

Newsletter

March 2013

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Welcome

Filippo Abramo, EAPM President



Many recent surveys (e.g. EAPM/BCG 2012) have clearly shown that, in this crisis situation, people are one of the most important assets compared to technology and finance.

In each company every single person is crucial if he/she is competent, committed and motivated and if the organization is well designed to focus these assets towards problem solving.

Furthermore, people and organizations must be aware that competence, motivation and engagement must be focused to a team-work approach because most of the projects nowadays are run by teams of various professionals, often working in different places. The real problem is how to get motivation and engagement in a crisis environment where individual interests are prevailing and, even worse, people have low trust to their company. That represents a real challenge for HR managers. This is the playground for them if they really want to play a strategic role. HR mission can be identified as 'to create team spirit and to establish mutual trust'.

Here again the problem is how to do it?

Really, it is not a simple problem of methodology but it is a cultural challenge: HR people have to convince different stakeholders, at various levels (top management, employees) that everybody has to gain something if, within the company, conditions of trust and teamwork are prevailing in a kind of 'win win situation'.

A practical example is given by Northern European countries: they are among the most competitive in the world, in spite of the very high labour cost, thanks to trust and cooperation prevailing in their companies.

Therefore, if HR people succeed in convincing their stakeholders to implement projects of change embedded to these values (trust +team spirit), they will be very productive and very helpful for the success of their companies.

As a consequence, HR role also could become more strategic in a process of cultural change that, at the end of the day, could help not only the single company but also the entire economy of each country.

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Perspectives

EAPM



EAPM Exco Romania

The EAPM Executive Committee met on 18 January in Bucharest, Romania. It was a smaller meeting than planned, as several attendees had their travel plans disrupted by the severe snow storms affecting

Europe – and there were some colleagues who had an extended stay, as their flights home were cancelled!

ExCo had a very interesting presentation about the labour market and key HR trends in Romania from Dana Cavaleru, the CEO of HR Club Romania. The presentation is **available on the HR Club website**.

Amongst other topics discussed were the development of a professional HR body in Croatia with Sasa Jurkovic; the further development of HR capability in the Balkans; update on the EAPM Congress on 5 November 2013 in Manchester; the European HR Award scheduled for presentation at the Congress; the forthcoming BCG/EAPM research project; and the potential development of two HR standards in Europe around diversity, and Human Governance.

HR Club Romania also generously hosted a walking tour of the historic centre, and a visit to the People's Palace – the second largest administration building in the world after the Pentagon, and the third largest by volume after Cape Canaveral and the Great Pyramid.

Stephanie Bird
Director of HR Capability, CIPD
EAPM Secretary General



BCG/EAPM Survey

What challenges and priorities do you see coming for HR?

The European Association for People Management (EAPM) and The Boston Consulting Group (BCG) are jointly conducting the **2013 European**

HR survey 'Creating People Advantage (CPA).'

This is the seventh year we are conducting the survey, which is renowned throughout the HR industry. We know you are busy, but we hope you will find the time to fill out the survey at <https://www.113.vovici.net/se.ashx?s=13B2588B76AD673A>

The report will look at 10 HR topics in terms of their importance, companies' capabilities, the effort invested, and the perceived value added for the business.

Moreover, the CPA 2013 will feature the latest trends in:

- Responding to megatrends affecting people management
- HR transformation
- HR and workforce reporting
- Learning and development

Your participation will contribute to the data quality and ensure that your country's perspective on HR issues is covered in the report.

As a thank-you for your participation, you will be among the first to receive the 2013 report and its findings. Additionally, you will receive an e-mail with a selection of recent studies by BCG and EAPM right after finishing the survey.

Once again, here is the <https://www.113.vovici.net/se.ashx?s=13B2588B76AD673A> to the online survey.

Thank you in advance for your participation!

Pieter Haen
Steering committee EAPM/BCG

Perspectives



Malta

350 Managers discuss people management at the FHRD annual conference

Over 350 senior managers and executives met for a one day conference organized by the Foundation for Human Resource Development at San Gorg Corinthia Hotel in St. Julians on the 5 October 2012. The theme of the conference was Challenge, Journey and Outcome which was addressed by leading foreign and local speakers including Brian Mayne, David Liddle and Claire Bishop. It was also announced that David Liddle was collaborating with the FHRD to develop the concept of Mediation in Malta while FHRD has already geared itself to provide this service to local industry. The conference which is an annual event in the calendar of FHRD, included a long string of workshops on varied topics and a Masterclass to choose from and has become a networking hub for managers who also share practical experiences at work. It also includes the HR & Training fair where exhibitors mainly from the IT, training and insurance sectors meet their clients and seek new business.

