



WorldLink

Linking people management professionals around the globe

In the Decade of Human Capital, HR Must Lead

By Henry G. Jackson

Today, HR issues are impacting most global business strategies and generating debates and new ideas in workforce optimization around the world.

The loss of middle-skilled jobs is widening the chasm between low- and high-skilled workers. The clash of traditional business models with new ones, such as Uber, are creating upheavals in entire industries. Skills shortages are being felt by almost all industries in every country. On top of all that, major social, political or economic events taking place in one nation touch workers and organizations many time zones away.

It is clear that we are operating in a volatile, uncertain, complex and ambiguous world, where several forces are beyond business control. In this rapidly changing environment, having the right people strategy to thrive and adjust when needed is imperative.

For example, technology is raising the bar on the education and skills workers need. It is creating new and innovative jobs and industries while making others obsolete. Businesses must therefore have proven strategies in place to find and develop the talent it takes to succeed.

Demographic shifts are also reshaping the workplace. We face the simultaneous global challenges of aging populations and high youth unemployment. Organizational diversity is on the rise, and companies need innovative approaches to manage and engage workforces that diverge along generational, cultural and geographic lines.

Globalization is another force that no organization can escape, no matter its size or location. Global interconnectedness has expanded our options for where and when work gets done, as well as who we employ to do it. However, it has also increased our exposure and risk. Talent has become borderless, and businesses need strategies to gain access to the best and the brightest workers wherever they are in the world.

The upshot of these and other forces is that demand for our people management expertise has never been higher. I believe we are in the “decade of human capital”—a time when talent is seen as the real power behind business and when organizations are drawing clearer linkages between people strategies and business success.

Many signs point in this direction. When the Conference Board asked CEOs, company presidents and board chairs what their most critical challenges were, they cited human capital issues. A survey by the U.S. SHRM Foundation and the

Economist Intelligence Unit revealed a similar finding—that people management is the top challenge facing organizations now and for the foreseeable future. The World Economic Forum also observed that human capital, not financial capital, would be the key to “innovation, competitiveness and growth in the 21st century.”

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The evidence continues to grow that HR's role—finding, developing and engaging talent for business outcomes—is among the most critical in business today. Most recently, leaders from the world's largest economies gathered for the B20 Summit in Ankara, Turkey, and identified four pressing issues facing business:

- Skills shortages.
- Workplace flexibility.
- Women in the workplace.
- Employment immigration.

These issues go to the heart of who we are and what we do as HR professionals.

HR's task is to embrace these issues and to ensure that we are all prepared to lead our organizations as they respond. To do this,

we must apply a business lens to every HR decision. We must look toward the future and anticipate challenges and opportunities. We must ask questions of ourselves and others in order to identify new and better solutions. We must also continue to develop our behavioral and leadership competencies, burnishing our role as the mission-critical professionals who manage the most important aspect of every organization—people.

It is both an exciting and challenging time to be a member of our growing, dynamic profession.

In the decade of human capital, it is HR's time to lead. **WL**

Henry G. (Hank) Jackson is President of the North American Human Resource Management Association and President and CEO of the Society for Human Resource Management.

Embrace Failure for Organizational Success

By Lindsay Macintosh

Encouraging creativity, taking risks, trying new things and being open to new ideas are all key to organizational success. So is a willingness to embrace failure.

Failure is not necessarily negative. Instead, it is a fundamental component of success. Failure can contain many shades of gray, but there is nearly always a silver lining.

Success Is Not Black and White

Some organizations hold that a culture of success is one in which things must always run smoothly, with minimal or no mistakes. As such, they adopt a more divisive black-and-white approach to defining success and failure.



This approach hinders employees as well as organizational development. Employees become risk-averse, face anxiety and fear, and want to hide their mistakes, resulting in a stagnant culture with low employee engagement and poor morale as well as high turnover and significant absenteeism. Organizations would be wise to accept and address failures at certain levels, learn from them, and move on without demoralizing and punishing employees.

Of Compliance and Retention

Brenda Rigney, vice president of People Operations at Earls Restaurants, which has 65 locations in Canada and the United States, sees retention as the ultimate workforce problem. Turnover often arises from a culture where, rather than being tolerated, failure results in employee discipline.

