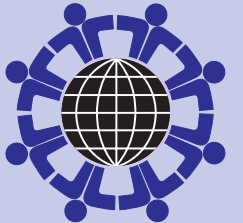


IFTDO News

Number 3 of 2013



IFTDO

International Federation of
Training and Development
Organisations

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SAVE THE DATES

44th IFTDO World Conference

Kuala Lumpur, Malaysia
August 24-28, 2015

Hosted by:
Malaysian Association of
Learning and
Development (MyLeaD)



IFTDO
International Federation of
Training and Development
Organisation



43rd IFTDO World Conference & Exhibition

LEADERSHIP IMPACT ON HUMAN RESOURCES DEVELOPMENT

10 - 12 March 2014, Dubai, UAE

**Last date for receipt of Abstracts for
presentation at the Conference -
November 30, 2013**

See last page of the Newsletter and
website www.iftdo2014.org
for more information

MESSAGE FROM PRESIDENT IFTDO



It is a privilege to speak on behalf of an organization like Dubai Police GHQ who, represented by Dubai Police Academy, is the sponsor and host of the 43rd World Conference of the International Federation of Training and Development Organizations (IFTDO) and the exhibition held in parallel of this event. It is a pleasure speaking in its name and in the name of the United Arab Emirates who is hosting this event in DUBAI, its crown city, its Arabian Gulf pearl. Dubai which can capture all the tastes of all sorts is opening its arms and dedicating its resources and facilities to accommodate this global event which will become the key destination for a large number of elite and prominent scientists, scholars and specialists in human resources development.

Dubai and the UAE wouldn't have reached that level of construction boom and human development without their leaders who taught their people that the human being is the real value on which depend populations' and countries' growth. This is why our wise leadership casted much interest on learning, teaching and developing the human element to become the focal point of growth and the real insurer of its continuity based on its belief that sustainable growth and the maintenance of superiority are the unique manifestation which would leverage UAE's growth in all fields of activities.

It is a real honor for me as the President of IFTDO to welcome all the scientists, professionals and the smart audience made up of specialists in human resources who will attend the conference, wishing this event a success which would lead to recommendations and decisions which would assist developing our human cadre, which in turn will contribute to the development and growth that will achieve the well being and good life for all people of the world.

Maj. Gen Dr. Mohd. Ahmed Bin Fahad

President, IFTDO

CHAIR'S MESSAGE



Those who were able to join us in New Delhi (April 2013) enjoyed a rich learning experience with enormous opportunity to expand their professional networks. ISTD (Indian Society for Training and Development) is to be congratulated as gracious hosts who worked hard to provide great value to the many professionals who participated in the 42nd IFTDO World Conference. In addition to conferences, the IFTDO Board is moving forward with several initiatives aimed at continuing to increase the value of IFTDO membership. Following are some highlights.

In order to ensure that the Board remains focused on the priorities of our membership, the Membership Committee, chaired by Christine Marsh has designed and implemented a 2013 Member Survey. We do hope that the majority of all Full and Associate Members will have had the time to share their opinions while the survey remained open. The Committee is also working to create what they are calling a "collaboration matrix" to better capture and share information regarding the resources available within the Federation through our member organizations. That is, for each member organization, beginning with the largest, we plan to request and share, in a convenient matrix format, information such as conferences schedule and format, seminars, awards, qualifications offered, certifications and other products.

The Scientific Committee, under the leadership of Bob Morton, is continuing its great work with the Global Awards Program, working with the University Forum for HRD (UFHRD) on an exciting research initiative to be funded by the two organizations (IFTDO and UFHRD) and working on the potential to develop and support a professional journal, in cooperation with some of our IFTDO member organizations.

The Developing Countries Committee (Tayo Rotimi, Chair) is developing plans to actively support regional conferences in developing countries as well as the first IFTDO World Conference in a developing country (Nigeria). The Committee also has plans to undertake important projects in collaboration with IFTDO member organizations working in emerging economies on meaningful donor funded projects and Chair Tayo Rotimi is currently IFTDO's representative to the United Nations.

There are, of course, a number of other initiatives, but I hope that these highlights will provide an idea of some of the work being done to continue to make membership in IFTDO increasingly valuable to its members.

Carol Panza

Chair, IFTDO Board

FROM THE DESK OF SECRETARY GENERAL

Our welcome to Rick Holden, the new Editor of IFTDO News. He brings with him considerable academic expertise and experience. We will see a transformation of the Newsletter in coming months under his stewardship.

I must also place on record our deep appreciation of the great job done by the outgoing editor Annette Hartenstein who steered the IFTDO News for so many years. She has been a committed person, putting in hard work to sustain the IFTDO News in the present form.



The last date for receiving the Entries for IFTDO Global HRD Award 2013 has been extended to

January 15, 2014. There will not be any further extension as the Awards have to be announced soon after that and presented at the 43rd IFTDO World Conference on March 10-12, 2014 at Dubai. I would request all members to help in getting entries for award.

The last date for receipt of abstracts for presentation at the 43rd IFTDO World Conference is now extended to November 30, 2013. Please inform those who intend to make presentations. Also promote registration of delegates for the Conference. The information on conference is available on www.iftdo2014.org.

Dr. Uddesh Kohli

Secretary General

FROM THE NEWS EDITOR

I feel very privileged to have been asked to be your News Editor and look forward to meeting many of you at future IFTDO events and meetings. First, I must pass on my best wishes to Annette Hartenstein and thank her for her valuable contribution over recent years to this part of IFTDO's work.

Second, I thought it might be useful to say a few words about who I am and my background. After completing my PhD at Exeter University I started my career in HR (or rather personnel as it was then) with Cadbury Schweppes. By the time I left to pursue an academic career I was Training Manager for the confectionery division of the business. I joined Leeds Polytechnic which became Leeds Metropolitan University as part of a major change in UK higher education. My teaching focused upon Training and Development for professional / postgraduate students, notably the CIPD's professional programme. Research has followed three main pathways: workplace learning, small business learning and the graduate labour market. For 20 years I was editor of the Emerald Journal Education & Training. Perhaps my best known publication is the text book 'HRD: theory and practice' published by Palgrave; the second edition of which has just been published. I have been involved with the University Forum for HRD for several years now and it is this interest which brought me into contact with the work of IFTDO. To complete the picture I left Leeds Met in 2012. Currently I am Visiting Research Fellow at Liverpool Business School which enables me to continue certain of my research interests and work freelance on various projects. The opportunity to take on the role of News Editor fits very comfortably with this new work profile.



The third part of this editorial focuses on the newsletter itself. My thoughts here might best be described as 'emerging'. I have no clear roadmap for the future but rather a whole bundle of ideas and questions and possibilities. One issue that I want to pursue with colleagues is the relationship between IFTDO's web site and the newsletter. This is an issue affecting many organisations where the speed and dynamism of web technology sits alongside the more traditional means of communication. This leads into questions about the purpose and contribution of any newsletter and a balance between short 'news' items and longer research based findings and informed opinion. Throughout my career I have been interested in, and have tried to address, what I call the theory-practice tension. Whether in teaching or research I have regarded my audience as the professional practitioner. But I have always been sceptical of any manager/professional whose modus operandi is 'just tell me what to do'. I want to keep and develop a strong link with the membership. To do this I need to get to know you and what is happening in your country. This will take time but one outcome might be an interview which is then published in the newsletter. Other thoughts are for specific issues to focus on a particular theme, for example, IT in Training & Development, HRD and community / health development; who gets training?; vocational education and training systems in developing countries; and there are lots more! In the short term I would like to move to four issues per year - I see no shortage of interesting material and with your help in terms of initiatives you are involved in we can ensure that the newsletter appropriately reflects and helps drive the work and mission of IFTDO.

