social media is having a democratising effect on the entire recruitment process, but he cautioned it has drawbacks as well as advantages: while it can cut costs (half of Allianz's hiring is now direct), it opens up new challenges as rival organisations can access and poach your top talent.
- 5 Video is a recruiter's best friend. '*When we had a problem filling a particular technical role, we went and did a video with a technician in the organisation about what it's like to be here,*' said Anna Cook, CERN's head of recruitment. CERN has a dedicated YouTube channel it regularly taps for specific campaigns, with impressive results. But Cook said social media '*isn't a talent acquisition strategy in itself*' – just one part of an integrated approach.

## Some pictures from the congress...



An appearance from two of our past presidents: Alberto Fuster and Armand Mella.



CIPD centenary dinner:



social dinner at a curry house:



## EAPM European HR Award 2013

The theme for the European HR Award 2013 was 'The opportunities and challenges for HR in the changing world of work, the workforce and the workplace'.

Entrants for the Award were asked to take one aspect of their vision for the future of work, the workforce or the workplace itself, and explore how (in a practical way) HR will play a leading role.

For example, entrants could:

- Explore how technology has already changed the way people work, and the nature of work itself, and how much further this might impact HR's role in the future.
- Reflect on how the composition of the workforce and labour market demographics and diversity is changing, and what this means for organisations and HR.
- Look at the issues around leadership, trust and culture that are needed to support long-term sustainable organisation success.

The entries needed to examine a theme and to tell us what actions the HR profession will need to lead as a result, not just an analysis of a situation.

For this Award there were eight very strong entries put forward to the judges.

The essays were sent to the judges without details of the author or country. (These details were 'blacked out' within the essay.) Each essay was given a number and the judges gave their scores on their top three essays. They were very impressed with the calibre of the essays entered.

The judges chosen by the working group were:

- Kim Staack Nielsen (PID, Denmark)
- Roberto Luna (AEDIPE, Spain)
- Rainer Strack (BCG).

To calculate the winner and runners-up, the working group added up the scores given by the judges.

The essay by Marion Dubos from France had the highest score, very closely followed by the essay from Ilija Kjiroski from the Former Yugoslav Republic of Macedonia and Stefanos Nachmias from the UK. These two essays were placed as the runner-up and were scored equal second.

The summary of the winner and runners-up essays follow in the next section of this newsletter.

The full essay and summary can be found on the EAPM website: [www.eapm.org/about-eapm/european-hr-awards-2013](http://www.eapm.org/about-eapm/european-hr-awards-2013)

## Full list of essay entries

Placing	Country	Author	Essay title
<b>Winner</b>	France	Marion Dubos	Passion as a Competitive Advantage
<b>Runner-up</b>	FYR Macedonia	Ilija Kjiroski	Human Resource Management – New challenges in the modern era
<b>Runner-up</b>	UK	Stefanos Nachmias	Promoting Diversity in the Workplace through Academic Intervention
<b>Finalist</b>	Germany	Kristina Krull	Social Engagement of Companies as a Way of Attracting Potential Employees: An empirical study on the effect of active and passive corporate social responsibility
<b>Finalist</b>	Bulgaria	Evelina Prodanova	The Opportunities and Challenges for HR in the Changing World of Work, the Workforce and the Workplace
<b>Finalist</b>	Romania	Alina Manole	The Opportunities and Challenges for HR in the Changing World of Work: Doing more of what matters
<b>Finalist</b>	Switzerland	Bastian Becker	Motivation, Performance, Total Rewards and Their Impact on Future Human Resource Management
<b>Finalist</b>	Italy	Bosch Group, Margherita Bacchini, Irene Moroso	HR Management in Crisis Times