“Who would want to work for a company that makes you feel bad about your decisions and actions or that watches every move you make?” Rigney asks. “The environment becomes transactional vs. transformational. Compliance prevails over empowerment.” She notes that employers must move to transform this type of culture before it begins to weaken innovation and breed mistakes, theft, fraud and negative employer branding.

Cultures that Embrace Failure Succeed

Organizations that adopt failure into their cultures value processes more than—or as much as—end results. They are more concerned about why the end result occurred and view risks as essential in today's highly competitive global economy. With failure built into their cultures, these organizations see that risks do not have to be “all or nothing.”

Within such organizations, leaders and managers:

- Foster a collaborative environment wherein failure offers valuable learning opportunities.
- Encourage risk-taking, knowing that some ideas will not work out.
- Recognize that mistakes can be seen as opportunities for employees to become more aware.
- Use these opportunities to discuss how things should or could work differently.
- Celebrate wins and losses.
- Create avenues for feedback, such as the company intranet and blog posts that ensure a two-way communication system between employees and management.
- Hold face-to-face meetings with employees and management to discuss information on topics such as innovation, relationships, and learning and growing.

Failing Is Learning; Knowing Is Growing

Today's successful organizations see failure as a teaching opportunity. It could involve mentoring new employees, holding debriefing sessions or providing training in a specific area where the failure occurred. Most important, failure should be explored and seen as an opportunity for everyone to learn and benefit.

A culture that embraces failure promotes ongoing feedback, open communication channels and good listening skills. This way, employees feel able to approach their supervisors or managers before a minor mistake leads to a major disaster.

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Empowering Employees to Innovate

“We value innovation and creativity,” Rigney says. “We encourage every leader and partner—our hourly employees—at Earls to operate their role with an ‘it’s your business’ philosophy. We teach people

Organizations that take a black-and-white approach to addressing failure leave no room for experimentation. Unfortunately, this leads to risk-averse, noncollaborative behaviors that stymie opportunities for innovation and creativity.

how they can manage their business and encourage them to try new initiatives to drive their business. We recognize that some ideas will work and some won’t. But it’s about changing quickly. We have great stories, such as a dishwasher creating a new system to organize cutlery that increased productivity of our front-house team.”

She adds, “Our ‘it’s your business’ philosophy is applicable to all levels of employees in the company. We don’t talk about repercussions or consequences. This is integral to our business. We empower people to make a call that will keep a guest coming back to the restaurant. Afterward, the leader and partner will recap what occurred with the guest and the decision the partner made. They will review processes and use the ‘mistake’ as a teaching opportunity.”

Organizations that take a black-and-white approach to addressing failure leave no room for such experimentation. Unfortunately, this leads to risk-averse, noncollaborative behaviors that stymie opportunities for innovation and creativity.

To stay relevant in our competitive economy, where ideas are invaluable, organizations must foster a culture of experimentation in which failure is acceptable—so long as the intentions are relevant and employees learn something from the experience. At a core level, organizations need to “factor failure” proactively by working it directly into their business plans. Organizations that neglect to see failures as opportunities for growth will ultimately find their failures ending poorly. **WL**

Lindsay Macintosh, CHRP, is a Vancouver, Canada-based HR consultant with more than 20 years of experience in payroll and benefits in the retail, food service and logging industries.

Workforce Training: It’s the Law in Mexico

By Eduardo León de la Cruz

Recent changes to Mexico’s labor law identified workforce training as critical to achieving national productivity gains at both the micro and macro levels.

Mexican labor law is among many reform efforts proposed and enacted during the administration of President Enrique Peña Nieto. Until these reforms began in 2013, Mexican labor law had remained unchanged for the most part since the 1970s. In recent years, however, economic and marketplace demands have pushed the government to take measures to increase individual worker productivity while also expanding national economic output. One of the outcomes of modernizing the nation’s labor law is that, today, workforce training in Mexico is the law.

Among the post-2013 legal reforms is a mandate that employers take specific measures to create, maintain and update the skill sets that enable all workers to perform their assigned tasks and prepare for their ascent up the value chain. Mexico’s Department of Labor and Social Welfare (STPS) made public several rules detailing what companies must do to comply with the new law. The four most noteworthy rules are described below.

