IFTDO NEWS

IFTDO
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contents

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WELCOME

CHAIR'S MESSAGE

Dear Members,

Before handing over as Chair of the Board in December 2018, I wish to thank all Board and IFTDO Members for the support and help I have received during my 2-year tenure. It has been a challenging period – IFTDO has embarked upon a major restructuring phase. During the Board meetings held in Dubai in March 2018 and New Delhi in November-December 2018, we have deliberated upon how IFTDO can be even more effective and provide even greater value to our members. We also discussed how to generate wider awareness of IFTDO – globally.

Some of the important decisions taken by the Board include: Recruiting two Business Development Managers, one located in the Kingdom of Bahrain and the other in New Delhi (India), reduction in membership fee for members from developing countries, reduction in conference guarantee fee so as to reduce the burden on conference hosts, among others.

We are looking forward to the IFTDO 48th World Conference and Exhibition to be held on March 18-20, 2019 in Sarajevo (Bosnia and Herzegovina), on the theme: "Human Resource Development (HRD) in the Digital Transformation Era- Empowering Future Leaders", to be hosted by Origin Group. Let me compliment Ms. Sanja Miovčić, IFTDO President, and Ahmed Al Banna, Chief Executive of Origin Group, for their excellent preparatory work done for the Conference. It is the first time that an IFTDO World Conference and Exhibition is being held in South-East Europe and is expected to generate interest for IFTDO in that region. I kindly request all members to promote participation in this great Conference. Thank you very much.

Now, let me hand over to Dr. Ebrahim Al 'Dossary (Kingdom of Bahrain), who has – always – been a pillar of the IFTDO and who is ideally suited to take us to new heights in the coming years.

Raj Auckloo
Chair of the Executive Board

FROM THE GLOBAL NEWS OFFICE

Dear Members,

It's, Bart here – warm greetings from Geneva these days. I have spend ages trying to co-create a perfect Global Newsletter to actually close the year.

Well, the contributions inside reflect what a year it has been – and it's been a super eventful year indeed. By way of illustration, please look into an account of the exciting BSTD HRD Conference, "Engaging Employees to Enhance Performance", held in the Kingdom of Bahrain, as well as the historic United Nations Conference, "We the Peoples…Together Finding Global Solutions for Global Problems", convened at the United Nations Headquarters in NYC, USA.

Speaking of the United Nations, if you didn't attend the United Nations Climate Change Conference (COP 24) organized in Katowice, Poland this December (the two-week 24th Conference of the parties of the United Nations Climate Change Convention that attracted over 28,000! leaders), you may want to read a new book that's now on my bookshelf – *California Greenin'* by Dr. David Vogel. The selected book is about how California actually became an environmental leader, and it's a fantastic read!

Do you like networking too? If yes, please kindly find attached an Invitation from Ms. Sanja Miovčić, IFTDO President, to attend the IFTDO 48th World Conference and Exhibition in Sarajevo, Bosnia and Herzegovina. Please register ASAP – I'm positive that it's going to be a massive Conference!

Research-wise, Dr. Patrick Wright, one of the 20 most influential Thought Leaders in HR, shares his pioneering research insights into multiple roles of Chief Human Resource Officers (CHROs) and challenges of Executive Leadership Teams (ELT). This might perhaps make some of you think of succession planning – if yes, please also go to the Cutting-Edge Research department, and review the research findings from the ATD that, among others, set out to determine best practices associated with high effectiveness in succession planning efforts. Further, in the same department, you can read about the new Profession Map from the CIPD, as well as new data and research from the SHRM – on sexual harassment – a particularly important workplace issue. Let's join the conversation. For other relevant and practical notions, go to the Mini Case Study (on work analysis) and the Idea Watch (on human behavior and performance) department.

Last but not least, we've arrived a little late to the game, but #IFTDO is officially on Twitter. Do follow us for Twitter content at @IFTDO_Global.

In closing, I would like to send my warmest wishes for the holiday season and hope that 2019 will bring you happiness as well as personal fulfillment. Happy reading – and sharing! See you all in Sarajevo!

Gratefully,

Dr. Bart Tkaczyk, MBA, Fulbright Scholar (UC Berkeley), Course Leader (mbasprint.com), Chief Executive & Head of Learning and Capability (Energizers, LLC). Email: bart_tkaczyk@berkeley.edu Twitter: @DrBTkaczykMBA

SECRETARY GENERAL'S REPORT

Dear Members,

In the previous Newsletter, it was stated that the IFTDO 48th World Conference and Exhibition will be held in Kuala Lumpur (Malaysia) on August 26-27, 2019. However, there has been a change in the venue and dates. The IFTDO 48th World Conference and Exhibition will now be held in Sarajevo (Bosnia and Herzegovina) on March 18-20, 2019. This Newsletter provides some information regarding the Conference. Also, detailed information is available at www.iftdo2019.com.

Elections for Associate Member Representatives to IFTDO Board from four regions of the World have been completed. Following have been elected for two-year term 2019-2020:

Africa – Tayo Rotimi (Nigeria), Asia-Pacific – Mohammad J. Al Shujaieh (Jordan). No nominations were received from Americas and Europe Regions. Congratulations to the newly elected Board Members to represent Associative Members.

A Workshop was organized by IFTDO at the 67th UN DPI NGO Conference held in New York on August 22-23, 2018. Also, a more detailed write-up on the UN event is shared in this Newsletter.

ISO Technical Committee (TC) 260 for Human Resource Management has initiated a proposal to develop a global standard for Learning and Development (L & D). Considering the importance of this work at the international level, IFTDO members were invited in October 2018 to indicate their interest and the names of experts in the field of L & D, who can make effective technical contribution to developing the ISO Standard, were submitted. Based on the responses received, six names were forwarded to ISO Technical Committee. Their response is awaited.

The last date for receipt of entries for IFTDO Global HRD Awards 2019 was extended to December 31, 2018. All members were informed.

The revised Articles of Association of IFTDO, approved at the AGM held at Dubai (UAE), were field with the Companies House and Charity Commission in the UK. These have become operative. These documents, and also past Board minutes, AGM Minutes, Annual Reports, Newsletters Conference Criteria and Procedures, are all uploaded on our Web site, and are available in the Members Area. Members are kindly requested to log in at our revamped Web site www.iftdo.net and access the Members area. The log in ID and passwords to access the Members Area were communicated to all members along with the Guidelines to log in. They can edit their information and upload their logos. In case of any issues, members are welcome to contact me.

Dr. Uddesh Kohli
Secretary General

BSTD Annual HRD International Conference Highlights (Kingdom of Bahrain)

Engaging Employees to Enhance Performance

On September 25-26, 2018, *Bahrain Society for Training & Development* (*BSTD*) held the *BSTD* Annual HRD International Conference at the Diplomat Radisson Blu Hotel in the Kingdom of Bahrain. The annual event, under the Patronage of H.E. Jameel bin Mohammed Ali Humaidan (Minister of Labor and Social Development), on the theme of "Engaging Employees to Enhance Productivity", attracted hundreds of extremely talented and driven business and HR leaders from the Middle East, North America, and the European Union.

The main objectives of the Annual Conference were:

- to gain new insights into how to effectively execute employee engagement efforts,
- to present real-world examples and case studies from local, regional and multinational market-leading enterprises,
- to go into employee engagement and organizational performance – quality, profitability, customer satisfaction in particular.

