



# Newsletter

June 2016



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**The EAPM Survey shows best practices of national HR associations**

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**Join us at the 16<sup>th</sup> World Congress on Human Resource Management in Istanbul!**

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# Editorial

By Bob Morton, EAPM President

Welcome to our latest edition of the EAPM newsletter. As you will notice, we have introduced some substantive and editorial changes as a first step towards turning our newsletter into a more professional European magazine focusing on European HR trends and good practices in our member countries. In this context, I would like to thank all those who have sent us highly interesting articles and studies “from the ground” across all Europe. We invite you to continue doing so always when you come across a valuable HR initiative.

A topic which is very relevant to us all in Europe is Migration. Our colleagues from DGFP have contributed an excellent article in this issue ‘Coming to stay – integration of refugees into the Labour World’. I wanted to give some context to the issue of migration and particularly the implications for HR.

## Migration and HRM issues

Migration can be positive. However, in the current political and social climate it is perceived negatively and is an increasing source of social friction. It is sometimes seen as a threat to national cohesion and security. Since access to social benefits in welfare states is often related to residence, governments attempt to control the amount and type of immigrant, usually to favour skilled migrants and to minimize demand on social welfare systems.

HRM across Europe is influenced by EU regulation, of which an important dimension is the free movement of labour. However

free movement is under threat during the current migration crisis. Labour mobility and migration confront human resource managers with a number of unique challenges. Chief among the main issues raised by migration is the issue of diversity and multiculturalism (especially in the workplace): its causes, consequences and management.

It is too early to gauge how HR in European countries is coping with this emerging environment and the challenges it brings. Few organisations are taking on migrant labour (where they have been granted permission to work) and the majority of migrants are unskilled. It is likely that some will engage with the unseen economy in order to survive and place downward pressure on wages.

In the medium to longer term the influx of younger workers may help to rebalance the labour market providing suitable skills training is provided. The European Commission has estimated that, even if the EU accepted 1.4 million immigrants a year for the next three decades, the EU would still end up having two working-age people for every person aged over 65, compared with four today. So, added numbers should be welcome. See graph below.

## Emerging trends in HR

In addition to the critical issue of migration, I think it’s also useful to reflect on the emerging shift and changes in European Human Resource practices in 2016.

It is important to set the context for these changes. Europe ac-

counts for one-tenth of the world’s population. Two-thirds of Europeans live in countries

that are members of the European Union (EU). The proportion of the population (aged 15-64) who are employed in the EU is just 66.0%, compared to 69.3% in Japan and 71.5% in the USA.

## HR strategy needs to evolve

The focus for HR strategy in Europe over the last decade has been to find an ever-widening range of methods to cut costs and improve operational performance. These tend to be carried out irrespective of the current stage of the economic cycle or a company’s relative competitive position. Options which were once regarded as either in or out of fashion are now being assessed purely on their merits, and are being swiftly adopted if they seem likely to succeed.

We appear to have entered an era of corporate perfectionism in which organizations believe almost anything is possible. The prevailing aim of companies is not just to be more efficient and effective than their business rivals, but to be so good that it will be dangerous for competitors to try to emulate their achievements. However there is a danger when pursuing corporate perfectionism we can forget the ‘Human’ in Human Resources. There is an emerging trend towards focusing on the person, enabling them to



Bob Morton

do the best job they can, and giving them the opportunity to develop. It's one of the reasons we as HR professionals need to get back to a deeper understanding of human behaviour, but also why we need to get better at measuring and understanding outcomes and value. The future has to be a lot less about control, and a lot more about enablement.

Too often the long drive for efficiency and too much focus on so-called 'best practice' have constrained thinking into a 'one size fits all' approach, in which it's easy to lose sight of purpose. Good HR is contextual, individually and organisationally, and the world of work is evolving so quickly anyway that focusing on finding best practice versus most appropriate practice, or 'best fit', makes less and less sense. Rather than prescriptive processes and practices, we need to start with broad principles that are sensitive to various stakeholders and are focused on good business purpose and outcomes.

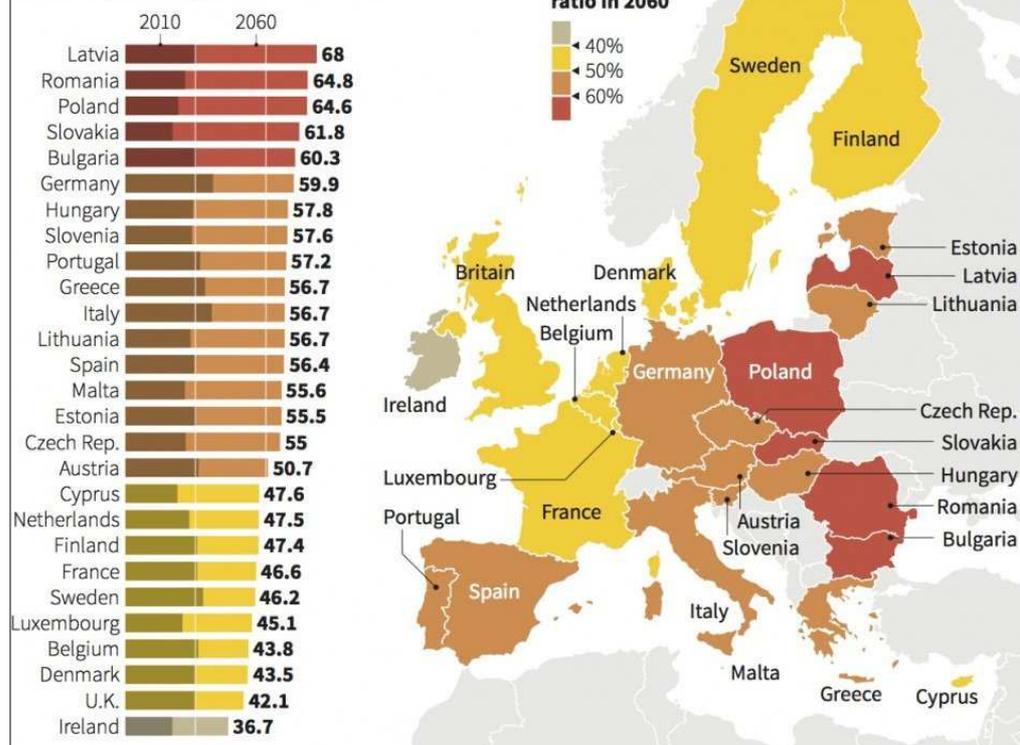
### Developing EAPM

EAPM is presently going through exciting times. Since the beginning of the year, a team comprising four country representatives under the leadership of Mr. Even Bolstad, Managing Director of HR Norge, is working on the revision of EAPM statutes with the objective to make our umbrella organization more participatory and adjusted to modern governance.