Create an Internal Commission

Every company in Mexico employing 50 or more workers is required to create a “joint (or mixed) commission on productivity and training.” This is an internal group that must include an equal number of employer and employee representatives.

According to STPS guidelines, joint commissions perform the following functions:

- Devise, implement and monitor workforce training.
- Suggest and take measures to improve management-labor relations.
- Review workers’ concerns regarding productivity gains or losses, as well as concerns related to the distribution of the fruits of productivity gains.
- Provide input on training results as they relate to the case of specific workers, and make post-training recommendations regarding trainee retention or release.

To prove that such a commission has been formed within an organization, STPS has stipulated that company leadership complete Form DC-1, which can be shown to representatives of STPS should they inspect the workplace.



Develop Skills Upgrade Plans

Planning for individual skills development must be a routine and accountable part of workforce training in Mexico today. HR professionals in charge of training and skills development must describe training efforts being made by the organization on Form DC-1.

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Training personnel must:

- Define the objectives and content of training programs.
- Identify and track the positions that will receive proactive training efforts.
- Describe the procedure by which identified positions will be trained.

Track Required Skills

Companies must maintain a list of skills and competencies required for each position within the organization. This is true even for those companies with fewer than 50 employees. The STPS requires that employers record this information on its Form DC-4.

Document Completed Training

Companies must award certificates to trainees upon completion of

training or the acquisition of position-specific competencies within the firm. Within four business weeks after completion of a training, employers must provide the newly capacitated employee with a completed STPS Form DC-3. This document provides information on the location of the training, a description of the type of training received, the period during which training was conducted, and identification of the party or parties that performed the training.

Individuals or companies that wish to learn more about legally defined workforce training in Mexico may contact the Tecma Group of Mexico Human Resources Experts at www.tecma.com/services/mexico-shelter-services/mexico-human-resources. 

Eduardo León de la Cruz is Organizational Development Manager at the Tecma Group, which provides business solutions to manufacturers in Mexico.

HR and the C-suite: Two Views on Human Capital

By Jen Schramm and Tanya Mulvey

A new U.S. Society for Human Resource Management (SHRM) survey suggests that HR must continue to help organizational leaders to understand the full extent of human capital challenges confronting their organizations and to prioritize these issues when developing business strategies.

The 2015 survey of 439 HR professionals and 485 non-HR C-suite executives demonstrates that the two groups agree on many of the challenges they face now and will face in the years to come—retaining talent, engaging employees, and providing strong benefits and compensation. However, HR professionals see these issues as more pressing than executives do.

Both groups believe that some of today’s key human capital challenges are becoming more manageable—for example, the ability to conduct HR processes efficiently with constrained resources. For some time, HR has been pressured to do more with less in the aftermath of the global recession, but business leaders both inside and outside HR do not see this as an enduring problem.

Both groups also point to future challenges arising from the growing complexity of legal compliance and the need to move HR from a transactional to a transformational role within the organization. They also agree that many organizations will attempt to shift to different, less traditional employment models in the coming decade.

Key Findings

For the HR professionals surveyed, maintaining high levels of employee engagement is the most pressing human capital challenge in today’s economic environment (cited by 38 percent of respondents); interestingly, it ranked lower on the list of future challenges (20 percent).

Other current top challenges they identified were managing the loss of key workers and their skill sets due to retirement (35 percent), developing the next generation of organizational leaders (31 percent), maintaining competitive compensation offerings (29 percent), and maintaining competitive benefits offerings such as health insurance and retirement plans (26 percent).

Non-HR executives cited today’s most critical human capital challenge as retaining the highest-performing employees in the current business environment (28 percent). This was followed by maintaining competitive benefits offerings (22 percent) and retaining employees overall (22 percent).

Opinions about future human capital priorities vary widely between HR and the C-suite, as the chart at right illustrates.