## Runner-up: Stefanos Nachmias from the UK

### Promoting Diversity in the Workplace through Academic Intervention

Engaging in education and training programmes is a request to promote diversity. Managing a diverse workforce in a proactive way is considered as a requisite for any successful workforce strategy (CIPD 2006). However, the majority of organisations focus on issues covered by legislation and ignore the broader aspects of the business case, such as organisational-level change (Kumra and Manfredi 2012). This implies that few organisations undertake learning activities to ensure that diversity is mainstreamed into either the way people do their jobs or operational practices (CIPD 2012). This leads to the observation that diversity training for individuals is often ineffective in producing change at an organisational level as organisational constraints impede possible change action (Celik et al 2012). Higher education can play a vital role in bridging the gap between rhetoric and reality, through the integration of education and training programmes. Future HR leaders should be able to make radical changes to their approach to employment policies by considering the impact of diversity at organisational level. Building on this argument, the approach of 'academic intervention' has been adopted to improve sustainable and progressive business diversity education among 'future' HR leaders. 'Academic intervention' builds upon the idea of assimilating the business environment and academic rigour to encourage individuals to modify attitude, knowledge or skill behaviour around diversity management. Individuals can debate key diversity-related issues, such as diversity from a values and virtues perspective, in an attempt to create tangible, useful products to be shared with the business world.

Having completed the learning process (studying a diversity management module), postgraduate students were asked to apply theory into practice by organising and running a diversity education programme. This student-led educational programme aimed to promote awareness and appreciation of topical issues around diversity in the workplace. Managers from across the business community within the local area were invited to attend the educational programme and take part in a series of sessions around the challenges organisations face in a highly diverse workforce, organised and run by the students. The 'academic intervention' was designed to allow participants to debate key diversity issues and take proactive action in developing an inclusive working environment, effecting change not only at an individual level, but also at an organisational level (Celik et al 2012). Education within a diverse setting should be able to allow managers to become good employers in an increasingly complex diverse society; it could foster mutual respect and teamwork; and it helps build communities whose members are judged by the quality of their character and their contributions. This is not to assume that 'academic intervention' is a one-size-fits-all solution to long-standing issues in diversity education. Nevertheless, it can be used as a pedagogical and management approach to deliver an integrated approach to diversity education which assimilates the business environment. Behavioural change at an organisational level could also be achieved through the destabilising effect of change in individual behaviour and is a key for advancing HR thinking in the future.

## Runner-up: Ilija Kjiroski from FYR of Macedonia

### Human Resource Management – Challenges of the modern era

At the very beginning of this millennium has started the era of talents, mostly because the success on the market evoked skilled workers – particularly the best ones. The new millennium is driven by globalisation, liberalisation and technological development. New era brings new challenges. They actuated the question of the nature of current practices and the role of specialists in the field of human resources (HR), finding new approaches in the functioning and delivering of their 'goods and services'. Human resource management (HRM) is now faced with a new challenge, creating new models for achievement of global mobility, efficiency and competitiveness.

Intellectual capital is increasingly becoming a crucial resource for companies, while the use of information and communication technologies, a necessity for co-ordination of working activities. HRM is experiencing significant transformation as a result of the development of information technology. Joint convergence of social media and demographic shifts bring new challenges of HR in organisations. Global competition imposes more pressure on managers in this area to make much better and faster business decisions. Investments in information technology are often seen as an important course to accelerate and improve decision-making processes.

Technology has changed the world in many occasions and many ways. Therefore, HR management is changing too. New technologies have a significant impact on the practices and processes in this field. With the new changes, they are no longer just a strategic partner within the organisation, but also they become change agents. Innovation is the ability to recognise change as an opportunity, not as a threat.

Most managers recognise that talent management (TM) programmes simplify the whole complex process, allowing a single platform to manage processes such as recruiting, learning, performance management, counselling and retaining. Talents are the ones who contribute the most to the development and achievement of goals, and the creation of additional value for the organisation. Companies that have a TM system are more successful than its competitors at the market in general.

Company objectives are largely achieved when the leaders encourage habits that contribute to building confidence in the team. Mistrust is expensive, not only as financial loss. Companies are familiar that they might have cultural and financial distress if the trust is not a fundamental value in the workplace. Confidence is not a value that can be assigned. Rather, it must be earned and continually maintained. Leaders must be sure that they have gained the trust of employees at every level of the organisation. Then, when the trust will become the rule – rather than exception – will follow the positive business results.

We are all faced with the challenges in the global business arena. Organisations in the twenty-first century depend on the way HR copes with the changes. Capital can be easily created. The technology can be easily upgraded and thrive. HR teams are exactly those that can directly assist facing the challenges with great courage, motivation and determination.