The newly established EAPM subcommittees represent another element to further develop the voice and value of EAPM for the HR profession across Europe. I am delighted about the work that has been prepared so far by the various subcommittees, and I am eager to see our new projects go live. I would like to thank all of the

### PROJECTED OLD-AGE DEPENDENCY RATIO

Number of persons aged 65 as a percentage of number of persons aged between 15 and 64.



committee chairs and members for their commitment and particularly Mrs. Dana Cavaleru, Executive Director of the Romanian HR Management Club, who has recently conducted an EAPM membership survey with the effective participation of 23 national member associations. You can find the results of the survey on page 16 of this newsletter.

### New Secretary General

In the meantime, DGFP in Germany has fully taken over the EAPM Secretariat. Following the departure of Dr Sascha Armutat, Mrs. Katharina Heuer – the managing Director of DGFP – has become the new Secretary General of EAPM.

Finally, on behalf of EAPM, our Turkish colleagues, Peryön, are hosting the WFPMA congress in October. There is more on the

congress in the newsletter. However, I think it's important to note that, having carefully reviewed the security situation with Peryön, EAPM continues to be fully supportive of the WFPMA Congress being held in Istanbul.

We are proceeding to organise our EAPM Annual Delegate's Assembly in parallel with the World Congress. Clearly if the situation worsens or our governments advise against travel we need to review the position, however we have expressed our solidarity with our Turkish colleagues in these difficult times which we are facing not only in Turkey, but across Europe

I look forward to an exciting year.

*Kindest Regards,*  
Bob

## Europe's stubborn gender pay gap – will it ever close?

By Rachel Suff, CIPD, United Kingdom

The gender pay gap is arguably the most obvious expression of women's inequality at work. Although some success has been made in narrowing the gap in recent decades in many European countries, progress towards closing it completely is stubbornly slow. According to Eurostat (the statistical office of the European Union), in March 2016 the gender pay gap stood at 16.1% in the European Union (EU), a mere 0.3 percentage points lower than a year before. This means that women earned on average 16.1% less than men (based on average gross hourly earnings).

### The gap ranges in size

There are considerable differences in the gender pay gap across Europe, as shown in the table below. According to Eurostat's March 2016 release, across Member States, the gender pay gap varied by 25.4 percentage points, ranging from 2.9% in Slovenia to 28.3% in Estonia. The causes of the gender pay gap are complex and interconnected, with some factors resulting from deep-seated societal and cultural trends and attitudes that have become entrenched in modern-day institutions and working practices.

According to Eurostat, there are a number of factors influencing the size of the gender pay gap in different countries including 'the kind of jobs held by women, consequences of breaks in career or part-time work due to child-bearing, decisions in favour of family life, etc. Moreover, the proportion of women working and their characteristics differ signifi-

cantly between countries, particularly because of institutions and attitudes governing the balance between private and work life which impact on the careers and thus the pay of women.'

The European Commission says that the gender pay gap is not an indicator of the overall inequality between women and men; it must be looked at in conjunction with other indicators linked to the labour market. For example, in countries such as Italy where the female employment rate is low, the pay gap is lower than average – this may be a reflection of the small proportion of low-skilled or unskilled women in the workforce. It says that a high pay gap is usually characteristic of a labour market which is highly segregated, meaning that women are more concentrated in a restricted number of sectors and/or professions, such as Estonia and Finland.

There are a number of systematic reasons as to why a gender pay gap might exist in particular sections and workplaces in a country's economy, such as the talent pool available to certain employers. In the UK, for example, there is a strong disparity in the number of males and females pursuing studies in science, technology, engineering and mathematics (STEM) subjects. Therefore, it is highly likely that a large number of, for example, engineering businesses will end up reporting a relatively high gender pay gap. Factors such as the number of females pursuing certain courses of study mean that some underlying reasons for the pay gap are beyond the control of individual employers.

### What action is needed?

The Commission aims to close the gender pay gap through both legislative and non-legislative means, and has also implemented actions directly focused on

**Table:** Gender pay gap in EU Member States (%)

Austria	22.9%
Belgium	9.9%
Bulgaria	13.4%
Croatia	10.4%
Cyprus	15.4%
Czech Republic	22.1%
Denmark	15.8%
Estonia	28.3%
Finland	18.0%
France	15.3%
Germany	21.6%
Greece	-
Hungary	15.1%
Ireland	-
Italy	6.5%
Latvia	15.2%
Lithuania	14.8%
Luxembourg	8.6%
Malta	4.5%
Netherlands	16.2%
Poland	7.7%
Portugal	14.5%
Romania	10.1%
Slovakia	21.1%
Slovenia	2.9%
Spain	18.8%
Sweden	14.6%
UK	18.3%

Source: reported March 2016 by [www.ec.europa.eu/eurostat](http://www.ec.europa.eu/eurostat)

closing the pay disparity between men and women, including information campaigns to boost awareness among employees, employers, social partners and the general public and a website in 22 EU languages, as well as an annual 'European Equal Pay Day' to coincide with the latest gender pay gap figures. There is also an exchange of good practice on issues around the gender pay gap, and the *European Pact for Gender Equality*, adopted by EU leaders in 2011, made tackling the gender pay gap a priority.