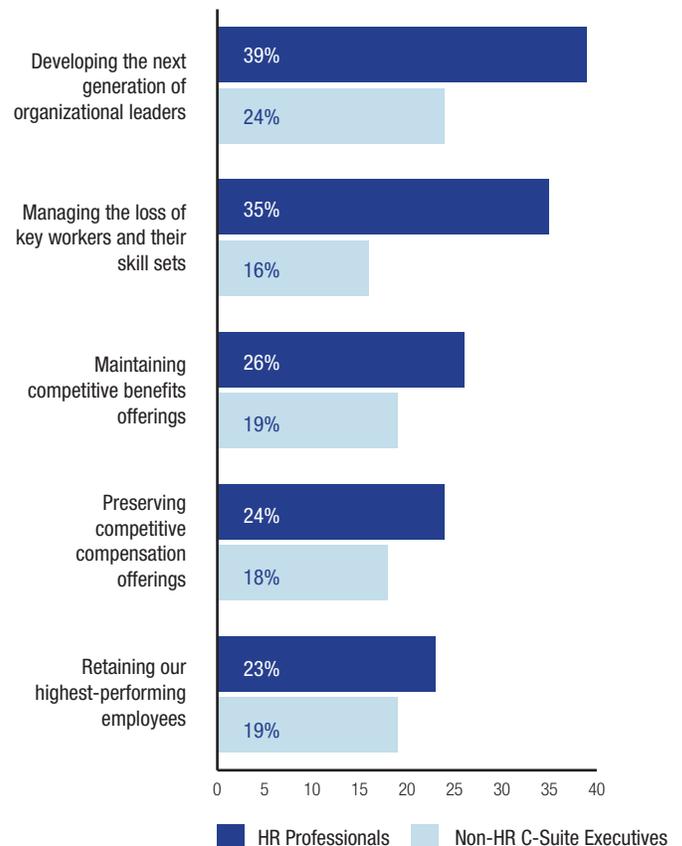
Issues More Urgent for HR

Generally speaking, non-HR executives were less likely than HR

professionals to consider human capital issues as key challenges both of today and for the future. These differences of opinion offer an opportunity for HR professionals to make their case to executives

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Top Future Human Capital Challenges



Source: *Business and Human Capital Challenges Now and in the Future*, SHRM, 2015.

about the serious implications of today's human capital challenges and the need to work in partnership to develop stronger strategies for the years ahead.

Indeed, the survey findings suggest that HR professionals are well-positioned to work closely with the top executives in their organizations. Both groups view HR as having an increasingly important leadership role, and many organizations reported changes underway to their HR function to make it more leadership-focused and measurement-driven. Non-HR executives stressed the

importance of developing leadership skills and business acumen among senior HR professionals and said accessing those with such abilities is a key future challenge for their organizations.

To ensure that HR can fulfill this strategic role, HR professionals must be given every opportunity to develop the necessary competencies. Organizations must invest in their future by sourcing top HR talent from the marketplace and developing their existing HR staff. **WL**

Jenn Schramm is manager of SHRM's Workforce Trends program, and Tanya Mulvey conducts research for SHRM's Survey Programs.

Values-Based Leadership Synchronizes with HR Thinking

By Kristin Zehnder

Have you ever walked into an organization to find a "Wall of Values" detailing the company's mission and vision statements and thought, "It looks too good to be true"? Have you wondered whether this wall was an integral part of the organization or just another barrier collecting dust?

Many companies have gone through the exercise of developing core values and mission and vision statements, while others have had them imposed upon them by a corporate office. What happens to these values? Absolutely nothing if the process of values-based leadership is not initiated and maintained. This is a continuous process in which HR plays a critical role.

HR has the opportunity to apply core values strategically by integrating them into recruiting, training, performance management and other key practices. This allows the values to come to life within the organization and to be utilized on a daily basis.

Core Values Define and Differentiate

Establishing core values unique to an organization is not an easy feat. They need to be clear, concise and representative of a unique culture that differentiates the organization from its competitors. These values are the foundation from which mission and vision statements are created and evolved.

Core values remain constant, whereas goals, visions and operations may change over time because of factors such as the economy. Core values are intrinsic in nature but must be extrinsically deployed to be effective.

HR has the opportunity to apply core values strategically by integrating them into recruiting, training, performance management and other key practices. This allows the values to come to life within the organization and to be utilized on a daily basis. Aligning the core values with mission, vision and other key strategic elements such as performance management, rewards and recognition, and operating procedures leads to values-based leadership.