## Winner: Marion Dubos from France

### Passion as a Competitive Advantage: A new HR responsibility

'One person with passion is better than forty people merely interested.' E.M. Forster



#### *The changing and challenged world of work*

All European industries will agree with the fact that they are working in a fast-changing world. [...] Globalisation, run for innovation, a tough business competition, short-term cycle business approaches force companies to seek flexibility and to constantly adapt their organisational structures, leading inevitably to a transformation of the workplace itself [...] [towards] more complexity.

[...] It results in employees being less to achieve more and more complex missions with higher innovation and efficiency expectations from their companies, in shorter periods of time.

In the meantime, development of firms' representation abroad, mergers and acquisitions have also encouraged the internationalisation of the workplace. Remote work and new virtual communication tools [...] also contribute to changing working habits and to transforming the environment of work. This new version of the workplace is the theatre of intercultural mixes and thinner (sometimes blurry) frontiers between private and professional life. [...]

In these challenging times, a natural response may be to lean on management guidance. But, leaders also have changed. [...] Managers are strategic, administrative, leader, operational and instead of being seated in the office next door they are sometimes sitting in the country next door. Their role is more complex and dealing with many priorities, so finding time to spend (not only physically) with the team can be very difficult for all layers of the management pyramid. Besides workload unfortunately often place them as employees before placing them as managers.

Organisational complexity, accelerating transformations and economic pressure inevitably lead to confusion and push employees to look for a meaning in what they are doing. If taken as a dramatic fatality around which employees have to adjust, it can lead to a destabilised, demoralised and/or disheartened workforce, with all the negative impacts this has on the work itself (contagious demotivation, less performance and efficiency...). But what if, on the contrary, this situation was taken as an opportunity for success? [...] And what can HR do to influence such a mind-set for the benefit of corporate successes?

#### *More than just well-being, a need for passion at work*

The global search for a meaning in work and critics towards a dehumanised workplace have positioned the subject of well-being at the heart of many researches, studies and, consequently, at the heart of HR concerns and actions. [...] In fact, well-being would be responsible for 25% of the variance in individual performance (Wright 2010).

Many companies, nowadays, dedicate a part of their (or their entire) HR policies to 'well-being' at work. Ergonomic workplaces, mood indicator surveys, caretakers' offices, child care centres within the workplace, relaxation spaces, team-building events, etc, have been put in place in order to

encourage well-being at work. But is providing well-being opportunities at work enough to lead to well-being and to face such an ever-changing business world? Is well-being at work sufficient for one to boost their long-term capacity to adapt, to inspire creativity in the long run?

It is also our responsibility, as HR representatives, to find new (or adapted) levers for efficiency, innovation and, above all that, for motivation. Steve Jobs, founder of Apple, once said that *'you have to have a lot of passion for what you are doing'* and that *'the ones that are successful loved what they did so they could persevere when it got very tough'*. Talent and skills can be developed in an environment where it is pleasant to work. [...] But long-term successes, competitive innovation and perseverance are enhanced with passion. More than only focusing on well-being at work, companies should encourage passion at work. [...] But how can HR influence this concretely?

*How can HR help encourage passion to create long-term success?*

The Oxford dictionary describes passion as *'a strong emotion, a thing arousing great enthusiasm'* [...]. Passion is also defined as *'a strong inclination or desire toward a self-defining activity that one likes (or even loves), that one finds important, and in which one invests time and energy'* (Phillipe, F.L., Vallerand, R. J., Houliort, N., Lavigne, G.L. and Donahue, E.G. 2010). Applied to a modern business environment, being passionate about an occupation seems to encourage focus on its achievement, its success and imply that the purpose of the occupation itself corresponds to the employee inner values or serves a cause in which they believe. HR has a leading role to play on three dimensions to encourage passion at work. [...]

The first dimension is the corporate identity: being able to provide a favourable work environment offering the possibility for passion to express itself. A favourable work environment is, in such terms, a culture resulting from the alignment of a company's interests with its employees' self-identification to these interests. The HR function has an important role to play in corporate culture definition. To be able to generate self-identification and to drive passions, corporate values should be based on what is real [...] and turned towards a goal, a shared ambition (supported vision and strategy). Once defined, these values should be reinforced, as guidelines, in all HR activities. [...]