Mr. Ahmed Attiya, President (*BSDT*), made the point that: "Employee Engagement is one of the hottest subjects in leadership. It is little wonder that more and more organizations are applying employee engagement strategies to boost their levels of productivity, customer satisfaction– and ultimately profitability." Dr. Ebrahim Bin Khalifa Al-Dossary, Honorary President (*BSTD*), emphasized: "Bahrain's only way to strengthen its position and grow in today's competitive world is to help its people develop their skills, knowledge and capabilities with the right training and development opportunities."

Other invited speakers included: Mr. Sabah Bin Salim Al-Dossary, Dr. Raed Bin Shams, Dr. Mohamed Mahmood, Dr. Ramin Mohager, Ms. Nicola Jane Ablett, Ms. Sameera Ali Baba,Mr. Azman Shah Dato Aziz, Mr. Mohammed Isa, Mr. Edward Matti, Mr. Moyez Kassam, and Dr. Bart Tkaczyk, MBA.

Heartfelt thanks also go to all the Sponsors, the Ministry of Labor and Social Development, Institute of Pubic Administration, and Tamkeen.

Didn't attend the Annual HRD Conference in the Kingdom of Bahrain this year? You can watch some exciting video highlights of the Summit at https://youtu.be/W-FvPZQQh4g

Breaking News: The United Nations HQ (USA)

People-Centered Multilateralism: We the Peoples...Together Finding Global Solutions for Global Problems

On August 22-23, 2018, 2,000 leaders from 80 countries gathered at the United Nations Headquarters in New York, NY to join efforts to uphold the value of *people-centered multilateralism* and re-commit ourselves to seeking global solutions for global problems, including but not limited to, achieving the targets set forth in the United Nations 2030 Agenda for Sustainable Development.

At this historic UN Conference, the welcoming remarks were made by distinguished leaders such as: Ms. Alison Smale (UN Under-Secretary-General for Global Communications), Mr. Bruce Knotts (Chair, NGO DPI Executive Committee), Ms. Winnie Byanyima (Chair of the 67th DPI/NGO Conference, Executive Director, Oxfam International),

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Mr. Jeffrey Brez (Chief, UN NGO Relations),H.E. Ambassador Martha Pobee (Vice-President, Office of the President of the General Assembly), Mr. Elliott Harris (Assistant Secretary General for Economic Development and Chief Economist), Ms. Elizabeth Cousens (Deputy CEO, United Nations Foundation), among others. Other Conference speakers and workshop leaders included: Tayo Rotimi (IFTDO Representative to the UN), Dr. Uddesh Kohli (Secretary General), Ms. Cassandra Jagroop (Youth Representative), and Dr. Bart Tkaczyk, MBA (Senior Resource Expert).

People-centered multilateralism to address global challenges, an optimistic and realistic alternative to nationalism or globalism, calls for cooperation and partnerships with Member States, the UN development system, and the private sector. Furthermore, it requires expanding the role of civil society partnerships, especially with youth, to energize the Sustainable Development Goals (SDGs). Since more than half of the world's population is under 30 years old, young people are principal partners in executing the SDGs (The NY Declaration was signed). Therefore, on behalf of the non-governmental organizations (NGOs) assembled at the UN Headquarters (IFTDO holds Special Consultative status with the Economic and Social Council of the United Nations), we adopted the Call to Action to ensure that the 2030 Agenda leaves no one behind. Specifically, as civil society, we called upon

Member States to:

- Respect, protect, and promote the rights of civil society to hold public and private institutions accountable and to participate in decision making,
- Advance people-centered multilateralism by developing proposals to revitalize the United Nations on the occasion of its 75th Anniversary in 2020,
- Fulfill their obligations under international law,
- Honor and uphold the commitments made in the Universal Declaration of Human Rights,
- Reaffirm the Declaration on Human Rights Defenders on its 20th anniversary by working to ensure the safety, expression, and freedom of association of those who speak out on abuses, and
- Enact policies aimed at eradicating extreme inequality, including by preventing individual and corporate tax avoidance and rights violations, with particular attention to the upcoming Special Session on Financing for Development;

Multinational corporations to:

- Adopt business models that shoulder social and environmental responsibility aligned with the SDGs and the Global Compact, and
- Deliver fair economic returns on value added by local communities;

The UN Secretary-General and the UN to:

- Play their historic roles as conveners of states and stakeholders, to guarantee that the most marginalized peoples throughout the world are heard most clearly and to ensure that our planet remains a place where all of humanity can flourish,
- Demand an end to tax avoidance, corruption, and rights violations by corporations, and
- Remain focused on intergenerational equity, safeguarding the planet's health and natural resources for generations to come;

All decision-makers to:

- Engage in real partnerships with civil society that, as called for by the "'We the Future': Youth Declaration," enable vulnerable groups to shape policies that affect their lives, and
- Financially support and promote change-makers, regardless of age, in public policy decisions and to follow the example of innovative and powerful social movements.

Additionally, on August 22, at the UN Headquarters in New York, Dr. Bart Tkaczyk was honored to remember Mr. Kofi Annan, the seventh Secretary-General of the United Nations, who set a framework that helped move the UN from one century to the next. Also, on August 22, Dr. Tkaczyk participated in the Workshop: *Towards UN 2020: The Case for Strengthening Multilateralism* to help develop a strategy to promote a proposed 2020 UN Summit – moderated by Mr. Jeffrey Huffines (CIVICUS UN Representative, NY), co-led by Mr. William Pace Executive Director (WFM-IGP), Ms. Natalie Samarsinghe, Executive Director (UN Association-UK), and Mr. Volker Lehman, Senior Policy Analyst (FES-NY). And on August 24, Dr. Tkaczyk attended the UN NGO/DPI Executive Committee Forum convened at Long Island University (LIU) – Brooklyn Campus. The Forum was opened by Mr. Bruce Knotts (Chair, UN NGO/DPI Executive Committee), and the Forum guests were greeted by Dr. Duleep Deosthale (Dean of LIU Global). Thereafter, Workshop with Regional Representatives of the UN NGO/DPI Executive Committee and Strategy Planning Session ensued.

Ultimately, we believe that – through people-centered multilateralism – we can transform the international order to bring about a more peaceful, just, and sustainable world. We commit to support the successful repositioning of the United Nations system with our collaboration, energy, and initiative. People-centered multilateralism, through its worldwide enterprises, culture, and work in a robust and protected civil society space, will generate the political and social support needed to endure for this generation and future generations.

Thought Leader Interview: So, You Want to Be a CHRO?

Thought Leader: Dr.Patrick Wright, MBA

Bart Tkaczyk: Hi, Patrick. Thank you so much for making the time to have this conversation about CHROs today.

Patrick Wright: Thanks for thinking of me for this.

Bart Tkaczyk: Chief Human Resource Officers (CHROs), to deliver value for the enterprise and to create investor wealth, must play multiple roles. The CHRO role has been expanding and transforming – radically – over the past years. Patrick, what are some of the major roles of CHROs today?

Patrick Wright: As much as we'd like to think we are behind the evolution of the role, the factors driving changes in the CHRO's role come externally, not internally. When CEO/Executive pay became a huge issue for boards in the early 2000's, CHROs were thrust into greater interaction with the board. Then when boards began focusing on CEO succession because of failures that occurred in brand name companies like HP, the CHRO's role with the board elevated again.Most recently with scandals that have occurred at companies like Wells Fargo and Uber, boards have begun to focus intently on culture, again raising the CHRO's profile with the CEO and board.

So, our most recent research shows that CEOs look to CHROs to deliver talent and culture, and boards look to them to be a critical partner in the areas of executive pay, CEO succession, and culture. The driver of these, however, is not that we have persuaded CEOs and boards that CHROs are important, but rather that competition, regulation, and reputation have forced CEOs and boards to engage CHROs.