## The challenge of closing the pay gap

Although there has been steady – but very slow – progress in narrowing the pay gap across Europe in recent years, the gender pay differential is a persistent trend undermining the achievement of genuine equality between men and women at work. This is because some of the factors contributing to the gender pay gap are historical and deeply rooted in society. On a global level, the International Labour Organisation has noted that *'without targeted action, at the current rate, pay equity between women and men will not be achieved before 2086, or at least 71 years from now.'*

Several European countries have taken action across a number of fronts in a bid to close their gender pay gap. Some of these measures focus on gender equality and equal pay such as **Estonia** (*Tackling the gender pay gap in the European Union*, European Commission, Justice).

Another approach in some European countries focus on gender equality plans and audits in companies to reduce the gender pay gap – **Austria** is one example of

a country following such an agenda. In **Sweden**, employers with 25 or more workers have to legally draw up an action plan for equal pay every three years. This has to include information on any gender pay gaps within pay grades. Companies are also required to promote equal pay growth opportunities for women and men.

**Belgium**, meanwhile, adopted a law on reducing the gender pay gap in 2012 requiring companies to outline differences in pay and labour costs between men and women in their annual reports (see [www.ec.europa.eu](http://www.ec.europa.eu))

According to the Eurostat table, the **UK's** gender pay gap stood at 18.3% in 2014. The UK Government has just published draft regulations requiring companies with more than 250 employees to publish details of the gender pay gap. The CIPD has given serious attention to the UK's gender pay gap consultation, drawing heavily on the views of our 140,000-strong membership of HR professionals to help inform its response to Government.

Transparency is an important first step but it is essential that companies understand why their gender pay gap stands at a certain level and what steps it needs to take to improve it. And action by employers will not be enough on its own to close the gap completely – wider cultural and societal factors such as occupational segregation and effective childcare provision will also need to be tackled to achieve that.

The CIPD publishes regular series of EU Briefings, if you would like to read more about our perspective on HR issues in Europe.

## EAPM membership

We are delighted to welcome our new members! The EAPM Delegates Assembly in October 2015 has accepted the Croatian HR association *HR Centar* with immediate effect as full EAPM member, and the Israeli Society for Human Resource Management, Research and Development (ISHRM) as corresponding member.

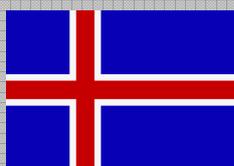
The Icelandic Human Resources Managers Association *Flora* has presented its application to the EAPM Executive Committee at its May meeting in Wimbledon. The application has afterwards been submitted to the Delegates Assembly for final approval.



Croatia



Israel



Iceland

## The role of HR in ensuring adaptability and the connection to blended learning

By Egbert Schram, itim International, Finland

70-20-10 = The magical distribution of learning. 70% from what people learn comes from challenging assignments, 20% comes from developmental relationships and 10% comes from course work and training.

5 = The average number of years that the current generation of employees in the EU stays in one company – compare this with how it used to be 20 years ago.

### Why do these numbers matter?

In a time dubbed the “VUCA” era, which stands for Volatility, Uncertainty, Complexity and Ambiguity, organizations are facing challenges with an operating environment which changes much faster and more often than in former times.

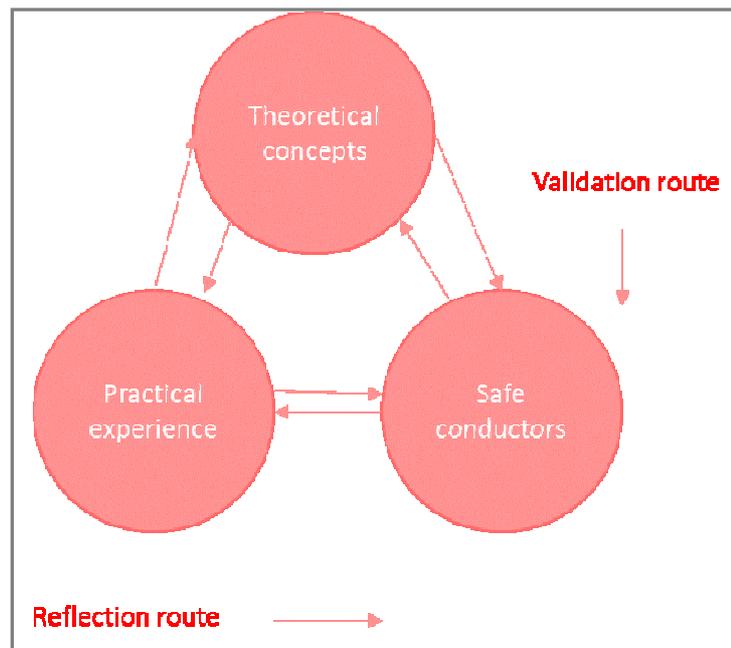
The only way of dealing with this in a sustainable manner (which means that the organization still exists in 10 years from now) is to ensure adaptability – not excellence; effectiveness, not efficiency. The same counts for employees. With employees having to deal with organizations that show less loyalty (just observe the massive amounts of lay-offs), organizations in return have to deal with less loyalty (just witness the increasing difficulty of retaining people). What is valid for organizations also applies to employees – they have to deal with much more uncertainty and complexity than their parents had to do.

This brings us to the topic of blended learning, organizational development and the role of HR.

HR has to be a real key player in strengthening the adaptability of organizations and employees. It needs to support the development of both an organizational culture and employees’ behaviour which focus on doing the right things – and not necessarily on doing the things the right way. HR is key to ensure that all necessary tools are in place and are used pro-actively – let it be Compensation and Benefits, Training and Development, or Recruitment. The tools have to be used in a way to shape organizational and personal adaptability, and not backwards looking, as it is the case today, when tools are usually applied reactively – to judge and to evaluate.

### Evolving HR practices

HR is seeing a shift happening in the United States where more and more organizations are moving away from performance management. Unfortunately, in the EU most companies are just getting started with performance management. As such, there is nothing wrong with applying Taylorism to HR. However, when “performance” becomes more important than adaptability (which will typically bring along less per-



formance (at least initially) then the result is that people see their learning efforts effectively being punished as “learning on the job” (e.g. making mistakes).

Enabling people to experiment with what they have learned in the classroom (to validate the applicability of new knowledge) or vice-versa supporting people to “tag” or give a name to what they have learned in practice are the only ways in which organizations and people can truly develop adaptability.