The second HR dimension is fundamental in order to release and identify passion within the company. Recruitment is a 'key' strategic activity which can lead to the success of an organisation. [...] To be able to count on the energy of passionate employees, recruitment should be adapted as an art which focuses on finding mind-sets before experiences. Therefore, HR professionals should implement recruitment processes and profiling approaches focusing on detecting motivations and inner values and assessing levels of adherence to the corporate culture of the company. Only when the inner motivation matches the company's identity and culture can recruiters proceed to an evaluation of skills and experiences.

Leadership would be the third essential dimension aiming at guiding passion in the long run. [...] Passion must be entertained and reasoned to remain balanced and sustained. Passion at work must be controllable [...] and driven by chosen representatives of the company's culture. Therefore who better than the managers could bear the responsibility of such 'guardians'? Dave Ulrich considers that one of HR's main roles is to *'ensure that managers understand the critical link between employee motivation and organizational performance and how this link can be sustained'* (Ulrich 1996). A clear definition of management expectations and margin of manoeuvres should be communicated to these 'passion leaders'. Naming the role differently could even perhaps influence awareness around its responsibilities and impacts on the team's inspiration. An even more serious attention should be paid to their selection. More than only their talent and mind-sets it is their level of positivism, their charisma and adherence to the corporate strategy which should be assessed.

## BCG report: Creating People Advantage 2013

### New report released: Creating People Advantage 2013

The latest report of the well-established Creating People Advantage study series is published now. The new research identifies key HR practices of high-performing European companies and gives specific guidance to companies seeking to gain an edge in people management. Companies throughout Europe know that they need to improve their people management capabilities if they are to succeed in a business environment marked by economic uncertainty and talent shortages. Yet they often struggle to translate these HR aspirations into specific actions. [Creating People Advantage 2013: Lifting HR practices to the next level](#) gives clear, quantitatively derived guidance to companies on how to strengthen their people management skills.

The report is the seventh in the annual series on critical trends in managing people published together by the EAPM and The Boston Consulting Group. This year's research drew survey responses from more than 2,300 executives across a broad range of industries in 34 countries throughout Europe. The author team supplemented those findings by conducting in-depth interviews with 37 HR leaders. The authors analysed people management capabilities among the survey population, focusing on ten key areas and the efficiency of companies' efforts to improve. *'For companies seeking to improve their performance in talent management and leadership, as well as the other examined key HR topics, these measures should be considered high priorities,'* said Filippo Abramo, president of the EAPM and a co-author of the study.

The empirical nature of the findings distinguishes this report from much of the current thinking regarding people management. *'We broke the survey population down into highly capable and low-capability companies and isolated the activities that separate them,'* said Jean-Michel Caye, a senior partner at BCG and a co-author. *'That allowed us to build our argument on data instead of intuition or anecdotes.'*

In the area of talent management and leadership, for example, the research results indicate that highly capable companies have several activities in common, such as strategically planning their talent and leadership needs on a long-term (more than five-year) basis, rather than reacting only to the most pressing needs.

Similarly, in the area of HR analytics, the survey results show that highly capable companies have a workforce demand model in place that is linked to driving, for example, business strategy, productivity and technology. This way these companies can accurately predict the job profiles they'll need to execute their strategy, by business unit, location and critical skills needed.

In the area of recruiting, best-in-class companies excel in having an employer value proposition that is systematically developed on the basis of a thorough analysis. A further key differentiator between highly capable and low-capability companies is a clearly defined and integrated social media strategy.

The survey for the next worldwide Creating People Advantage 2014 study is expected to be opened in February/March 2014.