Bart Tkaczyk: Jack Welch once said, "Without a doubt, the head of HR should be the second most important person in any organization. From the point of view of CEO, the director of HR should be at least equal to the CFO". In the present climate, are CHROs as important as CFOs on executive leadership teams (ELTs)?

Patrick Wright: One measure of importance would be pay, and companies that believe CHROs are as important as CFOs should set their pay to be equal, if nothing else, as a signal. However, that's simply not the case. I recognize that the markets for CFOs and CHROs are different, so even the top paid CHRO in the CHRO market would not be paid equal to the top CFO in the CFO market.

However, from the standpoint of the CEO's view, I think that in many cases CHROs are seen as just as important as CFOs. If you think about it, one of the CEOs' main jobs is allocating resources consistent with the strategy. CEOs have two main resources to allocate: financial capital and human capital. So any CEO that does not understand the importance of building and allocating human capital is fighting a battle with one hand tied behind his or her back.

Bart Tkaczyk: So, how can the CHRO make a difference in the very, say, first 100 days in their new leadership role?

Patrick Wright: A few years ago we asked CHROs what derailed their predecessor and also what they thought were the most important characteristics of successful CHROs. I expected the answers to be all about business acumen, understanding and aligning HR with strategy, etc. I was really surprised that both the most important derailer and the thing that distinguished successful CHROs was the ability to build trusting relationships. So, if I were put in a CHRO role (God forbid!), the first thing I would focus on would be building relationships with my peers on the ELT, with the CEO, and with the key board members I would be working with. They would have to know that I am there to help them succeed, but that help sometimes requires hard feedback and tough messages. They would also have to know that I am my own person with my own point of view, not simply the mouthpiece of the CEO. And the CEO would have to know that, but also know that I would never disagree with him or her publicly without them knowing I was going to. CEOs don't need blind fealty, but they do need the assurance that they won't be surprised by disagreements.

The second thing I would do is to build an HR team that can deliver the best HR processes for the firm. Again, while CHROs say they spend the most time in their role of "Leading the HR Function" I think that's only because they think that's what they are supposed to say. My experience is that their main job in leading the HR function is getting world class people to run the mechanics of the HR function. They set strategy and hold those members accountable for results, but an effective CHRO has to delegate responsibilities to the team.

Bart Tkaczyk: Increasingly, CEOs are looking for support from their C-suite team (think: greater competitive pressures, greater regulatory pressures, greater risks). From the CEO's perspective, what CHROs must do and what characteristics they must possess in order to be successful? How can the CHRO effectively partner with the CEO?

Patrick Wright: Our research shows that there's huge variance in CEO's interest in and/or ability to build and lead the C-suite team. Some see it as a central part of their role and take great pride in doing it. Others just expect that the team members are adults and will do their jobs and get along with one another. The latter perspective differs greatly from reality.

C-suite teams are full of bright, accomplished, and ambitious executives. They tend to focus on running their business or their part of the house, often to the neglect of other businesses or other parts of the organization. An "enterprise-wide" perspective does not come naturally, nor does an inclination to communicate and coordinate with their peers. Add in the pressures you mentioned, and it creates a perfect storm of a single-minded focus on their business, which may not be in the best interest of the enterprise. CHROs have to recognize it when these tendencies emerge, and be the "oil" that lubricates the different parts of the C-suite engine. This does not require making them all best friends, but rather opening lines of communication among them, and ensuring that they all focus on the needs of the enterprise at least as much as they focus on their own businesses.

Bart Tkaczyk: How can boards choose the next CEO best – any potential pitfalls to avoid and best practices to follow?

Patrick Wright: We find that combining great process with proper board perspective drives the best decisions. Great process entails boards engaging in CEO succession discussions at every board meeting, even if the new CEO just ascended into the role. They also have to gain exposure…both deep and broad…to all of the potential CEO successor candidates over a long time. This require more than seeing them present at the board meeting or sitting next to them at a board dinner. Also, it seems that boards rely too much on brief exposure and deep "performance history" files rather than rigorous assessment practices. I do not advocate that board rely solely on assessment practices, but use them as additional data points in evaluating candidates.

However, even the best processes may not result in success if the board does not have a proper perspective…i.e., that this is THEIR decision, and not the CEOs. While every board member would say that they are making the decision, our research shows that CHROs tend to think that the CEO is playing a large role. How? The CEO decides who will be considered potential successors. The CEO decides when, how, and how much exposure successors have to the board. The CEO drops hints about strengths and weaknesses of the candidates to the board, shaping their perceptions to fit with the CEO's.

This is not to say anything about GE's board because I think they had ideal processes in place for their past two succession decisions. But if you read the recent WSJ article about what all went wrong, you see a couple places where it seems that the board may have been unduly swayed by the CEO. For instance, Jack Welch was quoted as saying that *his* biggest mistake as CEO was *choosing* Jeff Immelt as his successor. The board ultimately voted on Jeff, but at least in Jack's eyes, they were simply approving his choice. Second, as you read about the horse race for Immelt's successor, you see that one candidate was written off largely because Immelt did not like that he had pushed back against some decisions.

These examples point to the fact that the board needs to be independent…fully running the process and keeping the CEO out of it as much as possible. They need to understand that CEOs, as humans, have preferences and will often engineer the process to result in the outcome they desire and they think is best for the organization. However, as humans, they can also be wrong, so boards, as a group, need to leverage the CEO where it makes sense, but always be suspicious. This is where a good CHRO can help. Board members told us that great CHROs provide an independent point of view on candidates, unswayed by what the CEO wants.

So, in answer to your question, three things: Good process, accurate perspective, and leveraging the CHRO.

Bart Tkaczyk: Patrick, thank you very much for sharing your great research insights.

Patrick Wright: You're welcome, Bart.

Dr. Patrick Wright, MBA is Thomas C. Vandiver Bicentennial Chair and founder and faculty director of the *Center for Executive Succession* in the *Darla Moore School of Business* at *the University of South Carolina*. Dr. Wrights teaches, conducts research and consults in the area of strategic human resource management. In particular, his research focuses on how firms use people as a source of competitive advantage, changing nature of the chief HR officer role and CEO succession processes. Each year he conducts a survey of Fortune 500 CHROs which gains insights on issues and challenges from the top of the HR house. Dr. Wright has published over 70 research articles in journals, over 20 chapters in books and edited volumes and has co-authored two textbooks and two books on HR practice. Dr. Wright currently serves as a member on the boards of directors for both the *Society for Human Resource Management* (*SHRM*) and the *National Academy of Human Resources* (*NAHR*). He is a former board member of *HRPS*, *SHRM Foundation* and *World at Work* (formerly *American Compensation Association*). From 2011 to 2018, he was named by *HR Magazine* as one of the 20 "Most Influential Thought Leaders in HR." In 2014, he won *SHRM*'s Michael Losey Award for HR Research and in 2017, he won the Herbert Heneman, Jr. Award for Career Achievement awarded by the Human Resources Division of the *Academy of Management* (*AOM*).

Mini Case Study

Using Work Analysis in HRD Practice

Overview

This case study seeks to illustrate the increasing set of challenges faced by Human Resource Development (HRD) professionals. That HRD practice has become more complex should not be a surprise to the reader. But what may be insightful from the case study is the need for HRD professionals to possess more knowledge and skills in the area of work analysis. Recently, in my book (Jacobs, In press/2019) I have made the point that previous understandings of work analysis – sometimes simply viewed as a proxy for the more familiar term of job analysis – is insufficient when HRD professionals seek to make meaningful contributions in their organizations. Instead, I have proposed that work analysis should be understood from the perspective of two broad questions of importance:

1) What is the work that should be done?
2) What are the characteristics of the people who are successful in doing the work?