Dr. Rick Holden
Editor, IFTDO News

IFTDO GLOBAL HRD AWARDS 2013- AWARDEES

Winners:

1. Overall Winner & Best HRD Practice Category Winner - Gulf Petrochemical Industries Company, Bahrain
2. Improved Quality of Working Life Category Winner - Bureau of Employment and Vocational Training, Council of Labor Affairs, Taiwan
3. Research Excellence Award - to 4 researchers - Bob Hamlin, Taran Patel, Carlos Luiz & Sandy Whitford

Certificate of Merit Awardees:

1. Best HRD Practice- Kaohsiung City Government, Taiwan
2. Best HRD Practice- Change International, Germany
3. Best HRD Practice- Rio Tinto Alcan, Canada
4. Best HRD Practice- Abbott Vascular Clonmel, Ireland
5. Improved Quality of Working Life- White Swan Consulting Group, India

A REPORT ON THE 42nd IFTDO WORLD CONFERENCE & EXHIBITION 23-26 April 2013, NEW DELHI

About 750 professionals from 20 countries participated in the 42nd IFTDO World Conference & Exhibition 2013 held during 23-26, 2013 at Hotel Ashok, New Delhi. There were about 150 speakers in 6 plenary and 15 concurrent sessions, besides the opening and closing sessions. A Conference Book containing 53 papers (about 750 pages) was published and given to all participants. The three days activity witnessed a plethora of rich ideas and knowledge from both practitioners and academics.

Mr. B Prasada Rao, President IFTDO and Chairman & Managing Director opened the Conference and welcomed the Chief Guest, the President of India, dignitaries and delegates



In his address, he emphasized three roles for HR in today's era of knowledge and skills of technology and rapid change:

- HR for re-training, re-skilling and redeployment
- HR playing an important role for overall organizational transformation
- Role of HR in enhancing the quality of life of people.

Mr. Arun Maira, Chairman Advisory Board of the Conference and Member, Planning Commission, Government of India, gave a quick imaginary of some inspiration which captures one's imagination. He emphasized that India is the hot spot of human energy which needs to be unleashed and channelized appropriately so that we could reap the demographic dividend.



The President of India presented IFTDO Global HRD Awards to 3 winners and 7 certificates of merit awardees.

The eminent international speakers from academic world included:

1. Noel Tichy, Professor of Leadership and Change, Ross School of Business, Michigan Ann Arbor, USA,
2. Ron Fry, Professor and Chair of the Department of Organizational Behavior, Weatherhead School of Management, Ohio, USA
3. Wayne Brockbank, Clinical Professor of HR, Ross School of Business, Michigan Ann Arbor, USA,
4. Gregory Prastacos, Dean, School of Technology Management, Stevens University, USA
5. Alfredo Behrens, FIA, Sao Paulo, Brazil
6. Beatrice Bauer, Professor of Leadership, School of Management University of Bocconi, Milan, Italy
7. Christine Pearson, Professor of Global Leadership, Thunderbird School of Management, Arizona, USA
8. Davide Sola, Professor of Strategy and Leadership, ESCP, European School of Management, London



The Conference was inaugurated by the President of India Mr. Pranab Mukherjee by lighting the traditional lamp.

The eminent speakers in the first Plenary on the 24th April on 'Emerging Corporate landscape' mapped the challenges in the business extent, the changing scenario, intensity of competition, complexity and diversity and increasingly global environment.

- The need to promote strategic thinking, free speech, innovation and diversity across organizations' was seen as the key to creating competitive organizations.
- Leading Competencies of an eagles' vision connecting horizon with ground realities and acceptance, use of diversity were also highlighted.
- Finally, sensitivity in increasing work stress and need to mitigate in the complete and demanding landscape was also highlighted'

In the Second Plenary - 'Capability Building, for building cutting edge organization', the eminent speakers focused the following:



- The power of civility, where it was emphasized how incivility leads to negative emotions among employees.
- The leader should model and demonstrate civility which in turn can have a cascading effect in the organizations and create a more positive workplace.
- The importance of learning to deal with big data, that is large volume of data, floating around the net, which if analyzed and interpreted can contribute to better decision making by leaders, was also emphasized.
- It was stated that big data will be the next frontier for innovation, competitiveness and productivity.
- The big question on everyone's mind, however, was that whether data is enough; whether different skills are needed to convert data into information, information into knowledge, knowledge into insight, insight into result.

The third Plenary constituted panel discussion on 'Managing performance excellence' where the discussion centered around issues like:

- What are the dimensions of performance excellence, both quantitative and qualitative ?
- Performance measurement issues and challenges, aligning in the context of market to establish relevant performance criteria.
- It was said that high performing organizations align structures, systems and people.
- The panel concluded that excellence is not a short-term gain although it does get measured in the short run. It has to be made as part of the DNA of the organizations. This was the concluding point emerging from this Session.

On 25th of April 2013, the Plenary Session was on 'Architecting winning organizations and shaping leaders' where the speakers gave importance to:

- The capability of leaders to make judgment.
- Leadership development will be more effective if it is not outsourced to HR
- Leaders themselves coach executives and shape them to role modeling and working.
- One concept arising was sharing leadership: the experience of Maruti Suzuki India Ltd., in their journey from being a Central public undertaking to having a competitive organization through the power of leadership.
- The power of passion as an important ingredient for outstanding leadership.

In the next Plenary Session on 25th April 2013 on "Managing Gen Y - Issues and Challenges, the speakers emphasized:

- The need to understand the Gen Y.
- That Gen Y are different from the value system and the work place expectation.
- The importance of giving voice to Gen Y in the organization and gainfully using the capabilities and talent.
- It has implications for how organizations are structured, types of work culture and mind-sets of leaders.
- The parents are not providing opportunities to youths to join into mainstream were highlighted.
- The speakers warned that increasing crimes, thefts and other anti-social behaviors, would result if the country did not have proper plan of action, to mainstream people and to provide opportunities and in the long run to provide sustainable growth.

This was followed by the panel discussions on:

- Functional Diversity

- Cross-Cultural Diversity
- Corporate Social Responsibility
- Gender Diversity.

Grooming Leadership for Tomorrow was more of practical session, where we had eminent members taking part. Key points emerging included:

- Emphasis on leadership and its impact on value of the company because they have to create next level leadership.
- The interesting point which came here was about leadership - making one progressively dispensable. It has deep meanings.
 - You have to identify proper leaders
 - Identify gaps in the organization
 - Counsel, train and take feedback
 - Only then can a leader be dispensable - One needs to be a role model.
- Lot of emphasis on leaders to create wealth for society, to create facilitating work environment and lot of emphasis given on teachers and gurus to develop leaders.
- Finally, leaders as creator of wealth for society so that there is sustainable development and inclusive growth.

