



Newsletter

December 2014

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EAPM are sending out this end of year newsletter that highlights recent conferences that have taken place, an update on the new study we are taking part in and some recent articles.

1. Human Resources Competency Study

At the last Delegate Assembly we discussed this new survey we were going to take within our association.

So EAPM, national organizations and companies have the privilege to participate in the next round of the HR Competency study.

For the past twenty-five years the Human Resource Competency Study (HRCS) has identified crucial abilities for HR professionals and high-performance leaders. This is Round 7 of this study and asks...

- What impact does HR have on financial performance?
- What is HR's impact on intangible measures of business performance?

EAPM in partnership with The RBL Group and the Ross School of Business invite you to participate.

Benefits for EAPM associations:

- You will receive a report on the findings
- Possibility to invite RBL or EAPM resources to present findings at national conferences
- Ability to benchmark European HR competencies globally

Participants will receive:

- A company report with industry, global and regional performance benchmarks
- Insights on how to better implement business strategies
- Focused feedback on what competencies and organisational practices have the greatest impact on business performance

EAPM secretariat will send you more information with marketing materials, deadlines and further details of how to participate.

2. EAPM Congress 2015 Update



The next EAPM Congress will take place in Valencia, Spain on **October 22nd and 23rd 2015**.

Take a look at the website for the latest video updates and news; www.eapm.org/eapm-congress

3. Country updates

3.1 Slovenia – HR Standards

Slovenian HR Standards

Slovenian HR Association is aware of current challenges which constantly increase the demand for professionalism and responsible behaviour of HR managers and professionals. As a guardian of HR professionalism, Slovenian HR association had been discussing ways to offer its members effective support and guidance. During these discussions the need for establishing HR standards has emerged and thus a special project group was established in 2012 to prepare a draft version, composed of HR experts and practitioners. They first prepared an overview of existing HR standards in Europe and the world and the efforts of the Society for Human Resource Management (SHRM), focusing on HR competencies and standards of behaviour for HR managers and professionals, were recognized as the most suitable basis to develop a comprehensive set of Slovenian HR standards. The whole model was adapted to Slovenian environment in which middle and small size companies prevail and overall the development of HRM function has been somewhat lagging behind the most developed countries.

After this initial decision, the project team met regularly over a period of six months and thoroughly discussed each HR competence and related HR standards for HR managers and HR professionals as two most frequent HR positions in Slovenian

companies. The basic premise was, that HR manager should be capable of effectively managing HR processes and departments in a medium size company, while HR professional can act as a HR generalist in a small company (where main responsibility for HR processes is held by the general manager) or as a HR specialist for a chosen area, such as recruitment and selection, training, compensation. The content of HR standards was built around key working areas and responsibilities of Slovenian HR managers and professionals, thus some issues were added to the SHRM lists and some were merged or omitted. The project group also aimed at developing Slovenian HR terminology and spent a lot of time also working on proper wordings.

After the project group prepared a draft version of HR standards, these were discussed initially and confirmed by Slovenian HR Association Management Board. After they were presented at the Slovenian HR Congress in April 2013, an on-line discussion was open to members. The final discussion then followed with the Experts Council and after all amendments the final version of standards was adopted by the Management Board on July 9, 2013. Then a booklet of Slovenian HR Standards was published and several promotion activities followed because these standards will be worth only as much as they will be practiced. Therefore one of the important tasks of the Slovenian HR Association Management Board is also to gather the support of important partners and stakeholders, such as Slovenian Manager's Association, Employer Association, Trade Unions, The Ministry of Labour Slovenian HR Standards encompass eight competencies, for each a set of knowledge, skills and abilities as well as examples of standard behaviours for HR managers and professionals are developed:

1. **The use of professional knowledge:** Contributing to effective business performance through implementing HR knowledge and best practices.
2. **Interpersonal relations:** Effectively collaborating and encouraging co-operation among others with the aim of providing effective HR services and organizational success.
3. **Leadership:** Agility in leading processes and HR initiatives to capture stakeholders' support.
4. **Communication:** Forming and exchanging effective information for persuasive communication with different stakeholders both inside and outside of organization.
5. **Diversity management and inclusion:** Working and effectively conducting HRM within and outside borders and in different cultures.
6. **Ethical behaviour:** Enforcing basic values, integrity and responsibility in personal, professional and business activities inside and outside of an organization.
7. **Critical evaluation:** Using of comprehensive information (e.g. data, performance criteria, business and professional literature) for decision making and formulating of recommendations in order to assess organizational and business effects as well as impact on people, environment and society.
8. **Business orientation:** Creating a positive impact of HRM on company performance through an understanding of wider business environment and business content of an organization and industry.

The aim of Slovenian HR Standards is to help HR managers and professionals recognize, promote and implement desired behaviour and professional conduct. They also serve as a benchmark to identify areas for improvement, which additional knowledge and skills are needed and how to build effective training programs. Ultimately, these HR standards can also serve as the basis for developing HR certification system.