As will be illustrated in the case study, considering both questions as being part of work analysis better represents the range of projects that HRD professionals are now involved in as part of their practice. The setting of the case study is a furniture retailer, with several hundred stores located across the United States, mostly in the East, Midwest, and Southern states. In the case study, the furniture retailer will be referred to as *ABC Furniture*, to protect the organization's identity.

Business Challenge

In general, the marketplace for retail furniture companies represents a set of competing challenges of immense proportions. Furniture companies seek to differentiate themselves from other companies based on the brands and styles in their product mix, the level of competitive pricing and financing packages offered, and service quality that is delivered by sales personnel and store managers. And these challenges do not even represent pressures coming from online furniture sales.

In the face of these challenges, senior management of *ABC Furniture* have come to realize the value of HRD as a strategic partner. Consider that each store averages razor-thin profit levels, so any competitive advantage that might be derived from programs provide through the corporate offices would be viewed as being essential for the overall competitiveness of the organization.

Until recently, the HRD Department has served the organization by simply providing training programs on a range general management topics. Now, the HRD has been confronted with the need to address three major programs, which have far greater strategic importance, and include the following:

- Designing a technical training program for all office employees and managers, located across all the stores and regional offices, focusing on how to use the new inventory management system. The vendor provided an overview of the software throughout the organization through an online program. But the vendor did not provide specific information on how to perform the operations in the specific context of *ABC Furniture*.
- Identifying the sales process used by highly-successful sales staff so that this information could be used as part of developing an organization-wide sales training program for new-hire sales associates. Until this time, the training of sales personnel was handled mostly by regional and local store managers and while, some have obtained good results within some stores, there has been a lack of consistency across the stores.
- Developing a long-term leadership development program that would help high potential individuals to acquire the characteristics of effective store managers. This program was perceived as being of critical importance since many experienced managers were approaching retirement, and the organization was likely facing a high level of management turnover in the next five years.

Solutions

The range of the three programs described above may not be overly surprising to many HRD professionals. After all, one or more the programs would likely be part of the scope of project work. As stated, what comes as a revelation is that each of the projects requires the use of different work analysis technique. Consider the following:

- The software training program requires the use of task analysis to identify the specific procedures, troubleshooting, and decision making tasks related to the various operations.
- The sales management program likely requires the use of the critical incident technique as a means to identify the process used by effective sales personnel.
- The leadership development program requires the use of the competency analysis process to identify the underlying characteristics of successful store managers, from which individual competencies and their respective levels of demonstration be identified.

That HRD professionals would be responsible for developing all three programs, each requiring a different set of work analysis knowledge and skills has become a revelation for many of them. This realization has become especially pertinent since, until recently, there have been few if any resources available on work analysis from a human resource development perspective.

Results

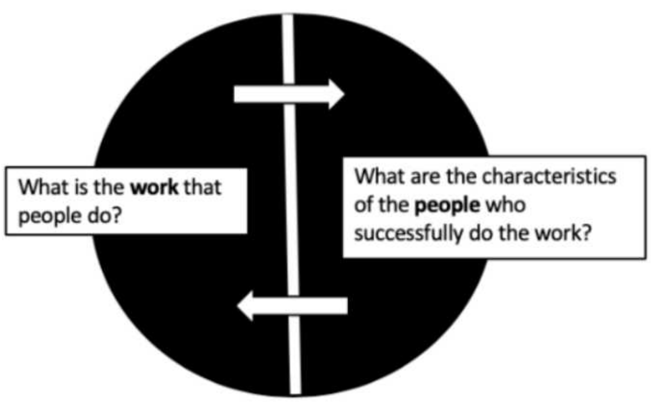
The case study represents just one of several similar situations that I have encountered during the past several years. The situations suggest the need to both raise the level of HRD professional knowledge and skills in the area of work analysis, and also to encourage a more integrated perspective of work analysis. As a result, the Figure (1.1) represents such an understanding of work analysis, showing how the two basic components, while different in their context, in practice often interact with and inform each other to a great extent.

For instance, many organizations have identified the individual competency of *system thinking* as being critical for their managers. As an individual competency, this would be understood through the technique called competency analysis. At the same time, the same managers likely have a specific task related to the design of various initiatives and programs within their scope of responsibility. Understanding this set of work would likely require some form of task analysis. In a sense, the individual competency serves as a prerequisite for being able to perform the task. Such is the integrated nature of complex work in many organizations today.

Conclusion

As stated, the point of the case study, from an actual organization situation, illustrates the increasing complexity of HRD practice. Part of the challenge comes from the range of programs being developed in organizations and, in addition, part of the challenge comes from the work itself becoming more complex as well. In this sense, the case study represents the underlying rationale for the soon-to-be-published book on work analysis, entitled, *Work Analysis in the Knowledge Economy: Documenting What People Do in the Workplace for Human Resource Development*, published by Palgrave MacMillan and available in January 2019. It is already available on Amazon as a pre-order.

Figure 1.1
Two Major Components of Work Analysis



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Ronald L. Jacobs, PhD, is Professor of Human Resource Development in the *College of Education* (*University of Illinois, Urbana-Champaign*). Dr. Jacobs has written over 100 journal articles and book chapters, and has authored or edited six books that address a broad range of topics in the HRD field. Particularly known for his research and development work on structured on-the-job training (S-OJT), a training approach that he first introduced to the HRD literature in 1987, his current research topics of interest include knowledge work, formal learning in the work setting, employee competence, and adapting HRD practices to the societal level. Also, Dr. Jacobs has extensive consulting experience in global organizations including *Abbott Laboratories, Aramco, Biomet, General Motors, Hyundai Motors*, *KLM Airlines, Kuwait National Petroleum Company, Morton Salt, Rohm and Haas,Seagate,* among others.

IFTDO members are invited to send news items on their events and activities, articles, research and surveys undertaken and other information of wider interest to the Editor, IFTDO News as follows:

Dr. Bart Tkaczyk, MBA
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On the Editor's Bookshelf

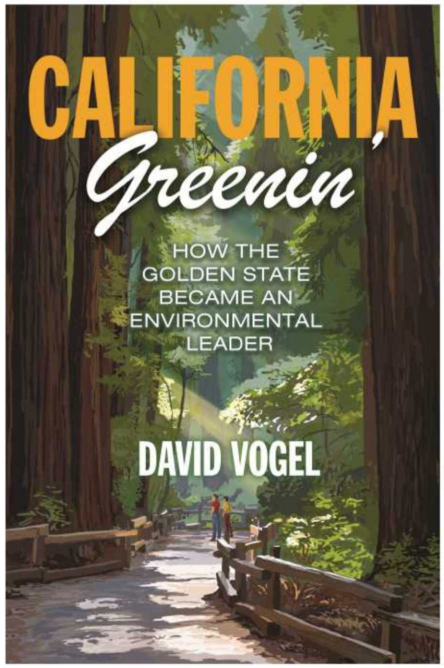
David Vogel. (2018). *California Greenin'* : How the Golden State Became an Environmental Leader. Princeton University Press

Let's talk about leadership, environmental leadership in particular.

In his new book, *California Greenin': How the Golden State Became an Environmental Leader* (Princeton University Press 2018), Berkeley Professor David Vogel demonstrates why throughout its history, California has been on the cutting edge of environmental policy innovation and leadership in the United States.