Commenting at the end of the conference, the CEO of the Foundation Joe Gerada said that this year's conference was a great success and exceeded expectations. It has truly become the hub for people leaders not only for business contacts but to advance ones' career, gain knowledge about learning opportunities and networking with overseas professional institutions. Mr Gerada said that FHRD cares about what people know and the mission of FHRD is to assist people nurture their talent and the Foundation is now providing a wide array of services to push in this direction.



Brian Mayne addressing the audience in his key note speech at FHRD conference

FHRD Hosts the Malta People Awards for the eleventh consecutive year



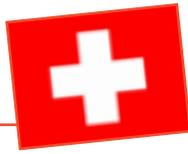
Helga Ellul Past President of the Malta Chamber of Commerce being awarded the Life Time Achievement Award for HR Practice

The Foundation for Human Resources Development (FHRD) celebrated the eleventh edition of The Malta People Awards. The event was held at the Radisson Blu Hotel in Golden Bay on the 7 December 2012, with an exceptional ceremony that included representatives of various companies from several different business sectors. The Malta People Awards presents prestigious awards in recognition of the efforts that companies and individuals accomplish in the HR field. FHRD believes that awarding such accomplishments encourages companies to improve their HR departments and come up with innovative ways to elevate HR standards in Malta. HR is made up of people, their skills and their experiences, making diversity imperative in the ever-changing markets in today's global economy. Events like these serve as evidence of the continuous expansion of the HR profession both nationally and globally. All present had two things in common- appreciation towards HR and the realisation of the importance that HR has in all markets. In this year's Malta People Awards, twelve companies were nominated for seven different awards and the Overall HR Excellence Award. With Maltese HR practices improving throughout each year, criteria for this year's Awards had to become more rigid, thus making this year's awards even more prestigious.

James Gatt
Executive, Foundation for Human Resources Development



Perspectives



Switzerland

HR Swiss Congress 2012: A resoundingly successful top event

The effects of the change in values on HR: This topic was the focus of the fifth HR Swiss Congress 2012 in Berne. The key notes and accompanying sessions were characterised by high-calibre speakers and specialist discussions at a high level. The congress, which is held every two years, is not only the top event for HR specialists but also an ideal platform for know-how transfer and networking.

Just over 500 participants took part on 19 and 20 September 2012 in the two-day HR Swiss Congress – ‘all in all a very successful event’, as HR Swiss President Urs Burgunder noted with satisfaction at the end of the congress.

The first day of the congress was dominated by the changed value expectations. Under the motto ‘Enjoy Capitalism’, the Swedish bestseller author and management guru Kjell A. Nordström as the keynote speaker outlined the forthcoming, in part radical, changes over the next decades in a world full of new technologies and know-how that is available at any time. In his words, the key qualifications of the future will include the ability to innovate – with the courage to also open up new business opportunities in a creative manner and with a willingness to take risks.

‘The world will specialise further, but the centre of the new mindset will remain the US’ was one of the key theses. The renowned scientist counts, for instance, women from a migrant background among the ‘fast movers’ in this upcoming economic system. He says they are flexible, intelligent and hard-working, have social skills and experience in working in a team, which is why he believes they are capable of driving rapid change in society.

The well-known German philosopher and publicist Richard David Precht addressed the multi-faceted question ‘Why do we prefer to be bad rather than stupid?’ and resulting insights for morals in his keynote speech. He documented impressively, using practical examples, how living things learn double standards and how also people regularly apply new strategies with which they dupe themselves from a moral perspective by blocking out, postponing, comparing or by not feeling responsible. One of several conclusions according to Precht is that fairness pays off.

The highlights of the 2012 HR Swiss Congress included, among others, the presentation of the Swiss Employer Award for the first time, honouring the 25 best employers based on a detailed employee survey.

Max Becker
Treasurer EAPM



Denmark

The newest HR trends and HR products

In October 2012 the Association of Human Resource Managers in Denmark held the exhibition Træfpunkt Human Resources for the thirteenth time.