Dr. Nada Zupan
HR standards project group leader

3.2 Malta – Annual HR Conference



The FHRD 2014 Annual HR Conference took place on the 17th October 2014 at the Radisson Blu Resort & Spa, Malta Golden Sands. Each year around three hundred professionals from different businesses and organisations working in HR, learning and development, people management and consultancy, gather for the FHRD's Annual HR Conference.

This year's conference entitled "Talent Retention – Turnover into Tenure" focused on talent management as a general theme. The conference comes at a time when economic recovery is slowly taking hold. Caution has now been replaced by the need to take action as companies position themselves for growth. However the workforce today has changed. Skills are increasingly scarce and unevenly distributed across the global economy. This together with increasing demographic pressures has challenged the sourcing and retention of talent. This year's HR Conference invited companies and HR professionals in attendance to a call for action. Participants were incited to re-think their business strategy by developing innovative new ways of finding people, developing capabilities and sharing expertise.

The conference featured three Keynote Speeches and six workshops with twelve speakers spanning the following tracks:

- Leadership and development
- Attracting, engaging and retaining talent
- Trends in talent management
- Implementing HR data analytics to achieve business goals

- See more at: <http://fhrd.org/2014-conference>

This year, fourteen exhibitors from the ICT, recruitment, education and training, health and wellbeing and the financial services sectors participated in the conference.

About the Foundation for Human Resources Development

FHRD was set up to spearhead the evolution of people management and development practices as well as the human resources profession in Malta. The Foundation is an autonomous and independent body and benefits from close working relationships with all constituted bodies, employers associations and trade unions, leaders of the industry and the Government. The Foundation works in partnership with its corporate members from private and public sector organisations, the professional conglomerate of HR practitioners and service providers, and other key local players in the field of human resources management and development.

On the international scene, FHRD has a formal agreement with the School of Management and the Centre for Labour Market Studies within the University of Leicester in the United Kingdom, to act as its exclusive agent in Malta. On behalf of the University of Leicester, FHRD provides Certificate, Diploma, Bachelors, Masters and Doctorate programmes to a thriving base of candidates hailing from all walks and niches in life. Furthermore, FHRD operates closely with the Chartered Institute of Personnel and Development (CIPD), championing its well-respected achievements in the extensive fields of people management and professional development. FHRD is a member of the European Association of Personnel Management (EAPM) and the World Federation of Personnel Management Associations (WFPMA) and is the first organisation on the Maltese islands to have achieved the prestigious award of Investors in People Standard.

3.3 Norway – HR Norge update



**2014 has been an eventful year for HR Norge and the association´s members.
11 conferences**

In addition to courses, education, member meetings and network events, HR Norge has arranged eleven one- or two day conferences during 2014, covering topics like recruiting, competence management, employment legislation, retirement and

pensions, reward and compensation, change management and – not least – a full day conference focusing on the Joy of Work.

In addition to this we have again arranged our two flagship conferences, HR Forum (previously known as PersonalForum) for HR professionals in private sector, and Personalkonferansen, for HR professionals in public sector. Those two flagship conferences are held over 2-3 days, and attracts more than 500 attendants and more than 30 exhibitors each.

HR Forum, held in November was a major rebranding of a long lasting very successful formula. A host of changes to the concept, including change of name and venue, was exceptionally well received by a record breaking number of participants. The 520 participants scored the event exceptionally high, ensuring HR Norge's staff that we had done a good rebranding job.

HR Norge hosts most activities in Oslo, but there is a growing activity level in other regions. This year, for example, HR Norge has arranged HR Days in the four largest cities, attracting and building connections and support lines to HR professionals all over Norway.

Awards

Through the year, HR Norge honours individuals, teams and organisations with three different awards: The Competency Award, The Art of Leadership Award and The HR Award.

The Competency Award was announced in relation to the conference Kompetansedagene (Competency Days). This award is designed to honour companies or organisations that have achieved excellent results working to develop talent and competency over several years. The award goes to an organisation that can show concrete and profitable results from their development efforts. This year the award went to Laerdal Medical, a company that manufactures products dedicated to helping save lives.

The Art of Leadership is awarded at the conference HR Forum, and goes to a person that consistently over time has achieved great results through great leadership. This year's winner is Kai Henriksen, CEO of the state owned Vinmonopolet, which is a monopoly corporation with exclusive rights to sell wine and spirits. Mr. Henriksen clearly has had a large impact on the company, turning its image and brand from very low to among the very best.

The last award is given to a company, organisation or individual(s) that has shown excellent HR practises. This award, simply named "The HR Award", was given to the international paint manufacturer Jotun in conjunction with the conference "The Best of HR Norge", a year-end conference lining up top ranked presenters from earlier events.

Media and press releases

HR Norge's managing director Even Bolstad and several of our specialists are frequently used as expert commentators in media, particularly in stories related to work and employment.

Our reports and awards usually get attention from media too, and the combination of credible expert commentators regarding issues in the society at large and stories we initiate ourselves based on our research ensures a consistent and frequent presence in print and broadcast media.