The participants enjoyed the Cultural show and Gala dinner on 25th evening. There was unique dance performance by physically challenged persons - a glimpse is given below: Summing up in a simple way, what a conference! Engrossing, exciting, energizing, entertaining and enabling, these are the feelings expressed by people. What are the facts of about 40 hours of fruitful interaction spread across 4 days, including breath-taking cultural programmes,

mind-boggling diversity visible across over 750 delegates and speakers in terms of nationality, industry, age, gender, domain focus and



orientation but completely converged on the Conference theme, truly reflecting India-Unity in Diversity. 6 Plenary and 13 Concurrent Sessions, involving as many as 150 emotionally charged, intellectually stimulating presenters and speakers and very able rapporteurs. They were success soothers, not confiding to specific concurrent session. The message was: if you want to manage performance and excellence, simply, align the system, structure process and people, touch the heart to win the smile, value for customer. If you want to enhance the performance of people, eradicate stressful thinking and integrate individual and organization wisdoms. Entrepreneurship innovation, enhance infrastructure and administrative support systems, particularly in our country. How do you develop culture and learning environment? Successful Sutras are: Engage, employ, manage the feel of people, shape transformation leadership, move from being an able person to an enabling person, value spiritual quotient, walk the extra mile.

On the first day, Prof. Pritam Singh, Chairman of the Programme Committee who had designed the Conference Programme, mentioned about Rainbow. All the participants have experienced rainbows of knowledge and wisdom. Rainbows do not last very long but they lasted for 4 days. All this was made possible by eminent speakers, delegates and organizers.

IFTDO GLOBAL HRD AWARDS 2013

IFTDO awards operate on an annual basis. There are three categories:

- best HRD practice
- improved quality of working life and
- research excellence within the HRD field of study and practice

The latter is a new award introduced in 2012.



Mr. Yusuf Fakhroo from Gulf Petro Chemical Industries Company, Bahrain, receiving the Award from President of India as Overall Winner and Best HRD Practice Category Award winner

Best HRD Practice: A new competence based training and development system at Gulf Petrochemicals, Kingdom of Bahrain, was awarded Best HRD Practice category and subsequently emerged as the overall IFTDO Global Award winner. The impact of the new system has been seen in terms of enhanced productivity and continuity of operations of the plants.

The HR function at Gulf seeks to influence organizational performance through a competence based culture. To remain competitive there is a constant need for enhanced and innovative initiatives addressing the learning and development of employees. The aim of the new system was to evaluate employees' existing skills and transform this competency assessment into innovative competency based training plans. The competency based training and development system

- identifies functional / behavioural competency requirements for all positions and which reflect the organisation's business needs
- identifies individual competency gaps through assessments, and
- bridges the competency gaps through on/ off-the-job training and mentoring, to achieve the desired competency level.

Gulf Petrochemicals is a rapidly growing organization and a key benefit of the new system is that the relatively less-experienced employees in the organisation acquire and apply tacit / explicit knowledge on a fast track. Employees are guided by HR and line management to transfer knowledge acquired from courses to the workplace for improving performance, thus linking learning to workplace performance. Additionally, the business has achieved a record number of working days without a lost time incident and has seen reduced maintenance costs. Overall there is strong evidence that the new system is contributing to improved business performance results.



Mr. Zhao Xiang Liu, Chief of the Bureau, Bureau of Employment and Vocational Training, Council of Labour Affairs, Taiwan, receiving the Award from President of India, as Improved Quality of Working Life Category Winner

Improved Quality of Working Life : Taiwan's Multiple Employment Promotion Program has its origins in the Government's response to the devastation caused by the earthquake in 1999. Formalised as 'MEPP' in 2002 it has matured into a unique Government partnership with the Third Sector to support unemployed and under privileged and to provide sustainable employment opportunities.

MEPP operates by asking civil groups, NGOs etc to provide creative economic and/or social plans with local industrial characteristics and developmental prospects. Upon the approval of the plans, the government subsidize salary,

The Bureau of Employment and Vocational Training, Council of Labour Affairs, Taiwan organized an International Workshop on the MEPP on August 11-15, 2013 attended by several social enterprise experts from various countries. Dr. Uddesh Kohli, Secretary general, IFTDO was invited to this Workshop which gave him the opportunity of visiting several MEPP projects in different parts of Taiwan and physically observing the great effort being made under the project in skill building and entrepreneurship development, particularly among the disadvantaged persons.



Ms. Taran Patel, Grenoble Ecole de Management, France, receiving the Award from President of India, as Research Excellence Category Winner

labour insurance premium and other expenses of the personnel retained by the organizations for implementing the project. Economic projects target involuntary unemployed people and middle- and old-aged (over 45-year-old) unemployed people and seek to develop local industries, expand re-employment, offer employment channels and cultivate work capability. Social projects target members of disadvantaged groups such as families with single income, middle- and old-aged, mentally or physically challenged, aborigines etc and seek to promote public interest, improve living environment, and enhance social welfare and employability-oriented training.

Over the years MEPP has diversified into fields of local cultural and historic relics, natural environment and ecology tours, handicraft creations, folk art, native cuisines, unique agricultural products, after school care for children, home care for elders, ecological preservation and protection, recycling, and environmental greening. By the end of 2012, 8,260 projects had been initiated and implemented and more than 120,000 jobs created. Additionally MEEP has helped the development and sustainability of many NGOs; some of which now successfully operate on a social enterprise model.

Research excellence within the HRD field of study and practice

The award winning project is titled 'Towards a Universal Taxonomy of Perceived Managerial and Leadership Effectiveness: A multiple cross-case/cross-nation study of effective and ineffective managerial behaviour'. It is the work of lead researcher Prof Bob Hamlin (University of Wolverhampton), together with colleagues Prof Taran Patel, (Grenoble Ecole de Management, France; Dr. Carlos Ruiz (Georgia Gwinnett College, USA); and Dr. Sandi Whitford (a Canadian Utility Company).

The research builds upon previous work undertaken with organisations in Canada, Egypt Germany Mexico Romania and the UK. The core aim has been (i) to search for evidence of universalistic behavioural criteria of perceived managerial and leadership effectiveness, and (ii), to make substantial progress in deducing a 'universal taxonomy' that has general relevance and utility for practicing managers and HR(HRD/HRM) professionals in culturally diverse organizations, organizational sectors and countries. This study extends the research adding data from China.

Fifteen replication studies form the basis for the findings, some of which were conducted in a collaborative HRD professional partnership arrangement with the Executive head /HR Director/HRD or HRM practitioner of the respective collaborating organizations. The critical incident technique was used to collect concrete examples of effective and ineffective managerial behaviour. Cross case and cross nation comparative analyses of the collected data produced important findings. According to the authors "unexpectedly, we found that the type of managerial behaviours that people within and across multiple organizations in seven culturally diverse countries around the globe associate with effective and ineffective managers are very similar, and that there is little difference in the perceptions of people across organizational sectors. These findings challenge the commonly held belief that (i) national specificities impact significantly on how employees see the behaviour of their managers, and (ii), to be effective in public sector and third sector organizations managers need to adopt different behaviours to managers in private sector companies."