I would name these two routes the “Validation route” (does that what you have learned really work in practice) and the “Reflection route” (is there a theory reflecting your situation from which you can learn). In both cases, these development directions

are supported by safe conductors – which can either be people (managers, mentors, friends, colleagues) or an organizational culture that supports learning.

The challenge of HR is to enable an environment which creates opportunities for employees to experience both routes: learn

new concepts and try them out; and simultaneously, reflect upon what they do to learn if they can do it better. In other words, HR needs to shape proactively the organizational culture and create a safe environment which allows trying out both routes. And through this, HR will help ensure adaptability.

*Egbert Schram is the managing director of itim International, an international training and consulting firm with its HQ in Helsinki, Finland, chairman of the International Chapter of the Finnish HR federation and co-founder of the Dutch-Finnish business community at Amcham Finland.*

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## What is IMPORTANT for engaging people?

By Zsuzsa Szaniszló Szűcsné & Imre Virág, DSE, Hungary

The practice of doing business has changed a lot. Newer and newer business models and practices start being popular and trendy. However, we must admit: regardless of the excellence of the business tool we have in place, if our colleagues don't use it, then it is "unnecessary waste of money". Understanding this phenomenon placed *engagement* at the top of the leaders' agenda.

However, we should note: there is no harmonized definition of engagement among researchers and consultants. The definitions they use quite often differ and are sometimes even contradictory. (March and Simon (1958); Mowday, Steers & Porter (1979); Meyer (1997); Towers Perrin associates (2008))

One comprehensive approach for managing the engagement is using the DSE (Dissatisfied - Satisfied - Engaged) model, which has been developed and tested by the authors. The DSE model is based on the observation that colleagues with a similar level of competencies might have differ-

ent levels of contribution to the value creation. They might have similar capabilities, but their engagement level makes the difference. In the framework of the DSE model, the engagement level is in line with the extent to which employees make available their competence for the company's value creation.

### The DSE model

The DSE model describes the engagement as observable, behavioral patterns of employees. Based on the typical behavioral patterns, the model defines three levels of engagement: dissatisfied; satisfied and engaged. By identifying their most frequent observable behavior patterns, the model classifies the employees into those three groups.

The model uses the physiological contract as framework for understanding the reasons for the engagement level and assumes that those colleagues have higher level of engagement whose physiological contract is fulfilled to a greater extent. (Robinson, 1996).

(Schein, 1978), (Armstrong, Murrin, 2005)

As the result of using the DSE model, it is possible to identify:

- the organizational phenomena which are important to your employees (these factors enter into their psychological contract as expectations) and
- the extent to which the organizational phenomena fulfill the expectations of the employees.

Those organizational phenomena that are important to our colleagues and meet their expectations drive their engagement, and retention; those that are important, but not fulfilled decrease their engagement level and drive their exits.

In foregoing studies, we have identified six factors which influence employees' engagement and which can be combined in several ways. (Virág I. – Szűcsné Szaniszló Zs., 2014) These factors are the elements of the psychological contract. Their fulfillment or non-fulfillment determines the employee engagement

# Human Resources across Europe

– with personally unique weight. In the framework of DSE model those factors are: task, compensation, leadership, opportunities, orderliness, organization including several observable organizational phenomena. We have noted that the employees' list of important organizational phenomena (in what topics they wish to sign the psychological contract) depends on national, regional, organizational and individual characteristics.

The DSE model basically measures the fulfillment of the physiological contract, e.g.: the difference between the expectations and the experience of the employees. But in the present study, we analyze 'only' the im-

portance of organizational phenomena influencing the engagement, considering two individual characteristic of the respondent, namely age and roles.<sup>1</sup>

## Main findings

### The Task

*Availability of job related knowledge* is the most important topic for young employees, this importance decreases with age, probably because elder colleagues have already acquired it. The importance of *clarity of tasks and goals* shows the same tendency. This seems quite understandable, as we consider that fresh graduates need clearer and more precise task determination than experienced colleagues.