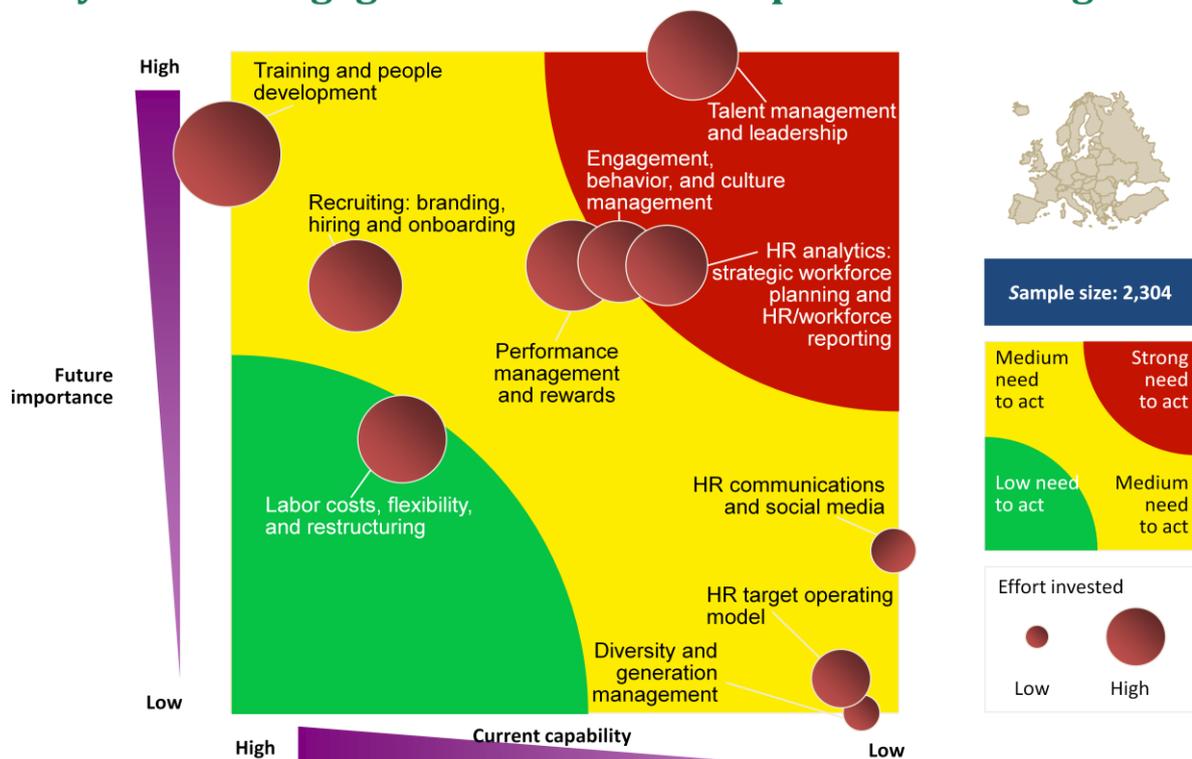
# Talent management and leadership ranked highest in most countries, followed by HR analytics

HR topic	Countries' GDP																								
	DE	UK	FR	IT	ES	RU	NL	TR	CH	SE	BE	AT	NO	DK	IE	FI	GR	PT	RO	UA	HR	SI	BG	MK	MT
Talent management and leadership	1	1	1	1	1	2	2	1	1	1	3	1	1	1	2	1	1	2	1	1	1	1	3	1	1
HR analytics: Strategic workf. planning /reporting	2	2	6	2	3	6	1	5	2	2	1	3	4	3	3	5	4	3	8	6	8	4	2	4	4
Engagement, behavior, and culture management	7	4	3	3	2	4	5	3	6	4	2	9	2	4	1	4	2	4	5	4	3	2	1	5	3
Performance management and rewards	8	3	2	7	4	1	8	8	8	6	5	2	5	2	4	3	3	1	7	2	5	7	6	3	2
HR communications and social media	5	6	4	4	5	9	3	2	3	3	4	5	7	5	7	2	5	8	3	5	6	5	8	2	6
HR target operating model	6	7	7	6	8	3	9	4	7	9	10	6	6	6	5	7	9	7	6	3	4	8	4	6	7
Training and people development	10	5	8	8	6	5	4	7	5	8	6	10	8	7	6	9	6	5	2	9	2	3	9	8	5
Diversity and generation management	4	10	9	5	7	10	7	6	9	5	8	4	9	8	8	10	8	10	4	8	10	6	5	9	10
Recruiting: branding, hiring and onboarding	3	9	5	9	10	8	10	10	4	7	9	8	3	9	10	8	10	9	10	10	9	10	10	10	9
Labor costs, flexibility, and restructuring	9	8	10	10	9	7	6	9	10	10	7	7	10	10	9	6	7	6	9	7	7	9	7	7	8