Positive (Effective) Behavioural Criteria

1. Good planning and organizing, and proactive execution, monitoring and control
2. Supportive management and leadership
3. Delegation and empowerment
4. Shows care and concern for staff and other people
5. Actively addresses and attends to the learning and development needs of their staff
6. Open, personal and trusting management approach
7. Involves and includes staff in planning, decision making and problem solving
8. Communicates regularly and well with staff, and keeps them informed

Negative (Ineffective) Behavioural Criteria

1. Poor planning, organizing and controlling, bad judgment, low standards and/or tolerance of poor performance from others
2. Shows lack of interest in or respect for staff, and/or care or concern for their welfare or well-being
3. Inappropriate autocratic, dictatorial, authoritarian and non-consultative, non-listening managerial approach
4. Unfair, inconsiderate, inconsistent, and/or selfish, manipulative, self-serving behaviour
5. Active intimidating, and/or undermining behaviour
6. Slack management, procrastination in decision making, ignoring problems and/or avoiding or abdicating from responsibilities
7. Depriving and/or withholding behaviour
8. Exhibits parochial behaviour, a closed mind, and/or a negative approach

Generic behavioural criteria of 'perceived managerial and leadership effectiveness' (Hamlin et al, 2012)

As indicated in the table the study gives equal emphasis to both ineffective and effective managerial behaviour. The authors argue that the taxonomy has the potential to be used by HRD professionals in a wide range of organizations and countries for :

- (i) critically reviewing and validating existing managerial competency-frameworks,
- (ii) refining and enriching the behavioural underpinning of in company taxonomies of managerial and leadership effectiveness
- (iii) developing management competency frameworks that have international relevance and utility
- (iv) informing and shaping the creation of better management related development tools such as 360 degree appraisal instruments and self assessment personal development plans, and
- (v) informing HRD/OD intervention strategies for bringing about desired changes in an organization's management culture.

A paper reporting this research was presented to the 13th UFHRD/AHRD International Conference on HRD Research and Practice Across Europe (2012), and can be downloaded by visiting: <http://www.ufhrd.co.uk/wordpress/category/conference-archives/>

Christine Marsh, IFTDO Board Member

The recent crimes against women have left a mark somewhere within all of us. After extensive study, discussions and observation in the discussion forums created by Dr Anjali Nigam, CEO and Founder Director, WhiteSwan Consulting Group (WCG), value-gaps were found to be the main reason behind crimes against women and children.

WCG, is an organizational effectiveness company, with training & development, sustainable development, CSR, & social innovations as its verticals. WCG declared the year 2013-14 as the year for "Regenerating Values & Gender Sensitization" as its mission specifically aimed to:

- **Sensitize** on the value gaps existing in the society,
- **Create** an awareness on why gender sensitization is required
- **Devise possible ways** to fill the existing gaps.

WCG has conducted training workshops, street plays, sensitization and discussion sessions at IITs (the most premier technical & management institutes in India), colleges, Corporations, PSUs (Public Sector Undertakings), and government schools, and also in villages and slums. For this work Dr Anjali Nigam has been honoured with 'Quality Initiative Mission Award 2013', by KRWDG (Knowledge Resource Development & Welfare Group).

To further their campaign, WCG launched an international seminar held at DMS, IIT (Department of Management Studies, Indian Institute of Technology), Delhi. The idea was to create & motivate people as 'value centers' & 'value multipliers to improve the 'next generation gene'.

"Nirbhay ho, Nirbhay hee raho, rajpath naa sahi pagdandi hee banao"

(Be fearless, remain fearless always, if not a motorway, create a small street, but do something positive)

The ultimate aim of this seminar, titled "Need for Regenerating Values & Gender Sensitization" was to understand that when each one of us will become a center of influence and spread this awareness and sensitization wherever we work or live or even in villages which we can access, it will create a value revolution and be a great service to ourselves, the society and the nation. The seminar had a 3 pronged approach:

1. Presentations by eminent speakers from India, USA, UK and an expert panel discussion
2. Competition on 'Technical Innovation for Women & Child Safety'
3. Competition on 'Street Plays on Values & Gender Sensitivity.'

3. Competition on 'Street Plays on Values & Gender Sensitivity.'

Seminar Proceedings: The seminar was held immediately prior to the 42nd IFTDO Conference in late April, 2013. The first day of the seminar concentrated on sessions exploring the issues and creating a sensitization or awareness about degrading values and gender inequality, and ways to create a value based & gender sensitive society. Competitions for college students focused on innovative technical applications which could be used to prevent and fight various crimes taking place in our society. The Street Play competition focused on various values which need to be regenerated and on ways by which we can create gender sensitization in our society to build a fair and sustainable environment for both sexes.

Various speakers presented their views on regenerating values and gender inequality from their perspectives. Dr Anjali Nigam, (pictured alongside Christine Marsh), opened the seminar and talked about 'our area of influence' as the main source for making the difference. Ms. Tripti Gupta, student intern, shared the gender sensitization and self defense techniques used by the special cell for Women & Children of Delhi Police. Ms. Christine Marsh, IFTDO Board member, International Speaker and Change Agent, Prime Objectives, UK shared her personal story that illustrated the challenges she has experienced as a woman, both on a personal and a career level. She explained the core models she uses when challenging varying perceptions, values and the expectations of traditional roles across cultures and environments. Dr. Lajpat Utreja (Director, Institute for Global Harmony, Rajasthan) emphasized that a student be first taught to become socially responsible who besides knowledge of his subjects is also sensitive toward fellow human beings and the environment so that the society as well as the environment is sustained. Dr Satya Srivastav (HOD History, Mahila PG College, Lucknow University) emphasized that regeneration of values and sensitization, not only towards gender but towards the entire humanity, can be achieved,

is through education, more education, and education made perfect.

The Speaker presentations were followed by a panel discussion which attempted to highlight the cause and effect relationship of the prevailing value system and gender gaps in society. The seminar ended with the top two Street Play entries demonstrating their plays on need for regenerating values and gender sensitization. These street plays will be used to conduct value workshops in schools and slums. Dr Nigam reminded everyone that the main aim of the seminar was to create 'a multiplier effect' where each one of us could become a lighthouse of values while working on a 360 degree model for respect starting with self, and then multiplying by sharing and disseminating with all the people around each one of us.



IFTDO'S PARTICIPATION IN UN ACTIVITIES

IFTDO is privileged to be a signatory to the UN Global Compact Programme initiated by the Secretary General which is focused on Corporate social responsibility and sustainability, and to have Consultative status with the United Nations' Economic and Social Council. ECOSOC constitutes one of the principal organs of the United Nations. It is responsible for coordinating the economic, social and related work of 14 UN specialized agencies, their functional commissions and five regional commissions. The ECOSOC serves as the central forum for discussing international economic and social issues, and for formulating policy recommendations addressed to member states and the United Nations system. [A number of non-governmental organizations](#) are granted [Consultative Status](#) to the Council in order to participate in the work of the United Nations.

During September 2013, Secretary General, IFTDO participated in the following events organized by various bodies of UN in New York:

1. Global Compact Leaders' Summit 2013 on the Theme: 'Architects of a better World', Sept 19-20
2. Major Groups and other Stakeholders Briefing - I, Sept 20
3. Commission on Sustainable Development, 20th session, Sept 21
4. Major Groups and other Stakeholders Briefing – II, Sept 22
5. Advancing Regional Recommendations on Post-2015 - A Dialogue between Civil Society, Governments and UN Representatives, Sept 22
6. High-level meeting of the General Assembly on disability and development, Sept 23

Earlier our Youth Representative Rachel Gilbert attended "UNiting for Youth: Interactive Dialogue on UN Youth Initiatives with Mr. Ban Ki-moon" on August 5, 2013

Editor's Note: UN Activities

IFTDO representation and participation in UN Initiatives and Activities is integral in keeping Federation's vision, "To be a unique and effective resource to the HR profession, working globally for the betterment of life." The UN has the responsibility to ensure its actions promote and protect gender equality and women's empowerment, and has this as one of the millennium goals. UN efforts to help establish the rule of law for all on the basis of equality are essential to this end. Advancing gender equality and empowering women are widely recognized as ends in themselves as well as means to achieve the UN goals of sustainable peace and security, human rights protection, and sustainable economic and social development. While all UN entities are responsible for integrating gender equality in their activities, the United Nations

Entity for Gender Equality and the Empowerment of Women (UN Women) has been created to consolidate the important work of four previously distinct parts of the UN system: United Nations Development Fund for Women (UNIFEM); the Office of the Special Adviser on Gender Issues (OSAGI); the Division of the Advancement of Women (DAW) in the Department of Economic and Social Affairs (DESA); and the United Nations International Research and Training Institute for the Advancement of Women (INSTRAW). Inter-agency mechanisms such as the Inter-Agency Network on Women and Gender Equality (IANWGE) and UN Action on Sexual Violence in Armed Conflict are also playing key roles in enhancing women's equality and empowerment.