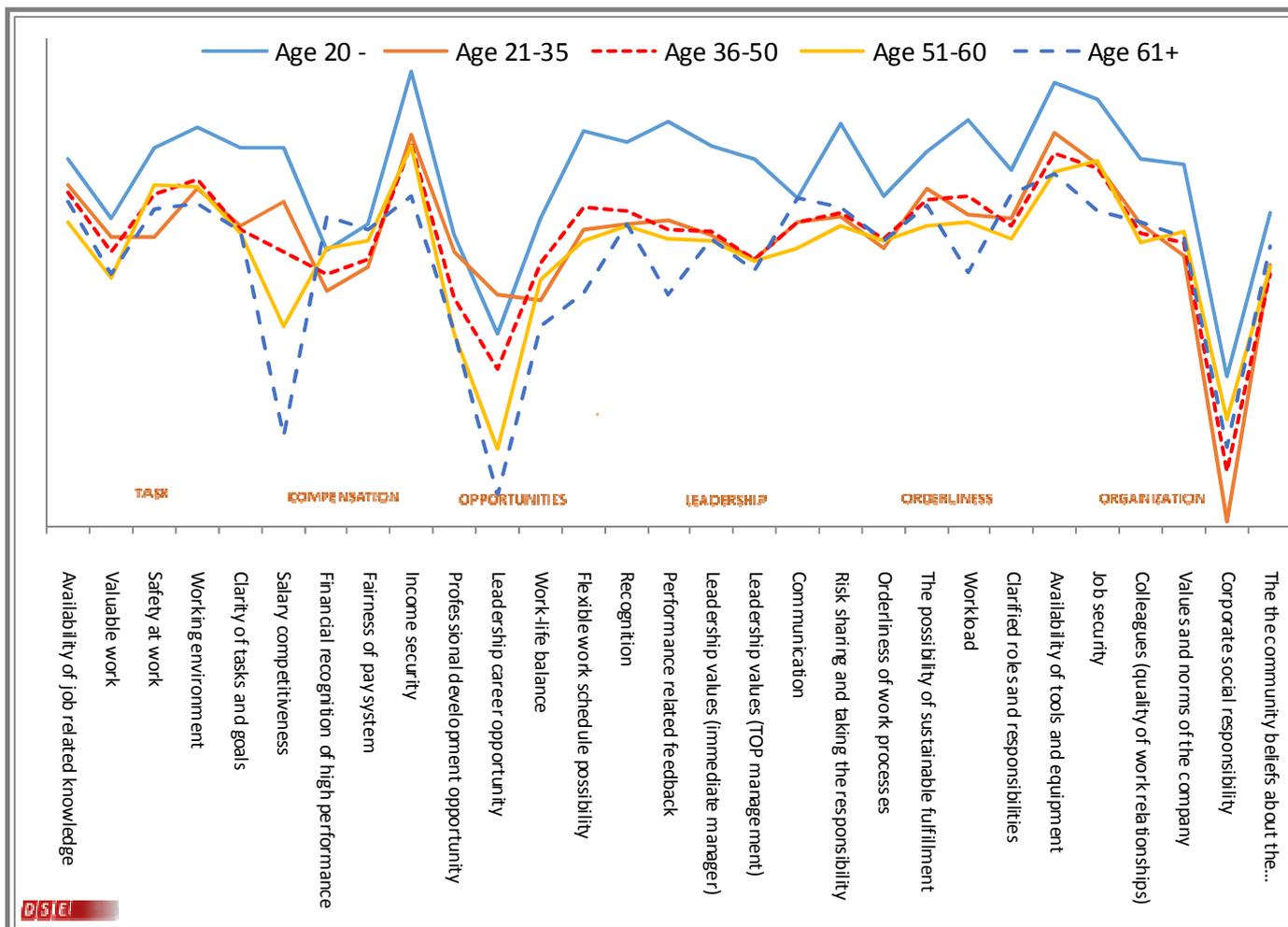
### Compensation

*Compensation security* is the most important aspect regarding compensation for all employees in the sample. However, we have to note that the importance of this phenomenon also decreases slowly with increasing age. The importance of *salary competitiveness* decreases significantly with age. This somehow contradicts the importance of the *quality of pay system* (fairness and performance pay), which increases with age.

### Opportunities

The most important element for everyone under opportunities is the *flexible work schedule possibility*. Its importance decreases with the increasing age of the employees.

Diagram 1. The age structure based differences in expectation



The tendency is the same regarding the importance of *professional development opportunity*. This is quite reasonable, as employees get more and more professional knowledge, the older they are. *Leadership career opportunity* is most important for employees between 21 and 35 years old. They are ready to make sacrifices at this age to build their career. As people get older, the importance decreases, because one has either built his/her leadership career by this time, or if not, s/he has given it up.

### Leadership

Organizational phenomena under the Leadership factor are highly important for the youngest professionals. Generally, the impor-

tance of leadership factor remains on the same level with increasing age, but there are two exceptions:

- communication style of managers is more important to elder employees
- the importance of performance feedback is decreasing with age.

### The Task

*Clarity of tasks and goals* is one of the most important topics for leaders, a bit less important for white collar colleagues and the least important for blue collar workers. *Safety at work* is much more important for the blue collar workers than for the others. The importance of *valuable work* decreases downward the organizational hierarchy.

### Compensation

Within compensation, the most relevant organizational phenomenon for all is the *income security*. It is an interesting finding: *salary competitiveness* is less important for the blue collar workers (even though their salary is usually lower) than for the white collar workers and leaders.

### Opportunity

Managers evaluate the *professional development opportunity* and the *work-life balance opportunity* as the most important organizational phenomena under opportunities. Colleagues in non-managerial positions think that flexible *work schedule possibility* is the most important opportunity for them.

**Diagram 2.** The role structure based differences in expectation



## Leadership

The importance of *communication* is high for managers, but it decreases downwards in the organizational hierarchy. The result shows that all *leadership* related organization phenomena are considered less important by blue collar workers than white collar workers or managers.

**Summary:** there is no philosopher's stone in managing engagement

In this paper we have shown some results of our researches, we have conducted recently based on our database. We understood that: in the Hungarian industry and energy sectors, concerning the ages and roles, there are differences on the employees' list of important organizational phenomena, whose fulfillment can drive their engagement and their participation in value creation.

Based on our experiences, we have learned that there is no phi-

losopher's stone in managing engagement.

Even though we all are human beings, there is no unique set of organizational phenomena, whose fulfillment drive the engagement. It seems that it differs according to national, regional, organizational and individual characteristics.

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<sup>1</sup> We have used our database that consists of 7944 answerers, representing more than 40 000 employees from the Hungarian industry and energy sectors, the data collection was done in the period 2013-16.

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## Coming to stay – integration of refugees into the Labour World

By Katharina Heuer and Christian Lorenz, DGFP, Germany

In the summer of 2015, as tens of thousands of people migrated to Germany, it became clear relatively soon that we were facing one of the greatest challenges in recent decades: the integration, both short-term and long-term, of people fleeing war, violence and hopelessness in their homelands to find a safe refuge in Europe, often in Germany. Then as now,

the total number of people who will eventually migrate to our country and how long they will stay remains unclear. At the time, the sheer number of people flooding the country pushed questions like these into the background, while the immediate priority was handling the acute crisis of registering and accommodating the refugees.

Today, just under one year later, people are still coming to us, albeit in smaller numbers than in the previous months. Closure of the Balkan route and the agreements reached with Turkey have reduced their numbers. Despite this, more than ever before we in Germany now face the added challenge of providing those who seek and are permitted to stay

the prospect of a real future. Their integration into the job market is crucial to this aspiration. This situation represents a special challenge for the German business community, and one that is not without obstacles. Just how open are German businesses to the prospect of integration? What hurdles must companies overcome, and what changes still need to be made to the current situation on the ground?

We, the German Association for Human Resource Management (DGFP), are dedicated to preparing human resource managers to meet these challenges. Numerous events and discussions have helped us obtain an overview of the challenges posed by the integration of refugees into Germany's companies.