For two days the beautiful exhibition hall Øsknehallen in Copenhagen was transformed into a busy marketplace of HR providers and on the three scenes, Keynotes Corner, Power Corner and Speakers Corner, the latest HR trends were presented by a mix of professional scholars and HR practitioners.

The exhibition was visited by approximately 2200 HR managers with the purpose of strengthening their professional knowledge, meet and network with HR colleagues and shop for HR products and services. More than 140 exhibitors presented their HR products and services at the exhibition.

After a successful exhibition in 2012 the Association of Human Resource Managers in Denmark is already planning this year’s exhibition.

Watch the video from Træfpunkt Human Resources 2012 (Link: <http://youtu.be/A0xHztpxflo>)

Marie Korsgaard
Communication Manager, PID

Perspectives



Macedonia

4th International Conference on Human resources in Macedonia: 'HR as a business partner'

The Macedonian Human resources association (MHRA) hosted the fourth International conference named 'HR as a business partner'. This event, which took place on 23 November 2012, in Skopje, has finished with great success.

The economic crisis has challenged the confidence between employers and employees, which is a big problem for the companies. Our top lecturers, practitioners in the area of HRM gave their perspective and opinion on the thesis that Human Resources are business partner of the companies in regards to dealing with the crisis opting for results with a successful outcome. Lecturers also discussed the need for optimal utilization of human capital as a constructive driving force of change.

MHRA had the honor to welcome many participants, well-known names in the world of HRM, outstanding speakers (from Macedonia and abroad), distinguished HR managers. The event received the support of the line Ministry, with presence and opening speech from the Macedonian Minister of labor and social policy, Mr. Spiro Ristovski.

The year of 2012 is of great importance for the MHRA, because this is the year when MHRA obtained full membership in EAPM. This moment was officially

announced at the Conference with the presence of Mr. Pieter Haen, president of WFPMA, and Mr. Filippo Abramo, President of EAPM, who congratulated on the membership, giving a statuette to the President of MHRA, Ms. Hristina Lozanoska. This statuette is a symbol of the future mutual cooperation. As a result of this great achievement, MHRA is opening up to opportunities for international integration and active participation in projects for standardization and certification of the profession in the broader region.

After all, it justifies the concept and theme of this year's Conference, which promotes strong commitment of MHRA for openness and cooperation towards building the necessary networking platform for all stakeholders and relevant actors in the country and internationally, at the same time to promote and enhance the profession of HRM.

After four years of successful operation of the MHRA, the interest and enthusiasm to fulfil the mission of this functional association increases. - Human resources -business partner for companies and partnerships being built with respect and understanding of common goals and interests. At the same time, human resources need to support the general management in this rapid technological development, turbulent times and changes.

Hristina Lozanoska
President, Macedonian HR Association



Filippe Abramo
 presenting the statuette
 of future mutual
 cooperation to Hristina
 Lozanoska

Perspectives



Norway

Is technophobia a barrier to HR transformation?

The CIO laid the foundation of the knowledge-intensive working environment we have today. Now another profession is invited to take over the baton. The Chief of Staff has been upgraded to the Chief of Human Resources, and I believe she has the power to take the role the CIO has had with regards to creating and supporting a new, borderless business reality. But does she take the challenge?

The 'HR Survey 2012', conducted by HR Norge and Ernst & Young, shows that the classical HR function keeps changing from year to year. The changing requirements are related to the need for HR to be a strategic partner in the business. For that to be possible it is required that 'classical' administrative HR tasks become automated and integrated in the organization's IT infrastructure.

The 'HR Survey' shows that technology, which is a major enabler of change, scores very low on the HR-department's priority lists. Countless man hours are still wasted on trivial tasks involving printing papers, physically transferring them to another person who re-enters the data in another system.

Ignoring the possibilities of technology robs HR of a golden opportunity and a standing invitation to participate in shaping the future.

Competitive advantage used to be gained by using technology a little smarter than the competition. You can still buy a technological edge, but the differences are leveled within a few months. The cost of being a 'first mover' in IT is high, and the gain is painfully short-lived.

This does not mean that IT has lost its meaning. But strategically the lever has been moved upwards. Where we 20 years ago invested in CPUs, computers and network, we today invest in talent, culture and business relations.

In this process, new challenges are presented for an old discipline. When HR Norway and Ernst & Young unveiled the 'HR Survey 2012' late last year, they found a growing demand for change in the HR function, primarily from senior management and HR management itself, but increasingly also from line management in organizations.