California's Yosemite was the first protected wilderness in America. By 1890, three of the nation's four national parks were in California. In 1947, California established the nation's first air pollution control authority, and in the early 1960s, the state issued the nation's first controls on automotive emissions. Furthermore, its bay and coastal protection initiatives were the most comprehensive and innovative the United States. California also enacted the nation's first energy efficiency standards for appliances and America's first energy efficiency standards for buildings. What is more, California was also the first state to restructure its regulations for utilities to encourage them to meet the state's growing energy needs though efficiency and conservation rather than by building new power plants.

Most recently, California has played a leadership role in the United States in addressing the risks of global climate change. In 2002, it authorized the world's first regulations for greenhouse gas emissions restrictions on motor vehicles, and four years later, established the nation's most comprehensive cap and trade system for reducing harmful carbon emissions. It has been a leader on promoting renewable energy. It is home to the nation's largest wind farm and the world's largest solar thermal plant. Half of all the rooftop solar installations in the United States are in California – as are half of the country's electric vehicles.



What explains California's longstanding role in enacting more innovative and stringent environmental standards in the United States? Dr. Vogel demonstrates that one key has to do with the extent to which the state's many attractive natural features have been continually endangered by rapid economic and population growth. This growth threatened the cutting-down of its magnificent coastal redwoods and the "big trees" in the Sierra. Around 1900, California was the nation's largest oil producer, and oil wells filled the beaches and coastal areas of southern California. By the 1930s, Los Angeles had the worst air quality in the United States. By the 1960s, the public was only able to access one-sixth of its 1100 mile coast, while the San Francisco Bay was being rapidly filled in by businesses and local governments.

In short, without extensive government regulation, California would have long ceased to be a "Golden State" renowned for its benign climate and beautiful scenery. Much the state's attractive natural environment would have long disappeared. What then has prevented this from happening?

The steady expansion of government regulation in California was largely driven by two factors. First, many influential citizens became politically active in order to protect features of the state's natural environment that they valued. Thus residents of the San Francisco Bay Area mobilized to protect Yosemite and the sequoias in the Sierra, while those in southern California worked to restrict oil drilling and curb air pollution. The entire electorate of California voted to establish the Coastal Commission in order to protect their ability to enjoy their coast.

Equally importantly, many of the state's most important environmental initiatives have been backed by business. The Southern Pacific Railroad was the most influential supporter of expanding the size of the national parks to protect the sequoias in the Sierra: it wanted to attract more tourists to California who would travel on its transcontinental railway. For their part, real estate developers in Los Angeles were strong advocates of enacting pollution controls on motor vehicles, since improving air quality was critical to the city's ability to attract new residents. Southern California property developers fought to remove oil-rigs from the beaches in order to promote recreation. More recently, California's large clean energy technology business sector – the largest in the world – has been a major backer of the state's ambitious and wide-ranging efforts to reduce energy use and curb greenhouse gas emissions.

California's recent environmental initiatives have produced important economic benefits. They have led to the employment of 310,000 people in energy efficiency programs and 64,000 in installing solar installations. The state has also become the leading center of research and development in electric cars and battery technology.

California demonstrates that protecting environmental quality and economic growth can go hand in hand. California is now the world's fifth largest economy and has been growing more rapidly than the United States as a whole, as well as most other states. Yet the state has also long been a leader in environmental protection. Dr. Vogel's book shows that protecting the environment, in addition to improving the quality of life and the welfare of the planet, can also produce important economic benefits.

A very interesting and important read – everyone interested in leadership, environmental leadership in particular, must read it!

Dr. David J. Vogel is Solomon P. Lee Distinguished Professor and Chair in Business Ethics at the *University of California, Berkeley*(at *UC Berkeley-Haas School of Business* since 1973). Dr. Vogel's research focuses on business-government relations with a particular emphasis on the comparative and international dimensions of environmental and consumer regulation. He also writes on corporate social responsibility, and religion and environmentalism. Dr. Vogel teaches classes on environmental policy, and business ethics and corporate responsibility.

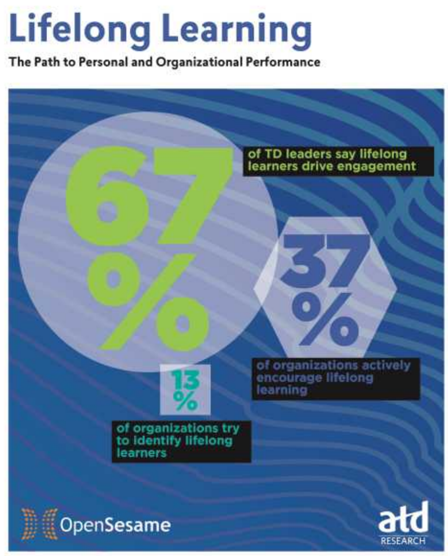
Cutting-Edge Research

ATD | Lifelong Learning: The Path to Personal and Organizational Performance

Does having a workforce of lifelong learners enable greater personal and organizational agility and help drive positive business results? This question was the focus of a new research report from the *Association for Talent Development* (*ATD*). Lifelong learning is the self-motivated, voluntary, ongoing pursuit of knowledge for personal or professional reasons. It may occur formally or informally, intentionally or incidentally.

Talent development leaders do not agree on what to call lifelong learning. Some speak of continuous learning, agile learning, learning drive, or call it nothing at all. But they do agree on traits and behaviors lifelong learners exhibit: self-motivation, insatiable curiosity, and intelligent risk-taking are a few examples.

The report *Lifelong Learning: The Path to Personal and Organizational Performance* looked at survey responses from 237 talent development professionals. While 44 percent of learning leaders in organizations overall say that building



workforces of lifelong learners is a priority, just over a third are actively encouraging continuous learning. In contrast, 55 percent of high-performance companies (defined as those who excel in revenue growth, profitability, market share, and customer satisfaction) prioritize lifelong learning, and 57 percent are prompting leaders and workers to become lifelong learners.

The study found that improved engagement was the top organizational benefit from encouraging lifelong learning. Other cited returns: better organizational performance, improved talent retention, enhanced ability to respond to changing business needs, and greater competitive ability.

"Lifelong learning helps us keep up with the ever-changing world," says Dr. Wei Wang, Senior Director, *ATD Global*. Wang also points out that today, "learning is everywhere (your laptop, tablet, your phone), and learning is for everyone." It is especially important for talent development professionals themselves to be lifelong learners. "Training and talent development professionals most of all need to be lifelong learners because in order to develop others we need to develop ourselves first," says Wang, whose team at ATD provides content and several annual conferences for global talent development practitioners.

The full report can be accessed at www.td.org/research-reports/lifelong-

ATD | Succession Planning: Ensuring Continued Excellence

Succession planning is an important process for organizations to undertake, whether big or small, because it helps ensure continuity in business and day-to-day activities. Succession planning is defined by the *Association for Talent Development* (*ATD*) as the process organizations use to identify the key positions, candidates, and employees needed to meet both the short- and long-term challenges inherent in conducting operations. The process also encompasses companies' efforts to develop and advance selected employees in the succession pipeline.