Rank 1 2 3 4 5

Note: Data from countries with more than 20 respondents. Ranking based on combined values of future importance and current capabilities. Sorting of HR topics based on overall ranking  
Source: BCG/EAPM web survey

# Talent management and leadership still most critical, followed by analytics and engagement – most effort put into training



Note: Average values of countries weighted according to the countries' real GDP Source: EAPM/BCG web survey

## Events



Romania



On 23 October 2013, HR Club organized the most important human resources conference of the year in Romania: the 9th edition of the **HR Club National Conference: HR Change Champion**. The HR Change Champion Conference gathered over 350 HR professionals, managers, directors and entrepreneurs. The participants had the opportunity to attend two keynote speeches presented by: **Dave Ulrich** – Professor at the Ross School of Business, University of Michigan, author of over 200 articles and 25 books, ranked number 1 most influential international thought leader in HR by HR Magazine, and **Tudor Havriliuc** – Compensation and Benefits Director at the social networking website Facebook.com and a renowned HR professional with a vast working experience in multinational companies in the Silicon Valley.

The agenda of the Conference also included a **Master Class presented by Dave Ulrich** on the subject of 'HR Tools for a Change Champion' and **three parallel workshops**: 'Building a Successful Compensation and Benefits Approach for an Engineering Driven Company' – workshop held by Tudor Havriliuc, Compensation and Benefits Director, Facebook.com; 'Becoming a Digital Enterprise: The challenges for HR strategy' – workshop held by Zsolt Szelecki, CEE Human Resource Consulting Partner, PricewaterhouseCoopers; 'Facing the Generation Challenges in Talent Management' – workshop held by Michael Geke, Partner and Head of People and Change, HR Management Consulting Unit, KPMG Germany.

The HR professionals who attended the event had access to another useful HR tool as the **4th edition of the HR Best Practices Manual** was released during the Conference. The volume presents the most valued HR projects by the jury of 2013 HR Club Awards Gala, the only Romanian event that recognises and awards excellence in the HR field of work.

More details are available on the HR Club website: [www.hr-club.ro/en](http://www.hr-club.ro/en)



Dave Ulrich and Tudor Havriliuc at the HR Club Conference: HR Change Champion



United Kingdom

## Welcome from the CIPD – Manchester and beyond

Our Annual Conference and Exhibition – or ACE, as we call it – took place in Manchester last month. It was a great success with lots of very positive feedback and response, given an extra lift by the opportunity to celebrate our centenary year.

There were many great speakers across almost 50 different sessions over the two days. Together with over 180 exhibitors and free learning sessions on the exhibition floor, there was plenty to learn from. We also had a significant international presence at the conference with representatives from many different countries and HR bodies or institutes. We hosted the European HR Congress, organised through the European Association of People Management, on the day before the conference, which worked very well with lots of different presentations and discussions on the common themes of HR globally.

I opened the main event with a look at the priorities for the CIPD and our framework for how we are looking at the future of HR. As I said in November's *People Management*, it's about linking the major contextual shifts in the nature of work, the workplace and the workforce, the development of better measurement and analytics, building more of a business language for HR, and what we are calling the science of HR. During the conference we covered all these areas, as well as formally announcing the launch of our Valuing your Talent work on human capital metrics.

Social media captured a lot of attention for me. It's a topic that always gets lots of interest from across the HR and learning communities – and ACE was no exception, with sessions related to the topic heavily attended. As a profession, we not only need to understand it and the opportunities it presents for engagement, learning and communications, but we will also learn by using it ourselves, both inside and outside our organisations.

So it was great to see the interactions via social media throughout ACE, ignited by the CIPD's communications teams and hugely supported through the impressive mix of bloggers and tweeters who attended. Through social media, as well as some live streaming and recording of parts of the conference, we are aiming to open up the event to a wider audience. We also had a 'fringe' event organised by our social media community at ACE that allowed people to explore themes they were hearing in more depth.