We see a new generation of leaders emerging, and they expect HR to contribute to more than processing payroll and managing sickness leave. These new leaders seek support and assistance in the recruiting, talent development and management training.

HR has slowly grown with the task. Many would say too slowly. The transition from a reactive, transaction-oriented function to a proactive strategic function is both frustrating and confusing for many.

The ongoing change process is what we in HR now refer to as 'HR Transformation'. The transformation occurs in two areas: streamlining administrative tasks, and transforming HR to become a strategic partner for the business. The 'HR Survey 2012' measures HR's maturity in these areas.

A barrier to change may be what seems like an ingrained skepticism about technology in HR. Technology is one of the most important instruments of change. In HR, who seeks to free resources associated with administrative tasks, technology is the lowest priority. On average, Technology scored 3 of 7 for its potential for change.

This is a paradox, and it must be resolved before businesses can take full advantage of HR as a strategic partner. As stated in the book 'Global HR Competencies', one of the central skills that must be mastered by HR is being a technology proponent.

This does not mean that HR should become technology specialists, but they should be familiar with and understand the possibilities of technology. Today, HR and the organizations they belong to miss a number of opportunities as a result of HR's lack of balance between human orientation and understanding of technology.

Many HR professionals seem to have a blind spot when it comes to technology. Some also struggle with the fact that they have not acquired sufficient knowledge about customer needs, value creation, finance, marketing and communication.

To get to the next level of HR transformation, we as HR people need to crawl out of our silos, and start utilizing the possibilities of technology to its full extent.

Paal Leveraas
Executive Coach and Communications Advisor,
HR Norge



European Law

Accrued seniority in connection with a fixed-term employment at the same company must be taken into account when recruiting for a permanent position.

The Court of Justice of the European Union has recently concluded in a case involving Italy that the Framework Agreement on Fixed-Term Work establishes that fixed-time workers are not to be discriminated against solely because they have a fixed-term contract, unless the unequal treatment is justified by objective grounds. According to the legislative documents of the Act, fixed-term workers may not be discriminated against just because they have already previously been hired on a temporary basis. Only if the unequal treatment is justified by objective grounds, the differential treatment will be deemed lawful.

Italian law provides that, permanent employment of fixed-term workers in the public sector is acceptable. The remuneration shall then be set at the entry level salary rate, with no account to be taken of the length of service accrued under fixed-term or specialist contracts.

The Italian National court

A number of applicants, who all worked for the Italian National Competition Agency under successive fixed-term contracts, began working on permanent contracts. The applicants were all placed at the entry level in the pay scale categories. This happened with no regard to the length of service already accrued under the fixed-term contracts.

The Regional Court dismissed the action brought by the applicants on the ground that the Italian law made it possible not to take into account the length of service accrued during fixed-term employment for persons in the public sector. Doing so would also be contrary to the Constitution of the Italian Republic.

The applicants brought an appeal against that decision before the Council of State, referring to the EU Social law.

The Council of the State considered the EU Framework Agreement as not being applicable within Italian national law. The Council decided to stay the proceedings and to refer to the Court of Justice of the European Union for a preliminary ruling.

The prevention of discrimination and abuse

The European Court of Justice stated that there would be no reason why the Framework Agreement should not apply to the dispute. The Framework Agreement prohibits less favorable treatment of fixed-term workers as compared with permanent workers.

In the event that the duties performed by the applicants in the permanent working position were the same as those performed previously under the fixed-term employment the Framework Agreement is applicable.

If the duties performed did not correspond, the case would not be contrary to clause 4 of the Framework Agreement, as that difference in treatment would relate to differing situations.

According to the European Court of Justice, clause 4 of the Framework Agreement is unconditional and sufficiently clear for individuals to be able to rely on it before a national court.

The consequence of the ruling is that employees who believe they have been treated in a less favorable matter due to their fixed-term contracts may rely on the EU Social law and seek justice before the national courts.

Case C-302/11 to C-305/11 Rosanna Valenza and Others v Autorità Garante della Concorrenza e del Mercato

By IUNO

Morten Lau Siggard

Rikke Line Lyngaae Rasmussen

Anders Etgen Reitz

IUNO



Forthcoming Conferences

Germany

Twenty first DGFP Congress in Germany – a 'must' for HR professionals

The next DGFP congress will be the **twenty first** and the second one in a new location, the **Frankfurt** congress center. It will take place on **13 and 14 May 2013**. The congress's motto is '*Personalmanagement gestaltet Zukunft*', which means 'HR management creates future'.