IFTDO GLOBAL HRD AWARDS 2014

IFTDO announces the Global HRD Awards 2014 in three categories:

1. **Best HRD Practice**
2. **Improved Quality of Working Life**
3. **Research Excellence Award**

There will be three Awards:

One overall Winner prize of \$5000 and a memento and two Category prizes of \$2000 and a memento each (one from each category), Plus the cost of cheapest economy air fare plus 2-nights hotel accommodation for one representative each of the Winner and the Runners-up for attending the Award ceremony. Certificates of Merit may also be awarded to organizations with notable achievements.

Last date for submission of entries: January 15, 2014 - 5pm (GMT)

Please visit www.iftdo.net for details, Rules and Entry form

INVESTING IN HRD IN UNCERTAIN TIMES

One of the keynotes to the 14th International Conference on HRD Research and Practice Across Europe (Brighton, UK) was delivered by Wayne Cascio, Professor of Management, University of Colorado. The context for Professor Cascio's key note presentation was the continuing global economic turbulence, characterised by high ratios of debt/GDP, financial market volatility, structural changes in the labour markets and developments in technology.

The 21st Century workplace: The changing nature of the workplace was highlighted, not simply in terms of more roles being automated etc but also importantly in terms of the types and status of workers and the greater use of labour market intermediaries. "we can no longer do a study of 'workers' in an organisation and assume they are all employees" (Bonet, Cappelli and Hamori (2013). In Europe estimates of the percentage of the workforce who were not 'regular' employees suggest that this now exceeds 30%. In such a context questions arise as to who is likely to receive opportunities for continued skill development and where do responsibilities lie for the resourcing and management of training and development? Research was beginning to suggest that organisations were increasingly unwilling to provide firm-specific training for non standard employees, tending to assign such employees to simpler jobs with little opportunity for learning.

Innovations in HRD Design and Delivery: The key thrust of Cascio's argument was that technology provided both a challenge but also a way forward in terms of an HRD contribution to organisational success. Cascio predicted



that Technology Delivered Instruction (TDI) will boom, fuelled by growing demand (e.g. for just in time training delivery, cost effective ways to meet the needs of a globally distributed workforce) and an enhanced supply possibilities (e.g. increasing bandwidth and other advances in digital



technologies). Cascio illustrated TDI in relation to the Boeing 787 Dreamliner aeroplane. Mechanics going through Boeing's 25-day training course for the 787 Dreamliner learn to fix all kinds of problems. Problems range from broken lights in the cabin to major malfunctions with

flight controls. However the key point in terms of the training of mechanics is that very soon they will never have to touch one of the planes. They use



laptop and desktop computers inside a classroom with huge diagrams. Computers display an interactive 787 cockpit, as well as a 3-D exterior of the plane. Using a mouse, the mechanics "walk" around the jet, open virtual maintenance access panels, and go inside the plane to repair and replace parts. At the end of the course, the mechanics get all training materials on a tiny memory stick. In the field, staring up at an actual Dreamliner, they use tablet PCs to diagnose and solve real problems with the planes.

Cascio acknowledged remaining uncertainty about the efficacy of TDI and e-learning more broadly. However, he pointed to a meta analysis study by Sitzman (2011) which indicated that relative to a comparison group: post-training self-efficacy (belief that one can succeed) was 20% higher, knowledge of facts was 11% higher, skill-based knowledge was 14% higher, and retention was 9% higher for trainees taught with simulation. Importantly, though, the research indicated that trainees learned more when simulation games conveyed course material actively rather than passively, and when simulation game was a supplement to other instructional methods rather than stand-alone instruction

Conclusions: In an uncertain world, HRD expenditure may dip during economic recessions, but there is no evidence, Cascio argued, of any long-term demise. In 2008 and 2009, annual training expenditure plummeted by 11% in each year but began to recover in 2010 and then rose sharply, increasing by 10% in 2011, and 12% in 2012. "Competitive pressures to deploy well-trained workforces that can innovate constantly will not go away". Given the Massachusetts Institute of Technology prediction that the next ten years will be more disruptive than the past, the best companies will continue to be driven to invest in HRD in uncertain times.

References

Bonet, R., Cappelli, P. and Hamori, M. (2013) Labor Market Intermediaries and the New Paradigm for Human Resources, *Academy of Management Annals*, 7: 339-390

Sitzman, T. (2011) A meta-analytic examination of the instructional effectiveness of computer-based simulation games, *Personnel Psychology*, 64: 2 489-528

WORK AND LEARNING IN LATER LIFE: THE ROLE OF TRAINING

The final keynote to the 14th International Conference on HRD Research and Practice Across Europe was delivered by Professor Stephen McNair, Director of the UKs Centre of Research into the Older Workforce. Much attention, and rightly so, is focussed upon training and development for young people. However Stephen McNair sought to redress the balance somewhat with a timely look at older workers. The focus of McNair's presentation was a large scale research project with the central question 'Training and work in later life: what do we need to know?'

McNair argued that in the context of rising life expectancy, lower fertility rates, legal changes, and above all that older people are working, it was an issue that could not be side-stepped. Two models seemed to predominate in relation to the older workforce:

- a dynamic force contributing to innovation and growth and
- a marginal group filling short term gaps in labour supply

Evidence from the research, conducted with over 15,000 individual and over 2000 employers, reflected this ambiguity and uncertainty as regards the older workforce.

- Participation in training clearly declines after the age of 55. Where training does take place for the older worker it is more likely to be for women, highly qualified employees, high status occupations and full-time employees.
- Most older workers believe their skills to be adequate and indeed the satisfaction with skill levels rises with age
- The 'arrival' of IT has changed attitudes to training, perceived as more difficult and of less value to the older worker
- In most cases neither employers nor employees see a need to train
- In organisations that do train older workers both employers and employees think it has benefits

McNair argued strongly for the need to change practice. Employers needed to be convinced of the need to train. However this needed to be fit for purpose and appropriately managed. Evidence from the research clearly suggested that training does not fit if it is imposed on a worker who has been doing the job for a long time or if it is seen as a criticism of the individual's competence. The management of the older worker in terms of training, review and appraisal warranted improvement. The idea of career progression after 50 needed to become much more prevalent, reversing the slow decline to retirement.