This is all good in theory if the organization practices values-based leadership from the top down. However, a critical breakdown will occur if senior leaders and management do not behave in a way that is consistent with the values. The effect? Employees at all levels will respond with mistrust, cynicism and disengagement.

Consider how HR can have the most impact in this type of situation. HR often works behind the scenes to help leaders see the benefits of values-based leadership. But when bringing values from

theory into practice, true values-based leadership potential can be lost in translation. How do you coach a leadership team, boss or even owners who may feel that these values do not apply to them? Demanding compliance or participation places HR in the role of policing the project, which rarely generates buy-in. It can also backfire simply because it fails to address the "what's in it for me?" factor.

HR Is Key to Leadership Buy-In

While garnering executive buy-in can be daunting, HR serves a key leadership function in a values-based organization: communicator, catalyst and champion of core culture. HR can help guide executives to see that the core values are the foundation from which the vision is created.



If the leadership style is all vision and no values, the internal support mechanism will be lost and the vision will eventually lose direction. Some leaders are so vision-focused that they forget to walk the talk of core values. Reflecting on those values in an HR-initiated conversation can bring clarity.

HR can help senior leaders make the connection that their public support and consistent application of core values not only drives the process of building values-based leadership into the organizational brand, but it is also key to the company's success.

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In this case, HR can serve all parties best by crafting a crystal-clear message for senior leaders that addresses the cost factor upfront, as well as the anticipated questions of “what’s in it for me?” and “why?”

HR Drives the Culture Conversation

Most senior leaders are driven by the bottom line. Since the application of values-based leadership does not need to carry a price tag of any kind, the conversation leads most naturally toward the return on investment and implementation. While some may not see the immediate impact, eventually the value of branding core values will prevail.

Of the many hats worn by HR, the role of driving values-based

leadership is one of the most important. Designing a program, implementing it, identifying gaps and coaching to gaps, as well as finding opportunities to brand and rebrand the core values so that they serve as a foundation for everyday practice, are all central to sustained organizational success.

Having the confidence to coach a resistant senior leader to move beyond a “do as I say, not as I do” approach takes courage. Believing in values-based leadership and having the determination and resilience to bring the “Wall of Values” to life within your organization is challenging, but the end result will be well worth your efforts. **WL**

Kristin Zehnder, CHRP, is director of HR for the British Columbia-based retailer Otter Farm and Home Co-operative.

Life Inside Mexico’s ‘Dream’ Company

By Alejandra Paczka

It has been six years since I joined PepsiCo Mexico Foods as HR corporate senior director. From my first day, I knew I would be working in a very special place—that rare organization that respects and nurtures its talent as a top priority.

At PepsiCo, this approach is known as “talent sustainability” and is one component of a comprehensive organizational strategy that aims for sustained business growth as we build a better future for people and the planet. PepsiCo has a reputation for investing in the development of its people, both personally and professionally, while enabling them to maintain a healthy balance between work and personal life.

To test this for myself, I spent my first few weeks on the job talking to HR professionals in each of the organization’s HR areas to learn how each works to promote the growth and potential of employees. I journeyed through the functional areas of recruitment, training, talent management, rewards management, personnel services and beyond and found a common theme: a concerted effort to put the right talent in the right place at the right time. The HR professionals I encountered all believed that this approach was key to this major corporation’s phenomenal success.

potatoes grown for Sabritas chips. On another day, I accompanied a Sabritas salesperson for a full day to understand how the company’s 20,000-person sales force meets the needs of its global customers. I also visited the Gamesa-Quaker plant in Mexico City and saw the operation of the “Linea Rosa” (Pink Line)—the all-female production line that is the star of PepsiCo’s gender equity program. These highly trained workers do every job, from operating forklifts to packaging goods.

Limitless Learning

PepsiCo’s talent management and training functions design platforms and programs that build skills and knowledge across the spectrum of employment, from line workers to executives and from new employees to established careerists. PepsiCo University is an online platform offering e-learning and e-classes to develop competencies and skills on topics as diverse as finance, time management, negotiation and decision-making. More than 10,000 online courses are held each year. Through PepsiCo’s agreements with leading universities in Mexico, employees can also take part in various educational programs and courses aligned to their needs; employees and their families enjoy a discount on the price.