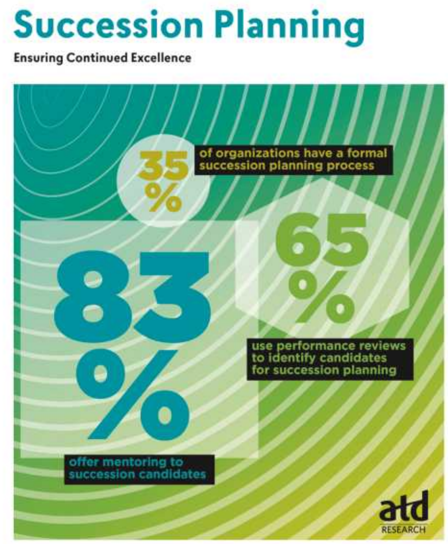
For organizations to avoid disruption and enable smooth knowledge transfer, an effective succession plan for key positions is essential, particularly when you consider the aging Baby Boomer workforce and the "job-hopping" tendencies of younger generations.

In the new report *Succession Planning: Ensuring Continued Excellence, ATD* set out to determine best practices associated with high effectiveness in succession planning efforts. This Study also tracked changes that organizations' succession planning processes have undergone since 2010. In 2018, 34 percent of enterprises characterized their succession planning process as highly effective. In 2010, only 14 percent did. Therefore, while effectiveness has increased, there is still much room for improvement.

Why do participants decide to adopt a formal succession planning process? Nearly nine in 10 reported that their organization adopted a formal succession planning process to identify and prepare future leaders. Respondents also cited the desire to create opportunities for internal advancement and to ensure business continuity as primary reasons for adopting a succession planning process.

Organizations were most likely to have a succession plan in place for director-level positions. Other common positions were vice president-level, C-level positions besides CEO, and manager-level. About half of organizations said they had a formal succession plan for their CEO.

When looking for internal succession candidates, the report recommends asking whether an individual has the right competencies, as well as whether the individual has a desire to advance and put in the effort. According to the data, organizations looking for outside talent were most successful when relying on networking groups, trade associations (such as *ATD*), or industry groups, many of which offer resources such as job boards and hiring events.



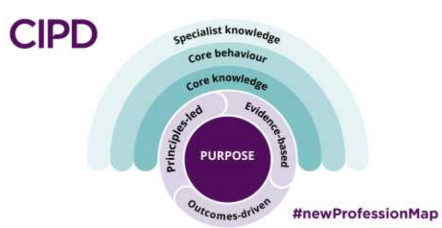
The full report can be accessed at www.td.org/research-reports/succession-planning.

CIPD | Introducing the New Profession Map from the CIPD

The world of work is evolving fast, creating new opportunities as well as challenges for the people profession. To respond to this constantly shifting landscape, the *CIPD*, the professional body for HR and people development, has launched a new international standard for people professionals.

The new Profession Map sets out the international standard for practitioners to make their greatest impact and thrive in a changing world of work.

Launched at the *CIPD's* Annual Conference and Exhibition in November, the new Profession Map is the product of wide consultation with *CIPD* members, business leaders, industry experts and partner organizations across the globe. Thousands of people have contributed to its creation since the development for the Map started back in 2015. The new Map is founded on the real experiences of practitioners around the world, making it a truly robust international tool.



It enables people professionals to adapt and innovate, and most importantly shape approaches and solutions to the context they find themselves in, and the outcomes that add the most value.

The launch of the new Map is the first step in the *CIPD*'s Profession for the Future journey, a commitment to prepare people professionals for the road ahead.

Peter Cheese, chief executive of the *CIPD*, commented: "New specialisms and areas of capability are emerging. We needed to update our existing 2013 Profession Map to reflect these shifts but also to be adaptive to the future. Every step of the way, we have tested the thinking with our communities – and every step of the way those communities have helped us to focus and strengthen the Map."

The new Map includes professional standards to help build the knowledge to be confident, the behaviors to be effective and values to make good decisions.

- It is built around the overarching purpose of the people profession: to champion better work and working lives.
- It has been developed to reflect international presence and context.
- It shifts the focus from generic best practice and processes to values-based decision-making. It will not tell practitioners what to do, but it will show how having the right core capabilities and professional values (being principles-led, evidence-based and outcomes-driven) leads to better decisions and impact in any situation.
- The standards themselves are divided into three categories: core knowledge (what you have to know to consider yourself an expert in

people, work and change – regardless of your role, sector or specialism); core behaviors (ways of thinking and acting that should be universal and consistent across the people profession, even in new and challenging situations); and specialist knowledge (from L&D to OD&D to Employee Experience and beyond, the knowledge needed to operate in a broad spectrum of specialisms).

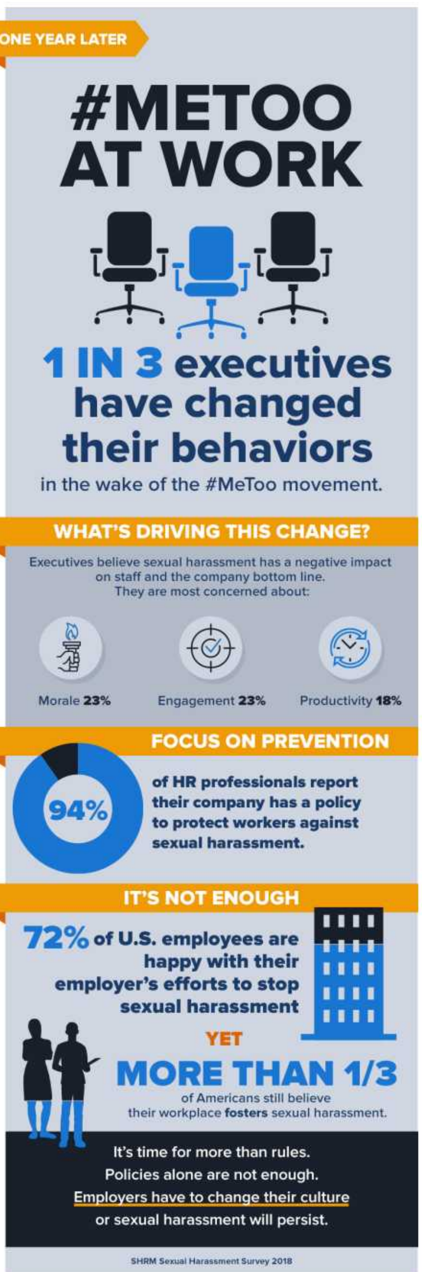
- The new Map has clearly aligned the levels in the new Profession Map with *CIPD* membership levels – so the standards directly equate to Associate, Chartered and Fellow. As well as 'Fundamental' level to allow better support to practitioners at earlier stages in their development and careers.

The new Profession Map includes areas relevant to all people professionals (purpose and values, knowledge and behaviors), and optional areas dependent upon specific role (specialist knowledge).

"The Map was designed to evolve, as the knowledge needed to be an outstanding people professional progresses and changes, so will the Map. As new specialisms emerge, there will be a place for them. It is designed for a dynamic, shifting world and helping everyone to continue to build their careers and knowledge in the future and ultimately champion better work and working lives", Cheese concludes.

Find out more about the new Profession Map at www.peopleprofession.cipd.org.

SHRM | #MeToo One Year Later: One-Third of Executives Have Changed Their Behaviors



New SHRM data show impact of sexual harassment on work, workers and the workplace with one-third of workers reporting their workplace still fosters sexual harassment

One year ago, the news of Harvey Weinstein broke and the #MeToo movement sparked a nationwide conversation. Since then one-third of executives have altered their actions to avoid behaviors that could be perceived as sexual harassment, according to new data from *SHRM*, the *Society for Human Resource Management.*

These changes in behavior have resulted as executives witness how sexual harassment affects staff and the company bottom line. They rate the biggest impacts as:

- Decreased morale (cited by 23 percent),
- Decreased engagement (23 percent),
- Decreased productivity (18 percent),
- Increased hostile work environment (15 percent), and
- Increased turnover (13 percent).