It was acknowledged that some important research questions remained. For example:

- costs and benefits of investment in training older workers
- understanding how older people manage work-life balance
- understanding communication/appraisal/review processes for older workers

Nonetheless it was argued that the research pointed to a number of policy implications including:

- the need for policy at a national level
- the promotion of positive models of career development
- promotion of investment in older workers to employers
- support for training for the lowest qualified in their early 50s

McNair concluded with the suggestion that of the potential benefits of a mid-life career review around the age of 50. "Now you are 50 what are you going to do with the next 20 years?". A UK government funded pilot was underway to explore this idea.

Older People's Learning in 2012: a survey; <http://shop.niace.org.uk/older-peoples-learning-2012.html>

WELCOME NEW MEMBERS

Full Members (FM):

1. Global center for Training & Consultations, Jordan (July 2013)
2. Arab Trainers Union, (August 2013)

Associate Members (AM):

1. Arab League Center for Studies in Security for Banking, Jordan (May 2013)
2. Environment & Millennium Targets Ltd, Nigeria (May 2013)
3. Gateway for Training, Egypt (Sept 2013)

PERFORMANCE IMPROVEMENT IN HIGH PERFORMING ORGANIZATIONS

Collaborative research between the International Society for Performance Improvement (ISPI) and the Institute for Corporate Productivity (i4cp) have produced a report examining performance improvement approaches, practices and barriers as seen through the lens of market performance. It is based on responses from over 300 ISPI members and i4cp's survey panel. Respondents represented government (17%), education (12%), business services (11%), health care (9%), financial services (5%), retail (4%), energy/utilities (4%), and a number of other sectors.

High performing organizations (HPOs) are distinguished from low performing organizations in terms of market share, revenue growth, profitability and customer satisfaction (the Market Performance Index (MPI)). The principal aim is then to identify what distinguished HPOs in terms of the organization's approach and management of its approaches to and systems of performance improvement. What emerges overall from the research is the centrality and interconnectedness of PI to the range of business processes within any one HP organization. PI is not a set of neatly boxed, one size fits all, steps and procedures but more a philosophy driving its organizational strategy, defining its leadership, creating its culture.

This overall finding is most evident in the report's discussion of how HPOs pursue both internal and external opportunities. HPOs adopt a strategic approach to continuous performance improvement. Nearly two-and-a-half times as many HPOs as LPOs point to the drive for constant improvement in performance as a significant reason for their PI efforts. The report identifies a significant correlation with MPI scores. The report notes:

This cycle of continuous improvement is crucial to the lifeblood of the organization. PI requires a systematic approach to examining performance issues on multiple levels, analyzing the causes of problems, developing potential solutions, and selecting and implementing the solution that will deliver measurable results. Those results will not only enhance performance within the specific issue being examined but will impact the organization on a broader scale, as the survey results show—in market performance.

Interestingly, one of the recommended actions in relation to PI in terms of this holistic perspective on PI is for an organization to consider creating a formal internal PI operation within the organization. This raises a key question of responsibility for the management of PI, something the report does not address.

In relation to HRD the survey addressed human capital initiatives for improving organizational performance. An emphasis on soft skills / personal development, for example, differentiate HPOs from LPOs. More than 5 times as many HPO's "count on their learning and development initiatives for organizational PI. More than twice as many HPOs as LPOs relied on personal development approaches—such as feedback, coaching and mentoring—to boost organizational performance. Whilst most human capital approaches were found to be correlated with MPI scores not all were regularly used. Career and succession planning, for example, and competency management. The largest proportion of HPO's (10%) indicated the latter practice this was not used at all. Interpreting such findings the report suggests that "while the designation of key competencies is important in lending direction to recruitment efforts and development programs, its role in overall organizational PI is designated as less critical". A key action recommendation is for the alignment of L&D, leadership and performance management processes with organizational PI goals.

Importantly, the report identifies processes before and after any specific HRD initiative as a critical differentiator of HPOs. Enshrined within a key finding that a key strength of HPOs is their ability to "develop solutions" is the importance of initial needs analysis. Such practice had the highest correlation to market performance. Four-and-a-half times as many HPOs as LPOs emphasize this step and more than 2.5 times as many HPOs as

LPOs say they're effective at it, thus providing a strong evidence based re-enforcement of this basic tenet of a professional approach to training and development. In relation to the particular process of job task analysis nearly twice as many HPOs utilise such a process as part of their overall approach to needs analysis and the development of PI practices. Interestingly, despite the strength of the evidence in this area where the report identifies most 'missed opportunities'.

A somewhat similar tone is struck in relation to evaluation. The headline finding is that "HPOs pursue PI broadly but evaluate it narrowly". Whilst two-thirds of HPOs give individual performance improvement and process/operational efficiencies their highest targeted attention, organizational performance improvement and societal/Mega-level PI is not far behind. This Mega level extends beyond customers and stakeholders to communities in which the organizations reside. Interestingly, more than three times as many HPOs as LPOs focus on this mega level of PI, making it the largest differentiator for HPOs as well as returning the highest correlation to market performance. However, in relation to evaluation whilst the same levels are recognised the emphasis of attention is more on individual performance improvement and process/operational improvements. The report notes that "notable by its absence among the top measures used was organizational measures, such as sales, customer retention and quality". This said, LPOs were more likely than HPOs to report not measuring results at all in each of the levels of PI. Whilst the report advocates the use of such measures as part of its evaluation strategies at the higher levels it provides little by way of strategies that might be adopted to address this notoriously difficult aspect of evaluation.

Much of the report seeks to highlight the strengths of HPOs in relation to PI and where clearly an integrated HRD approach has a critical role to play. However, alongside this emphasis there is attention to problems and constraints. A key finding is that "a trio of barriers to PI reflects insufficient communication, inadequate resources and ineffective HR processes". Conflicting goals and objectives topped the list of barriers to organizational performance for HPOs, with more than four in 10 organizations citing it among their top four barriers. This was also the case for LPOs. Insufficient staffing levels – as organizations emerged from the recession was the second most cited problem. HR was the third, specifically aligning people resources with organizational requirements. Even HPOs find it a challenge "to have the right employees with the right skills available at the right time". The issue of misaligned/non-existent incentives/rewards surfaced as the biggest barrier among LPOs. More than half (55%) of LPOs pointed to this problem, making it the largest gap between LPOs and HPOs.

Whilst much of the report addresses what might be regarded as well established good practice its importance lies in providing research based evidence of this practice. A strategic orientation to PI, together with a range of practices, often with key links to HR and HRD, clearly differentiate HPOs and LPOs. It is of course interesting to speculate as regards cause and effect. The implication is clearly that within the larger organization, a strategy of PI backed by fit for purposes practices and procedures, results in high performance. Whether the research actually delivers this 'holy grail' must remain debateable but its contribution to an enhanced understanding of the relationship between high performance and management practice, including HRD, is not in doubt.

Institute for Corporate Productivity (2013), *ISPI/i4cp Performance Improvement Survey*, www.i4cp.com A full copy of the report (complimentary to ISPI members) can be purchased from ISPI by visiting HYPERLINK "<http://www.ispi.org>" or calling 1-301-587-8570.

Thanks to April Davis, Executive Director, ISPI, for her help in sourcing this item. ■

RETHINKING HUMAN RESOURCES IN A CHANGING WORLD

This research report from the Economist Intelligence Unit of KPMG examines the nature of the challenges facing the HR function and its future direction. Over 400 executives were involved in the study based in Asia-Pacific (32%), Europe (30%), North America (28%) and Latin America (10%). From an HRD perspective the report draws some interesting findings and conclusions.