## Many would, few do – The openness of German companies to integration

There are no reliable statistics on how many companies are already employing refugees today. Two studies from early 2016 provide at least some indication of the current state of integration. According to a survey by Hays AG, 19 percent of companies claim to already employ refugees. The Randstadt – ifo – Human Resource Manager Survey of 2016 cites this figure at only 7 percent, but only in relation to the last 24 months. Regardless of which study better reflects the reality in German companies, there is plenty of room for improvement.

However, both studies also indicate there is cause for hope. In the Hays survey almost 60% of the companies responding can imagine employing refugees in the future. Only 22% see no possibilities for integrating refugees into their operations. And according to the Randstadt – ifo – Human Resource Managers Survey



Oliver Lang, Berlin 2016 / © Deutsche Bahn AG

The German railway company prepares refugees for vocational training

of 2016, around one-third of the companies surveyed even have concrete plans to employ refugees in 2016 or 2017.

This pronounced willingness to tackle the issue at the operational level is also reflected in the large interest shown in DGFP events focusing on this specific topic. More than 200 human resource professionals have discussed the challenges of integration in four regional networking events organized for sharing practical experiences and good practices on the issue. In their role as important regional players, the local chambers of industry and commerce also enjoy high attendance rates at similar events. Scarcely any other issue has moved so many human resource professionals in such a short time.

## Those who would, have to wait – The obstacles to integration

The discussion with human resource managers has nonetheless also illustrated the many hurdles to integrating refugees within companies. The primary obstacle

is of course the language. Inadequate language skills falling below the B2 level normally required for an apprenticeship in Germany are a major problem in a company's day-to-day operations and in the corresponding vocational education facilities. Both work instructions and safety instructions are problematic. And regardless of whether or not the refugees have good English skills, for many German production operations English is not a viable alternative: The prevailing language on the production floor and in the educational workshops remains German.

Another challenge has proven to be the level of qualifications among many people immigrating to Germany. While the high standards of Germany's dual educational system are acclaimed throughout the world, they simultaneously represent a stumbling block for anyone who comes here lacking them. The feedback from companies on refugee qualifications does not represent a negative as such, but most companies still note a significant disparity.

Often the two parties also have widely divergent expectations. Many refugees are eager to find sufficient work with an adequate income as quickly as possible, while reality dictates a longer-term approach involving language courses, internships and apprenticeships in order to achieve more sustainable integration into the German labour market. It is not always feasible to accommodate both aims, and this effectively eliminates the possibility of fast-track success for both sides.

Furthermore, companies complain that effective integration is still hampered by many bureaucratic obstacles despite the extensive streamlining introduced in recent months. The equivalence appraisals and labour market priority reviews, at least in the past, have proven to be time-consuming and nerve-wracking. Coordination with the various players at the local level, such as the Federal Employment Agency (BA), Germany's immigration authorities, or the Jobcenter employment services does not always run smoothly. In some cases, procedures differ between different regions. For larger companies in particular, this can result in problems if processes cannot be completed in a standardised fashion.

Uncertainty also continues in regard to refugees' residency rights, although far greater clarity has now been achieved on this issue than in the past. If measures result in people being repatriated, then the motivation for companies to participate is significantly diminished.

Many companies dedicated to the concept of refugee integration were or are still somewhat disillusioned by the lack of enough suitable applicants. This is partially attributable in some cases to job centres or employment agencies

being inadequately prepared for the wave of refugees. Without a doubt, this situation will change in the near future.

The obstacles cited here are by no means the only ones, but they certainly count among some of the most important ones we face. Time will tell the extent to which they can be overcome.

## What has to change – Breaking down barriers to integration

It is difficult to raise political demands for the improved integration of refugees in the job market. Seemingly on a monthly basis, the political players have broken down barriers and hurdles. For example, the planned integration law in Germany at least partially eliminates the priority reviews – bureaucratic assessments of whether German or European candidates might be available and prioritised for a particular job opening – so heavily criticised by many important players. The ban on the temporary outsourcing of employees is also set to be significantly loosened for refugees. These two examples represent an easing of restrictions that would have been unthinkable only last year, even if they haven't yet been thought through comprehensively.

Despite these improvements and others, the impression cannot be allowed to flourish that the work of simplifying or improving such restrictions is done. In particular, the vocational training system is bound up with numerous hurdles. Examples of this include the fact that exams can only be taken in German and that the "all or nothing" principle still applies in terms of qualifications. Calls for two-year vocational training programmes with a reduced focus on theory or for partial qualifications have encountered resistance, especially from the chambers of

crafts who fear a "devaluation of the dual education system". This is one area where an important step toward integration could be taken by opening up the education systems to greater flexibility, thereby establishing realistic qualification goals for aspiring refugees.

The minimum wage exemption for refugees proposed by numerous employer associations is problematic and has not met with broad acceptance among human resource managers. On the contrary, many human resource professionals are wary of what they refer to as a "two-class society" within companies that could trigger dissatisfaction among different groups of employees who see themselves as being played off against one another.

While this list of issues is also not complete, it does show where politics and business are struggling and where points of contention remain.

## Integration

Now that the initial euphoria has faded, realism has set in. It is not only doctors, mechanical engineers and programmers who are coming to live among us. The overall group of refugees is far more heterogeneous with regard to qualifications, expectations and their preparedness or ability to embrace integration. This means that the integration task we face is accordingly more complex and long-term. The refugees are not the skilled specialist workers of today or perhaps even tomorrow. Instead, they are more likely to be the experts from the day after tomorrow.

This fact should not and cannot be permitted to lure us into relegating this important task to the backburner. Regardless of the variety of motives that drove

companies to begin focusing on integration in 2015 and even earlier – ranging from corporate responsibility projects to the search for suitable apprentices – , this concentrated push must

continue unabated. Good work performance is one essential key for the integration of refugees, but it is not the only one. Business, politics and civil society must persist in promoting and supporting

these measures, even if the headlines have long since moved on to more topical themes. Many of these people have come to stay. Let us see this as an opportunity, not a threat!