And while 72 percent of employees said they were satisfied with their company's efforts to stop sexual harassment in the workplace, more than one-third still believe their workplace fosters sexual harassment.

"The fact that some workplace cultures still *foster* sexual harassment says there is more work to be done," said Johnny C. Taylor, Jr., SHRM-SCP, president and CEO of *SHRM*. "We need a rules-plus approach – organizations need policies and training, but it is the education piece that creates culture change. When you have employees who know how to define, identify and report sexual harassment, everyone can work together to root out sexual harassment in the workplace.

"As a cultural change metric in such a short time, having a third of executives report changed behavior is significant," Taylor said. "Yet, we can't let the pendulum swing too far. Organizations must be careful not to create a culture of 'guilty until proven innocent' and we cannot tolerate other unintended consequences.

"One troubling trend is executives going as far as to not invite female colleagues on business trips, to evening networking events or into their inner circles to avoid any situation that could be perceived incorrectly, thus reducing the opportunity for women."

Additionally, executives surveyed believe that the most effective ways to influence workplace culture to stop sexual harassment and foster a safe environment are:

- Enhancing HR's ability to investigative allegations without retaliation (cited 45 percent),
- Conducting independent reviews of all workplace misconduct investigations (44 percent), and
- Increasing diversity in leadership roles (39 percent).

"At its core, an organization must have the right culture to self-police," Taylor continued. "We have a long road to go, but positive strides have been made."

Is your organization interested in this topic? *SHRM* President and CEO Johnny C. Taylor, Jr. is available for interviews. To schedule an interview, please contact Ms. Vanessa Hill (Vanessa.Hill@shrm.org).

Methodology:

In 2018, employees, including executives, managers and non-managers representing more than 15 industries, were surveyed by Research Now on behalf of *SHRM*. The margin of error was plus or minus 3.1 percentage points.

Addressing Workplace Harassment – join the conversation: www.shrm.org/mlp/Pages/work-episode3-Addressing-Workplace-Harassment.aspx.

Idea Watch

The GAP-ACT Model: A Control Theory View of Human Behavior and Performance

Models simplify complex matters, thereby enabling us to deal with them. Few matters are more complex than human behavior and performance. This write-up presents the GAP-ACT Model. It is based on Perceptual Control Theory (PCT), as developed and articulated by William T. Powers (1973). The model has proven useful in understanding, managing and improving human performance. Let's begin by briefly examining performance itself.

Performance is marked by accomplishment, by achieving some specified result or outcome. To achieve it, we must act. Our actions are informed by their consequences, by the effects our actions are having compared to the effects we intend those actions to have. Informed by our perceptions, we adjust our actions if and as necessary, so they have the desired effects and, when successful, we realize the desired result. We performers are "living control systems" and we are at the center of all this.

The GAP-ACT Model is shown herein and briefly described in subsequent paragraphs.

The GAP-ACT Model of Human Behavior and Performance

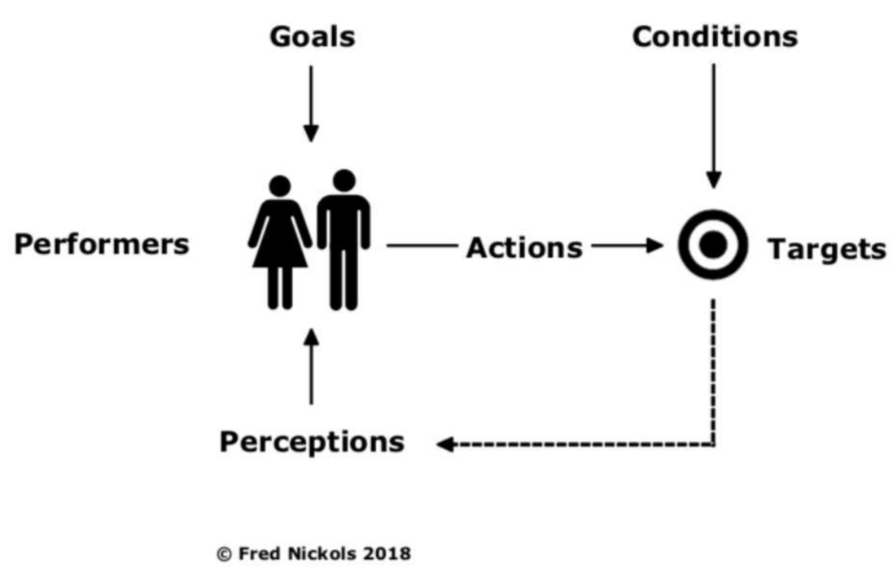
As visually represented herein, the aim of performance is to achieve some specified outcome. That outcome or result is often referred to as a Goal. It is important to recognize that a goal is properly viewed as a required or intended value for some workplace variable (e.g., cost per unit, retention rates, error levels, etc.). The variable itself is the Target, the focal point of our efforts. It is embedded in and part of a larger network of other, related variables. We now have two of the elements of the GAP-ACT Model: a targeted variable, which we will refer to as the Target, and a desired value for that variable, which we will refer to as the Goal.

To achieve our goal, we must act. Our actions, directly or indirectly, must alter the value of the target variable. We are informed of the value of the target variable via our perceptions, our sensory inputs. This is true whether we are observing the target variable directly or being informed about its value through some other means, perhaps a report. Given a goal, we can compare our perception of the value of the target variable with the goal and, if an unacceptable gap or discrepancy exists, we act to close it. By the same token, comparing our perception of the current value of the target variable with its intended or required value enables us to assess progress and achievement. We now have two more of the elements of the GAP-ACT Model: Actions and Perceptions.

We do not exist in a vacuum. Neither do the variables we target for change or the actions we take to affect those variables. We are all embedded in some context, a larger environment. That same environment also contains other actors and factors, some of which can and do affect the same variables we target. Our actions must offset or compensate for any effects of these other actors and factors. To the GAP-ACT Model we will add one last element: Conditions – the circumstances in which and under which we act and do or don't achieve our goals.

The GAP-ACT Model clearly delineates the four most basic requirements that must be met if intended or desired performance is to occur.

- First, there must be a goal. The goal specifies the desired value for a targeted variable.



- Second, the performer must be aware of the current state of the value of the target variable so he or she can determine if action is required and gauge progress and achievement. Whether informed directly or indirectly, it is the accuracy and timeliness of the performer's perceptions that matter.
- Third, if there is an unacceptable gap between the intended value for the target variable and its currently perceived value, actions aimed at altering the value of the target variable must be undertaken. Moreover, these actions must offset or compensate for the effects of other conditions affecting the value of the target variable.
- Fourth, the effects of these other conditions, these other actors and factors, must be manageable and not severe enough to overwhelm the performer or to significantly impede performance.

Each of these requirements can be gone into in more depth, especially regarding how the effects of the performer's actions "ripple through" the structure of the situation, following what is known as the "Achievement Path," eventually making themselves felt as changes in the value of the Target variable, but dealing with the concepts of "Achievement Path" is a matter for another day.

The purpose of this brief piece has been to introduce the GAP-ACT Model and show how a control theory view of human behavior and performance can be very useful. As one bit of evidence regarding its utility, consider the diagnostic questions below, all derived from the GAP-ACT Model:

- Can the performer identify the target variable and state its desired value (the goal)?
- Has the performer identified actions he or she can take that will bring the value of the target variable to its intended value?
- Are the performer's perceptions of the current value of the target variable accurate and timely?
- Are there any conditions offsetting or interfering with the effects of the performer's actions?