The retention of talent (“critical skills”) in the context of managing a global, flexible workforce has been the top priority for HR departments over the last three years. More attention to coaching training and staff development, as well as remuneration, is an effective response but presents problems in working out how globally consistent or locally customised these should be. The report notes the recent study conducted by Ulrich* and colleagues who argue that HR is now a global profession with global standards for HR competences but that efforts to develop local HR solutions need to be framed in the context of these global standards. The report cites the policy approach of American Express who seek to ensure that HR programmes and systems meet the local needs of employees but everything they do is global then “locally cultivated”.

Finding ways to engage with a global, flexible and often remote workforce is a main theme of the report. Technology features significantly, in terms of applications, for example, to training and development, communications and virtual team working. One of the report’s case studies, National Grid, demonstrates how the organisation has successfully used technology to help shift the focus of its training away from classroom training toward a more interactive, demonstrative approach enabling employees to learn in more bite-sized chunks and in a much more visual manner. However, the greater use of technology in HR and HRD is not without problems. Technology is no panacea and an investment of time and resources with employees on a traditional, face-face basis is needed to ensure the technological innovations are fit-for purpose.

The most contentious aspect of the report is the extent to which HR is growing in strategic importance. The report notes for example that the greater application of technology to data analysis (the most commonly cited area for planned HR technology investment over the next three years) can be a very powerful tool for HR. For example, in terms of skills and identification of where the most demand for skills lies providing the data upon which a much more authoritative “roadmap of how the organisations’ people resources need to be re-shaped to deliver on corporate strategy”. The report identifies this aspect a further opportunity to gain credibility at the highest levels of a business. However, given that only 17% of respondents indicated that HR “does a good job of demonstrating its value to the business” it suggests such progress will not be easy.

The biggest challenge, the report argues, is for HR to respond to the evident changes in economies, workforces, technology etc and become a more strategic player. The suggested steps to improve the function’s contribution and image fall under four broad themes:

- Make the value of HR more prominent and understood.
- Think, understand and communicate in the language of business.
- Move from administration to higher-value-added activities.
- Transfer appropriate responsibilities to line managers

However, one interpretation of such themes, and indeed much of the analysis upon which they are based, is that we have heard all this before. What takes this report beyond the routine is a hard hitting final viewpoint. Robert Bolton (KPMG Transformation Center of Excellence), identifies the ‘doom loop’: fifteen years of pursuing generic best practice and benchmarks in the hope of pinning down a position of influence at the top table, but fifteen years where the status of HR has not been advanced. Bolton’s argument is that the problem is that there is a perceived lack of credibility within HR and an inability to deliver value. In an effort to rectify this problem, symptomatic fixes are pursued, often via the latest generic best practice models. Bolton ponders an alternative where much of HR is consolidated into a shared services organization reporting to a Chief administrative officer and a much smaller team of “people agenda architects” reporting to someone such as a Chief Change officer.

Some businesses could go even further and have leadership taking direct charge of their people programs with support at the strategic level from external specialists and consultants. Whatever the future may hold, I believe that HR leaders need to consciously break clear of this ‘doom loop’. Another 15 years of pursuing generic best practice will simply not add value to the business or the reputation of the profession.

The full report can be downloaded from: <http://www.kpmg.com/Global/en/IssuesAndInsights/ArticlesPublications/hr-transformations-survey/Documents/hr-transformations-survey-full-report.pdf>

*HR Competences Study: an 8 minute YOUTUBE video is available in which Prof Ulrich outlines the main findings from the most recent HR Competency Study from the team at Ross School of Business, University of Michigan. This looks in particular at the implications of findings 5 years on from the previous study in 2007. <http://www.youtube.com/watch?v=TsdOmZ2w2bk>

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Human Resource Development: Practices and Orthodoxies

John Walton and Claire Valentin (Eds), Palgrave, ISBN 9780230292277_01

This newly published text seeks to review, critically, a range of HRD practices (e.g. action learning, team development), drawing on contributions from a set of internationally renowned academics. A number of the practices discussed have been around for some time, others are more recent in origin. However, the editors' rationale is that most have become part of the HRD landscape, accompanied by significant claims as to value, which in their view are not necessarily borne out in practice. Their aspiration is that the book will serve to deepen the practitioner's understanding and expertise of their professional practice.

The book is divided into four sections: Formative Concepts; Training and Development Interventions, Career Development Approaches and Team Development. In section 1, for example, Poell provides a reflective piece on the whole notion of workplace learning. Whilst there is some debate as to what exactly constitutes the workplace the chapter provides a timely consolidation of the significance of the workplace as a site of learning and thus the basis for the integration of work and learning. The final contribution to section 1 addresses critical reflection from an individual and group perspective. It is the latter perspective that forms the focus of the chapter. Possible interventions are described. The authors conclude that both the emotions and the unconscious need to be addressed if group reflection is to be of value to participants. Section 2 begins with a critical look at learning and cognitive styles, the claims made and the impact within the field of HRD (Sadler-Smith). Russ-Eft provides very convincing argument for the use of behaviour modelling. Drawing on her own use of the technique, together with research evidence, she concludes with some surprise that "it has been used a training technique less frequently than the research evidence would seem to suggest".

In Section 3 (Career Development) Hite and McDonald look at career interest inventories and testing whilst Rocco, Thijssen and Githens address career development and employability for older workers. The perceptions held of older workers are assessed and the authors emphasise the value of the potential contribution of the older worker to knowledge management within an organisation. In the final section Rigg, for example, provides a comprehensive review of action learning whilst Thursfield advocates the use of scenario planning. Whilst Thursfield discusses the problems of its management she concludes that scenario planning, with its emphasis on knowledge sharing and the collective construction of meaning is ideally suited to classroom-based HRD.

The preceding descriptions and examples of chapters in the book belie a more complex level of analysis which flows through the book as a whole. Two themes predominate: definitional issues and constructivism. All the contributors subscribe to a constructivist approach to learning, where the learner is an active agent in the creation of their skills and knowledge development; the "learner and the work context influence one another continually" (Poell). This ensures the book is not a simple, prescriptive guide to HRD practice. Rather it provides the basis for the claim of the editors for a deeper understanding of HRD practice. An omission from the contributions is the role and use of IT in learning, surely a candidate for a critical review in the vein adopted in this book. However, this disappointment aside, the book provides an engaging path through both well trodden HRD

terrain and newer areas of practice. The theory practice tension is ever present and whether read as a whole or dipped into on a specific area of practice, the book should meet its editors' aspirations.

Human Resource Development for a Community-based Health Extension Program: a case study from Ethiopia

Teklehaimanot, H.D and Teklehaimanot, A. (2013); Human Resources for Health, Vol. 11

Ethiopia is affected by a high disease burden, aggravated by a shortage and imbalance of human resources, geographical distance, and socioeconomic factors. In 2004 the government introduced the Health Extension Program (HEP), a primary care delivery strategy, to address the challenges and achieve the World Health Organization Millennium Development Goals (MDGs) within a context of limited resources. This article describes the strategies adopted in the implementation of the HEP with particular emphasis on HRD. Human resources were developed through training of female health workers recruited from their prospective villages, designed to limit the high staff turnover and address gender, social and cultural factors in order to provide services acceptable to each community. In all, 40 training institutions were established, and over 30,000 Health Extension Workers have been trained and deployed to approximately 15,000 villages. The potential health service coverage reached 92.1% in 2011, up from 64% in 2004. The authors suggest the Ethiopian approach of revitalization of primary care through innovative, locally appropriate and acceptable strategies will provide important lessons to other poorly resourced countries.