## If the future of work is human, the questions we should be asking are...

By Samantha Whittaker, Head of Editorial & Strategy Development, CIPD

### How can we pursue new thinking?

Our core purpose at the CIPD is to champion better work and better working lives. But the work we do, the places we work and the way we work have changed beyond recognition over the last thirty years, and the pace of change shows no signs of slowing. So, a little while ago, we stopped to ask ourselves – *what do better work and working lives look like? And what role will HR professionals play in creating them?* Is it the same as thirty years ago? Ten years ago? Even two years ago? And, if we are defining good HR by best practice, how can that continue to hold true in the face of an unknown future, when best practice is all about what's worked well in the past?

In order to create that new definition of 'good' HR, we needed to start some real conversations about what it *means* to be a HR professional, what it *means* to be an employee, and what it *means* to be human in a workplace that's increasingly influenced by technology. In partnership with Jericho Chambers, we set about cre-

ating a new kind of community. A community determined to ask the right questions, made up of HR leaders and thinkers, business leaders, academics, NGOs and policy-makers. Because to achieve better work and better working lives, we need to think about HR in the context of people, organisations and society.

### How can we create a space for real debate?

We convened our search for radical, fresh thinking last year at a roundtable that asked participants the question 'is it possible to have principles at work?' That community has grown organically to 200 active participants, 85 of whom were present at our very first UnSeminar on Tuesday 8 March. With a non-hierarchical structure, the discussion was stimulated by expert voices, with participants exchanging ideas and challenges on themes including education,



Indy Johar leads a discussion at *The Future of Work is Human* UnSeminar

values, love, identity and inclusion. And the theme of that Un-Seminar? 'If the future of work is human, the question we should be asking is...?'

## Have we lost our humanity at work?

Margaret Heffernan, author of *Willful Blindness* and *The Bigger Prize*, gave a speech on educating dissenting citizens, which formed a thought-provoking, central pillar for the day's discussions. Heffernan encouraged participants to question how our ideas are standardised through education and work, how processes have created a culture of homogeneity and removed our sense of ownership over our decisions at work.

Stefan Stern, a management writer and visiting professor at the Cass Business School, who attended the Un-Seminar, said 'we started off with Margaret Heffernan, the writer, who had some very interesting, challenging thoughts about the nature, the culture of organisations, the fear in organisations, the damaging effects of hierarchy and bureaucracy and issued us a challenge. How are we educating people? How are we training them? How are we managing them? Is this really bringing out what they've got to offer or are we putting people into boxes?'

It was in the early moments of Heffernan's speech that the #workischanging hashtag began trending on Twitter. The sense of

excitement, promise and curiosity that arose from an informed, flowing discussion on something so vital was clearly contagious.

## How can we get our humanity back?

Heffernan's speech encouraged lively debate, discussions and dissent. How can we, as HR and L&D professionals, help organisations move away from policy, process and control, towards a culture of enablement that gets the best out of every person? How can we steer discussions away from employees being a company's most important asset, to people being the greatest drivers of innovation and value? How can we build environments that foster good citizens with a sense of responsibility, instead of a workforce that is disconnected from its sense of purpose?

## What happens next?

Profession for the Future is the CIPD's strategy to ensure we continue to fulfil our purpose as the world of work evolves. It is a programme of work which will define what it will take for the HR profession of the future to meet its full potential.

But the future of work affects everyone, and that's why we're inviting everyone to join in the debate. Our Un-Seminar was just one of the many ways we will be engaging with students, members, HR leaders, business leaders and beyond to define what the HR profession of the future should

look like. Every debate, every discussion, every thought-provoking idea will feed into our research, as we move forward to champion better work and better working lives for all.

An important step in convening that debate is the creation of a new online community, futureworkishuman.org, which aims to open up the discussion about the future of work and spark new ideas about how to make that future more human. It is a melting pot of lively discussions, thought-provoking curated content and insightful blogs and articles from leaders across the worlds of HR, business and academia. And it's open up to anyone who wants to get involved. The site is currently in beta, and we're gathering all the feedback we can to make it as brilliant as we can, before a wider launch later on this year. Please do visit it and be part of the debate.

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Find out more about Profession For the Future, including our latest research, on the CIPD website

You can join the debate... on Twitter using the hashtag #workischanging on futureworkishuman.org on our CIPD community page about the changing world of work

If you'd like a roundup of the Un-Seminar, the discussions and themes as they unfolded, have a look at our Future of Work is Human Storify page.

## EAPM reform

By Katharina Heuer, DGFP, Germany

The EAPM community has started 2016 full of energy with the implementation of various highly interesting projects. A small team under the leadership of Mr. Even Bolstad, Managing Director of HR Norge, has invested a lot of efforts in revising the current EAPM statutes in view of adapting them to modern times, above all – but not exclusively – in terms of its internal governance structure. The objective is to turn EAPM into a more efficient, participatory and transparent organization and to clarify a number of themes that have been discussed over years. The revision is based on consultations

held with all EAPM member associations and some more in-depth discussions at the last Executive Committee meeting in Wimbledon on 10th May. A number of administrative simplifications, such as the use of English as the only “official EAPM language”, have been easily fixed – before, the German language did officially prevail. Other elements still require some more in-depth reflections, such as the privileges and obligations of all EAPM member associations, the composition of the steering structure or the tenure of the different EAPM offices. The team is aiming at finalizing a first draft of the revised

statutes over the summer months in order to present a solid version of the EAPM Delegates Assembly for final discussions and approval in October this year.

The last ExCom meeting in Wimbledon has also served to

kick-off the work of the four

newly created subcommittees:

- (i) Scientific;
- (ii) Conferences and Events;
- (iii) Membership; and
- (iv) International Relations.

In our fruitful group work, a number of really interesting ideas emerged. Just to name a view: the revision of the EAPM website including an exclusive space for member associations, the establishment of a European speakers' database, enhanced outreach to other international organizations or the establishment of a knowledge site. In a next step, the subcommittees will have to identify those projects that can be effectively implemented in the course of this year.

It goes without saying that the success of all our initiatives highly depends on your active participation and contributions. So join us and let us walk the talk together!