Those four questions alone get at the basic elements of human performance and they very clearly reflect a control theory view of human behavior and performance.

Further Reading

See Powers' landmark 1973 book, *Behavior: The Control of Perception*, Aldine Publishing.

Also, for more write-ups regarding the GAP-ACT or Target model as well as additional information about Powers' Perceptual Control Theory (PCT), visit www.nickols.us/controltheory.html.

Fred Nickols, CPT, is a knowledge worker, writer, consultant, and former executive who spent 20 years in the U.S. Navy, retiring as a decorated chief petty officer. In the private sector, he worked as a consultant and then held executive positions with two former clients. Currently, he is the managing partner of Distance Consulting LLC.

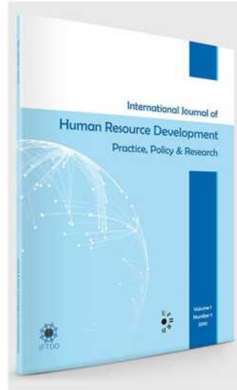
International Journal of HRD Practice, Policy and Research News

Volume 3 Number 2 of the *International Journal of HRD Practice, Policy and Research* (*JHRDPP&R*) is now published. The topics in this issue range from the impact of leadership development to the relationship between ethics and HRD. In between we have the first of a two-part article exploring the relationship between HRD and Capacity Building. I look forward to part 2 which will apply this first phase of the authors' research to the country of Bahrain. The article on the research and evaluation toolkit offers something a little different. It outlines a resource, applicable to mentoring programs in all sectors and organizational context but importantly is itself research based. It is particularly pleasing to be able to include the interview with Fostine Odhiambo, former Group HR, Training & Development Director with the Turks Group, based in East Africa. This ensures HRD in Africa is firmly on the agenda for the Journal and its future coverage. In the article from Tricia Harrison and colleagues the focus is the surprises that might await HRD. Fascinating stuff.

Tensions remain about the what the Journal is trying to do by way of its content. A number of submissions to the Journal over the last few months reflect a particular characteristic. The articles present what would appear to be perfectly legitimate and well managed HRD research. Each, though, singularly fail to include any serious discussion of the HRD practice implications of the research findings. Perhaps the authors find themselves locked in the ivory tower against their will. Or maybe they simply cannot see the pathways out. Either way, the result is that the research is an end in itself. Knowledge is being produced but not put into practice. Such contributions are frustrating and sometimes depressing. But, there is another way of looking at them. They provide, in a perverse sort of way, a strong justification in support of the Journal and its fundamental goal of promoting content more directly focused upon professional practice.

Looking ahead to 2019, in the early part of the year at the 48th World Conference, IFTDO will present its Global Awards. The Journal offers an excellent opportunity for all who are recognized through these awards to develop their submission into a contribution for the Journal thereby achieving wider recognition of their professional practice. Further ahead in 2019 there is every likelihood that the Journal will publish its first Special Issue. The focus of this will be an EU funded project in Global Entrepreneurial Talent Management involving 13 partners in Europe and Korea and being led by Northumbria University. The overarching aim of the research project is to improve employability and future global talent management to support economic development. The research project will identify and address the talent management issues of the future by working with three stakeholder groups: students and graduates (the future generations), employers (wealth-creators of the future), and higher education institutions (educators of the future).

Dr Roland Yeo, Saudi Aramco and a past IFTDO Global Award winner, retires from the Journal's Editorial Board at the end of the year. The Journal would like to thank him for being a great ambassador for the Journal and for facilitating several excellent articles. A new Associate Editor opportunity is highlighted below.



Volume 3 No 2, was published in October 2018. Interested readers can access the whole edition or specific articles at www.ijhrdppr.com.

New Associate Editor Opportunity

The *International Journal of HRD Practice, Policy and Research* (*JHRDPP&R*) is seeking to appoint an Associate Editor with responsibility for all aspects of communications associated with the Journal. We are looking to appoint someone to help the Journal maximize the potential of traditional and, in particular, new communications media to position and promote the Journal appropriately.

The position is unpaid but as a member of the Journal's Editorial Board it offers a real personal and professional development opportunity.

To discuss the opportunity further, please contact **Dr Rick Holden** (*Liverpool Business School*), the Journal Editor – please send an expression of interest together with a short CV (max 1 page) to: r.j.holden@ljmu.ac.uk.

Invitation: The IFTDO World Conference and Exhibition (Bosnia and Herzegovina, 2019)

Dear IFTDO Members, Partners and Friends,

It is a great pleasure to welcome you to the IFTDO 48th World Conference and Exhibition, which will be held, for the first time, in Bosnia and Herzegovina – from 18th to 20th March 2019. Bosnia and Herzegovina has a rich culture and history – with many traditional places to explore. Sarajevo, being the capital, is a compact city on the historical crossroads between East and West culture.

The Conference, ***Human Resource Development (HRD) in the Digital Transformation Era: Empowering Future Leaders***, comes in the era of digital transformation of all sectors and industries – worldwide. In particular, it will focus on the importance of digital transformation of companies and the role of the Human Resource departments and business leaders in digital transformation – their attitudes, maturity, readiness and effective approaches to "digital".

This conference will spotlight some of the functional areas that fall under Human Resources Management as they play a very significant role in integrating digital transformation and equipping the individuals and organizations for future success. The conference themes include, for example: Developmental Leadership,

The War for Talent, HRD Transformation, Disruptive Innovation, The New Digital World of Work, and Agile Organizations.

In addition, there are numbers of distinguished international and regional speakers in the field of HR, labor and employment, as well as education who have a great role in inspiring others and raising the level of excellence in HR with a focus on best practices and successful transformation stories.

Alongside the Conference, an Exhibition will be held to serve as an ideal interface for companies to attract expertise, the presentation of ideas, share success stories that can help develop software systems and services in the digital and HR sectors.

The IFTDO 48th Conference and Exhibition is a tremendous opportunity to refocus our attention on this most vital subject of human capital and efficiency – in Bosnia and Herzegovina, the Western Balkan region, in Europe, the Middle East, North America, and the wider world. It is also an ideal opportunity to share the best practices and meet key influencers in Bosnia and Herzegovina and the Western Balkans.

I look forward to meeting you all in Sarajevo so soon.

Ms. Sanja Miovčić, *IFTDO President*

Learn more about the IFTDO World Conference and Exhibition, and register today at www.iftdo2019.com

IFTDO
International Federation of Training and Development Organisations

Welcome New Associate Members

1. **Emirates Transport Driving Institute,** UAE- joined in Oct 2018:
   Email: info.etdi@et.gov.ae
   Website: www.et.gov.ae
2. **Sansvid M-International,** Nigeria-Joined in Nov 2018:
   Email: david@sansvidm.com
   Website: www.sansvidm.com

IFTDO MEMBERSHIP APPLICATION

Membership Subscription Rates from 2019

FULL MEMBER:

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ASSOCIATE MEMBER:

☐ $ 420 for Members from Developed countries,
☐ $ 350 for Members from Developing countries, small 1-person companies

Official Organisation Title

Address

Telephone Fax Website

Name & Title of Contact Person E-mail

Payment Choice:

☐ Invoice requested
☐ Direct 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________

Dr. Uddesh Kohli, Secretary General, IFTDO
S-50, Greater Kailash-1
New Delhi 110048, India

Scan and email to: sgiftdo@gmail.com,
or ukkohli@yahoo.co.in
Fax: +91 11 2645 1604 Phone +91 11 41619842

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> **Global HRD Awards & recognition program**
> **Large IFTDO World conferences** *and many more...*

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