We'll continue to push the use of social media as a means of engaging across our communities, and, for example, continuing with hackathon-type approaches, to connect more and more of us into the debates about the future of HR, business challenges and other key themes. We are working through a comprehensive digital strategy linking content, community and communications and have just completed the first phase of implementation of a new integrated systems platform.

Our organisation, like so many others, needs to surf the wave of digital and social media, but the technologies we use, the content we manage and the groups we need to connect to will continue to evolve. That means working with others who have the core capabilities we can make use of, while we continue to focus on what we do best.

Peter Cheese, CEO CIPD



## Turkey

The 21st PERYON People Management Congress took place on 5-6 November 2013 with record breaking participation.

One of Europe's biggest HR conferences, the 21st PERYON People Management Congress took place in Istanbul with 50 sessions, 150 speakers and more than 2850 participants.

The 21st PERYON People Management Congress hosted a wide array of guest speakers ranging from world famous management gurus to top executives, consultants and professionals from worldwide companies. This year the number of participants rose 20 percent, overtopping a record number of 2850 participants.

The Congress held in Istanbul, hosted world famous speakers such as Jim Lawless, Prof. Heike Bruch, Douglas Miller and Ravin Jesuthasan. Leaders of worldwide giants such as LinkedIn, Towers Watson, PwC, Oracle, Hay Group, Management Center Europe and i-nexus shared their global experiences with the Turkish business community.

Conference delegates were easily able to access every detail about the congress from their mobile devices at the Congress Hall. The official website for the PERYON Congress received 24.336 page views during the congress. The congress was also followed closely in social media with more than 5.000 tweets about the congress and #peryonkongre becoming a trend topic.

This year the 'PERYON HR Blog Awards 2013' were given out for the first time awarding the 'Best HR Blogs' in Turkey. Turkey's most important and prestigious awards in People Management, the 6th PERYON People Management Awards were also given out at the Gala Dinner on the first day.



## EAPM - working group members

### Members of the working group



**Izy Behar**  
**President**



**Filippo Abramo**  
**Past President**



**Svetla Stoeva**  
**Vice President**



**Susannah Clements**  
**Secretary General**



**Max Becker**  
**Treasurer**



**Sam Paris**  
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## EAPM - meeting dates 2014/15

2014 16 January	Portugal	Working group
2014 17 January	Portugal	Excom
2014 21 March	To be confirmed	Working group
2014 5–6 June	Paris (France)	Excom + Delegate meeting
2014 5 September	Ljubljana (Slovenia)	Working group
2014 5–6 November	Manchester	Working group
2015 22 January	Malta	Working group
2015 23 January	Malta	Excom
2015 22/24 April (date to be confirmed)	To be confirmed	Working group
2015 19 June	To be confirmed	Working group
2015 28 August	To be confirmed	Working group
2015 21 October	Valencia	Excom
2015 22 October	Valencia	Delegate meeting
2015 23 October	Valencia	EAPM Congress

## EAPM Congress October 2015

The EAPM will celebrate the 2015 Congress in Spain on 22 and 23 October 2015.

AEDIPE, the Spanish Association for People Management and Development, is the organising entity. AEDIPE was created in 1965 and is a member of the EAPM. AEDIPE is the best-known HR association in Spain and has a wide experience in managing congresses and events.

For both AEDIPE and the EAPM, the 2015 Congress will be the acknowledgement of professionalism and demonstrate the positive relationship that these two organisations have. Spain will have the opportunity to showcase Spanish companies and good HR practices as well as the wish of learning how to improve the HR function.

The city of Valencia will be the host of this important HR meeting. This is a great challenge for AEDIPE, Comunidad Valenciana and the regional government, which support their role as a host of this international event. The venue will be located in the Hotel Balneario Las Arenas, a five-star hotel by the sea on one of the most beautiful beaches of Valencia.

Valencia is a warm, welcoming city dedicated to tourism, business and important events. The EAPM and AEDIPE look forward to welcoming you to this event – please mark the dates in your diary.