*All the best,  
Katharina*



Katharina Heuer



EAPM Executive Committee meeting in Wimbledon, May 2016



## Next EAPM Meetings & international events

Date	Type of meeting
6 <sup>th</sup> July 2106	Working Group meeting, Amsterdam
18 <sup>th</sup> October 2016	Executive Committee, Istanbul
19 <sup>th</sup> October 2016	Delegates Assembly, Istanbul
20 <sup>th</sup> / 21 <sup>st</sup> October 2016	WFPMA World Congress, Istanbul

# EAPM Survey – Membership Value, Services & Benefits offered by national HR associations around Europe

By Dana Cavaleru, HR Club, Romania

For the first time, EAPM has run a survey among its 30 member associations with the objective of centralizing and sharing best practices of national HR associations on topics like types of membership, benefits for members as well as retention and attraction of members.

The research was conducted in March and April 2016 by *HR Club*, the Romanian HR Association, and had a response rate of 82% (23 responses).

The most important conclusions of this survey are the following:

## Size

Our member organizations differ tremendously from each other in terms of size ranging from organizations with roughly 100 members up to organizations with several thousand members (the biggest one being CIPD with 140,000 members).

## Types of membership

Most national organizations offer both individual and corporate membership. Only three national organizations offer purely individual membership. The main types of membership are: Individual Membership (100% of respondents), Corporate Membership (87,5% of respondents), Student Membership (66,67% of respondents). Some associations offer additionally some very interesting types of membership that could serve as models: Academic Membership, Affiliate membership (no need for demonstrated HR expertise) or special types of membership for particular moments in the career-cycle, such as: membership for HR experts in between jobs, Parent leave membership or membership for retirees.

## HR Providers as Members

Our member organizations have very different practices when it comes to HR Providers as mem-

bers starting from “we don’t want to have (and want) HR providers as members”, going to special packages for HR providers: “only corporate membership at special rates or marketing services added for special fees to the basic membership packages.

## Attracting new members

When we speak about attracting new members, the majority of our member organizations are focusing on: free events for a trail period that would convince HRs to join discounts for non-members at conferences, partnerships with other business associations or new media marketing campaigns. Recommendations from current members are another important element.

## Retention of members

Looking at the retention of members, the majority of national organizations (20 out of 23) does not provide any incentive, when it comes to the renewal of membership. The special offers provided by three national organizations are:

- (i) discounts for early bird registration,
- (ii) discounts for members that do not pay in time, or
- (iii) free membership for one year as a gift that can be offered by a member to a HR practitioner who has never been member of the organization if the membership of this new member is renewed until a certain date.



## Rewarding members

We found some very interesting practices in rewarding members for loyalty that can inspire all our member associations: certificates of appreciations; the longevity within the association as an important criteria for Board nominations; one special training day for active members; free conferences passes or special discounts for HR events; or seniority awards over 20 years.

## Provided services and benefits

The most appreciated services and benefits provided by our national member organizations are:

- (1) Best practices events & conferences
- (2) Networking events
- (3) HR awards
- (4) HR Magazines and Journals
- (5) HR trainings



The entire survey will be available on the EAPM website ([www.eapm.org](http://www.eapm.org)). As it was difficult to draw clear conclusions for some of the questions, you will also find there all individual responses from our member organizations as referral.

Special thanks for this important piece of work for the EAPM community to Florina Dinca, Membership Coordinator at HR Management Club Romania.

## 16<sup>th</sup> World Congress on Human Resource Management in Istanbul, Turkey

The People Management Association of Turkey *PERYÖN* is getting ready to host the 16<sup>th</sup> World Congress on Human Resource Management on 20<sup>th</sup>-21<sup>st</sup> October 2016 in Istanbul, Turkey, where continents and cultures meet, where differences are bridged, and the history of thousands of years gets invigorated.

The World Congress will bring about 100 groundbreaking speakers on stage, speakers who are really making a difference in their fields with striking subjects shaped through their experience.

If you are interested in joining this world-class event, REGISTER NOW under <http://www.wfpma2016istanbul.org/en>



## NEEM

The 19<sup>th</sup> Northern European Exchange Meeting (NEEM) took place on 12<sup>th</sup> and 13<sup>th</sup> April 2016 in the beautiful city of Tallinn, Estonia.

Participants from various European countries had vivid discussions around the future of HR, agile talent management, creativity management and others. One of the highlights was the visit of the e-Estonia Showroom, an executive briefing centre about the concept and the success story of e-Estonia. Participants learnt how Estonia has implemented an extremely advanced e-government system in order to increase efficiency at all levels of government. e-Estonia means, among others, preparing

your income tax declaration in just five minutes, signing a legally-binding contract via internet or voting in elections from the comfort of your own living room. As a consequence, interaction among government agencies, and between the government and citizens, has been transformed completely. Needless to say that the implications for HR are tremendous!

If you want to learn more about e-Estonia, please have a look at <https://e-estonia.com/e-estonia-showroom/>. Participants also had the chance to visit the Estonian company Proekspert and heard from the HR Manager and Workplace Happiness Advocate about a highly interesting story of the healing cycle and happiness (<http://www.pare.ee/sites/default/files/proekspert.pdf>).



NEEM meeting in Tallinn, April 2016

## WFPMA 40<sup>th</sup> Anniversary Student Essay Contest

In celebration of its 40th anniversary, World Federation of People Management Associations (WFPMA) is focusing its 2016 Student Essay Contest on the challenges of human resource management (HRM) in 2056. The Contest is intended to encourage current students of HR to consider what the future of employment and the workforce will look like, the challenges that HRM will face globally, and how human resource professionals will resolve those challenges.

One student contribution per continental region within the WFPMA will be recognized as a winner and will be awarded an expense-paid trip to the WFPMA's World HR Congress in Istanbul, Turkey, in October 2016. The extended deadline for submissions is June 30, 2016.

For more information about the contest, please see: <http://www.wfpma.org/sites/wfpma.com/files/WFPMA%2040th%20Anniversary%20Essay%20Contest%20Final%20UPDATE%2005.12.16%20New%20Deadline.pdf>

## Imprint

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EAPM Secretariat  
c/o Deutsche Gesellschaft für Personalführung e.V. (DGFP)  
Hedderichstraße 36  
60594 Frankfurt  
Germany  
Email: [eapmsecretary@eapm.org](mailto:eapmsecretary@eapm.org)  
Phone: +49 (0)176 1597 8129