The Nature of Employability Skills: empirical evidence from Singapore

Sung, J., Chi Man Ng, M, Loke, F. and Ramos, C. (2013) International Journal of Training and Development, 17: 3, 176-193

This paper concerns the changing nature of employability skills, moving from the original life skills or basic skills concepts to the increasingly work-oriented interpretation. The early concept of employability skills linked employability skills to job readiness and holding down employment. However, the work-oriented focus is increasingly linking the impact of employability skills to organizational (or performance) outcomes, which in turn are linked to workers' career mobility and wage gains. The paper makes use of recent skills utilization data in Singapore to map out the relationship between employability skills and mobility. It shows that employability skills in Singapore are increasingly job context related, going beyond just holding down a job. The authors argue their results have implications for vocational education and training policy in both Singapore and more widely. Three versions of publicly funded training are identified: the generic option (mostly for the unemployed); the sectoral option and the company option. Recognition of the context-related nature of employability skills has led to the modification of workforce development training in Singapore in order to meet the needs for greater employability skills effectiveness through 'contextualized' training provision.

Training Returns DHL Express to the Road of Exceptional Customer Service

Pollitt, D. (2013), Human Resource Management International Digest, 21: 5, 26-29

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43rd IFTDO World Congress & Exhibition 2014, Dubai

March 10 - 12, 2014

Leadership Impact on Human Resource Development

Hosted by: The Dubai Police Academy

- CIPD Annual Conference and Exhibition , November 6-7, 2013, Manchester, UK, <http://www.cipd.co.uk/events/annual>
- 12th International Conference of the Asia Chapter of Academy of Human Resource Development “New Perspectives of HRD and Social Networking in the Globalizing Workplace”, 5 – 8 November, 2013, Taipei, Taiwan
More details from: <http://www.ihrd.ntnu.edu.tw/2013conference/>
- 5th International Conference on E-Education, E-Business, E-Management and E-Learning, 13 – 14th January, Toronto, Canada, IC4E 2014
More details from: <http://www.ic4e.net/>
- World HRD Congress, Mining Human Potential for Creating Great Organizations, 15th- 17th February, 2014, Taj Lands End, Mumbai, India
More details from: <http://www.worldhrdcongress.com/Index.html>
- Academy of Human Resource Management (AHRM) International Conference in the Americas, ‘Leading HRD Through Research’, 19 – 22nd February, 2014, Houston, USA
More details from www.ahrd.org
- 5th Annual Women’s Leadership Conference, 1-3 March 2014, Bangkok, Thailand
More details from: <http://www.tomorrowpeople.org/wlc-conference>
- Ninth Annual Education and Development Conference, 5 – 7th March, Bangkok, Thailand
More details from: <http://www.tomorrowpeople.org/education-and-development-conference-2014>
- Chartered Institute of Personnel & Development (CIPD), Learning and Development Conference and Exhibition, 30 April – 1 May, Olympia, London, UK
More details from: www.cipd.co.uk/cande/hrd/conference
- American Society for Training and Development (ASTD), International Conference and Exposition, 4 – 7th May, Washington DC, USA
More details from <http://www.astdconference.org/>
- University Forum for HRD (UFHRD), 15th International Conference on HRD Research and Practice Across Europe, ‘Reflecting on the Past; Shaping the Future’, 4 – 6th June, 2014, Edinburgh Napier University, Scotland
More details: <http://ufhrd2014.com/>
- 13th International Human Resource Management Conference, ‘Uncertainty in a Flattening World: Challenges for IHRM’, Cracow University of Economics, Krakow, Poland, 24th-27th June, 2014.
More details from: www.ihrm2014.pl

RECENTLY PUBLISHED

continued from page 15

The article reports on a major, company wide training initiative undertaken by the logistics company DHL. Operating in over 200 countries DHL, claim to be the most international company in the world. The training initiative was designed to reignite “the inspiration, know-how and passion of its people”. Two main features are discussed. First a certified international specialist (CIS) foundation program. Developed and rolled out within only 18 months, it was delivered by line managers, not trainers, to all 100,000 employees in 220 countries. A blended-learning approach was adopted featuring highly immersive and interactive 1.5-day engagement events that incorporate innovative learning methods and approaches, high-impact learning materials and cutting-edge film and animation. Another important element is the trainer scripts, which were crafted so they could be easily adapted and translated into 42 languages and still be effective. Second, a certified international manager (CIM) program for its 10,000 managers. This sought to ensure that leaders: know themselves, the business, their customers their people and their numbers. A feature of the CIM is its train the trainer focus. Each level of management involved in the design and development and delivery of the program to the level below. The article concludes with

the claim that the training initiative has been significant in returning much improved financial performance to the business in 2012.

HRD and HRM Perspectives on Organizational Performance

Alagaraja, M. (2013) Human Resource Development Review, 12: 117

A systematic review of literature on the relationship of human resources (HR) and organizational performance (OP) reveals a dearth of contribution from human resource development (HRD) in establishing the linkage. Whilst the article reports strong progress in demonstrating a HR – OP link but specifically as regards HRD the research and evidence based practice is undeveloped. Only 16 research articles addressing HRD and OP are part of the study, in contrast to over 200 in relation to HRM and OP. The article recognises that in practice the greater integration of HRD and HRM is a complication factor when seeking a clear understanding of any relationship between HRD and organizational performance. Indeed it is argued that much of the separation is largely academic. The article develops this point as its main conclusion calling for greater synergy between the two disciplines to help in fully translating the ‘people are our most valuable assets’ rhetoric into reality.



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IFTDO does not necessarily agree with the comments expressed in this News and does not accept responsibility for any views stated therein.

43rd IFTDO WORLD CONFERENCE AND EXHIBITION

Dubai, U A E, March 10-12, 2014

Jointly organised by the Dubai Police Academy and International Centre for Security and Safety.

Conference Theme

Leadership Impact on Human Resources Development

Call for Papers: Last Date for Submission of Abstracts: November 30, 2013

IFTDO invites professional trainers, consultants, academics, HRD professionals and senior executives to contribute to the success of IFTDO 2014. The abstract should not be more than 500 words and accompanied by a CV. All papers will be reviewed and speakers will be notified of acceptance by *December 15, 2013*.

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All of the conference participants are cordially invited to take part in the comprehensive commercial Exhibition which will take place alongside the conference. For further details on this event, please contact: +971 4 3163310

Correspondence

All correspondence regarding participation and sponsorship should be addressed to:

Lt. Colonel Nasser Ibrahim Kazim, Director of International Centre for Security & Safety Project Manager Tel: +971 4 3163163 Fax: +971 4 2171820, email: iftdo2014@gmail.com, web site www.iftdo2014.org

IFTDO MEMBERSHIP APPLICATION

Category of Membership applying for:

- FULL MEMBER** (USD\$1000)
Subscription is less for small professional societies. See below
- ASSOCIATE MEMBER** (USD\$350)

Official Organisation Title _____

Address _____

Telephone _____

Fax _____

Website _____

Name & Title of Contact Person _____

E-mail _____

Payment Choice:

- Invoice requested
- Director transfer to IFTDO Account (Ask for Account No.)
- International Bank Draft or cheque drawn on U.S. Bank (ask for Address to which cheque to be mailed)

* Small Professional Society applying as Full Member, please answer these additional questions:

Number of individual members _____ Number of organisational members _____

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