International guests with a good German knowledge are welcome! Members of our EAPM partner associations are allowed to a special rate: €1.190 for both congress days and a fee of €620 for a one-day ticket. Both one-day tickets enclose a special evening event in a location of Frankfurt's famous 'Westend'. Those who are interested to participate can contact Ute Graf or Dorothee Ellerbrake (graf@dgfp.de; ellerbrake@dgfp.de).

United Kingdom

The CIPD will be holding its annual HRD Conference at London's Olympia conference centre on 24 and 25 April 2013. It will comprise 32 conference sessions over the two days on key areas of learning and development, and will be accompanied by a free exhibition. More information is available from the CIPD website at www.cipd.co.uk/cande/hrd/conference

Denmark

Denmark was the first association to confirm the dates for its 2013 Conference, as we received the information just 2 weeks after the completion of the 2012 conference! This year's Traefpunkt Human Resources will take place in Copenhagen on 2 and 3 October 2013.

Greece

As this newsletter moves towards its publication deadline, our colleagues in Greece will be attending their Annual HR Forum. This is taking place in Athens between 6 and 8 March with the theme 'HR: today, tomorrow and beyond'.

It is being run with their collaboration partner the RBL Group, who include the well-known guru Dave Ulrich as part of their organisation. This particular conference will be delivered by Allan Freed, who will

provide the latest results from the Human Resource Competency Study.

The initial conference day will be followed by a two-day state-of-the-art workshop, 'addressing key actions and behaviours that grow HR professional and leader competence'.

Ireland

CIPD in Ireland will soon be holding its annual national conference. This year is something a little different as it will be the organisation's Centenary Conference and Exhibition and it will take place at the Burlington Hotel in Dublin on 29 and 30 April 2013.

Latvia

The 'Power of Four' is the theme for the LPVA's national conference in Latvia. This will be held at the Radisson Blu Daugava Hotel in the Latvian capital, Riga on 21 March 2013. Once again there is a link to the forum programme on the news and events page of the EAPM website.

Slovakia

Early notification of a date for your diaries – the Slovakian association ZRR LZ will be holding its Annual HR Conference in Bratislava on 24 and 25 September of this year. More information will follow on the EAPM website when we receive it or you can email the association directly at zrrlz@zrrlz.sk

Switzerland

The country is renowned for its efficiency and attention to detail, so it comes as no surprise to learn that our Swiss colleagues have already set the date for their 2014 Congress!! This will take place in Berne on 16 and 17 September 2014.

Sweden

Sveriges HR Forening have confirmed the dates for their annual conference. HR Dagarna (HR Days) 2013 will take place in the Berns and China Theatre in Stockholm on between 25 and 26 September 2013.

Other events this year in Sweden will be Personaldagen on 22nd April and Testdagen on May 27th – both of these events will held in Operaterrasen in Stockholm. Looking towards the end of the year, Forskardagen (Research in HR) will be held in November.



EAPM Congress

5 November 2013
Manchester UK



CIPD is proud to host the 2013 EAPM Congress alongside our Annual Conference and Exhibition in Manchester.

On 5 November the EAPM Congress will explore the latest issues on the European HR agenda and provide fresh perspectives.

Discover new ideas, innovative solutions and creative approaches.

With an outstanding range of speakers and stimulating real-world case studies, the Congress offers an opportunity for European practitioners to come together to network, share learning and shape the future of our profession. Find out how your peers

are tackling their HR challenges. Share knowledge and best practice with an international community of fellow HR practitioners and make new contacts to help solve your workplace issues.

Delegates attending the EAPM Congress also have the opportunity to attend the CIPD Annual Conference and Exhibition which takes place at the same venue on 6–7 November.

As CIPD celebrates 100 Years of Leading HR into the Future, join the thousands of HR practitioners who attend the conference and visit the free exhibition each year, to discover the latest developments in HR, hear from leading organisations and business experts and network with colleagues from around the world.

Tickets start from just £299.

To request a brochure just visit – www.cipd.co.uk/EAPM





About Manchester

The EAPM Congress and CIPD Annual Conference and Exhibition will take place at Manchester Central, an award-winning Convention Centre in the heart of one of Europe's most dynamic and exciting centres.

To find out more about what Manchester has to offer visit <http://bit.ly/CIPDManchester>



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