The company’s Accelerated Leadership Program, Leaders’ College Program and “First Camp” are designed to clear a path for the next generation of leaders at various levels. Coaching and mentorship programs are offered for individual development, and participation is encouraged. We also have something called “slice” meetings—outreach sessions with leaders of the organization to discuss various issues ranging from the performance of the business to career planning and quality-of-life topics.

I was also excited to learn about pioneering programs that foster the exchange of best practices and new knowledge across the family of PepsiCo brands and sites, such as the Professor for a Day global rotation program and One Young World, both of which allow employees to spend time in other countries so that they can acquire critical experiences, strengthen their career plan and continue growing within the organization.

Taking Care

PepsiCo wants its employees to feel like part of a caring family because we know this contributes to talent sustainability and long-term success. We help people find a balance between professional and personal development through a competitive salary and benefits structure, flexible schedules, and comprehensive health and wellness programs that are defined by established policies.



For new employees, development begins on day one with an onboarding program that takes them into the different functional areas of PepsiCo Mexico Foods for briefings on how the operation works from bottom to top. In this way, new employees come to appreciate the matrixed way departments interact with each other and the connective tissue of quality that runs through the entire operation.

During my onboarding, I visited PepsiCo’s Center for Agricultural Research and Development for Sabritas. Here, high-quality, lower-cost potato seeds are developed—the origins of 90 percent of the

Mexico’s ‘Dream’ Company continued on page 7

PepsiCo seeks to promote healthy lifestyles through programs that stress physical activity, adequate rest and good nutrition. Healthy Living DNA is one of the most popular, with services to help employees eat a balanced diet, exercise regularly and take care of their psychological well-being. Our annual Wellness Week holistically integrates our "wellness model" into conferences, workshops, physical activities and seminars with clinical services providers. At corporate headquarters and other locations, employees find medical services, gyms, basketball courts, yoga and Zumba classes, and more.

Measure What We Treasure

Always interested in hearing what its talent has to say, PepsiCo encourages all employees to answer the Organizational Health Survey every two years, which gauges levels of commitment, career satisfaction and other dimensions. Every team leader is encouraged to develop resulting action plans aimed at improving the work environment.

One of the most important processes I have engaged in was a session discussing my career plan with my boss. It helped me really understand the importance of PepsiCo's employee growth model, where skills and progress are measured in the short term and long term and the results are coupled with deep functional and leadership preparation to open up endless opportunities for professional growth.

Diversity Commitment

PepsiCo understands the critical need for a diverse and inclusive work environment and has defined a vision, supported by encouraging practices, to retain key talent at all levels of the organization.

Women are encouraged to stay and grow with PepsiCo. Today, we have more than 8,700 women who are part of our production lines—24 percent of the total production workforce and growing. One-third of them are managers, and 22 percent are directors.

Since 1997, we have focused on hiring differently abled people in a variety of capacities. To design better opportunities for professional growth for all, we developed a process that includes partnering with public and private institutions for recruitment, adaptation of facilities, training and awareness programs, hiring of interpreters, and job analysis. In 2013, the corporate offices in Mexico City were certified by the advocacy organization Libre Acceso as an inclusive building. At PepsiCo Mexico Foods, we have approximately 700 people with different capabilities.

The development, performance, happiness and health of employees have a direct and positive impact on business results.

Our Golden Years Program integrates seniors ages 50 to 65 into our workforce where their experience and commitment can generate the best results. Today, we have around 470 people in this program.

PepsiCo's "sustainable talent" proposition shows the commitment of the company to consolidate and further strengthen positive employee initiatives, as we are keenly aware that the development, performance, happiness and health of employees have a direct and positive impact on business results. This is a commitment I share with my employer at a deeply personal level.

I know that I made the best possible decision by accepting the challenge of working in this great organization. It is a utopia that becomes my reality every day. I have found here my opportunity to change and grow while giving back to others. I will give it the very best I have, and I know it will be returned to me as I live my professional dream. 

Alejandra Paczka is Human Resources Corporate Senior Director, PepsiCo Foods Global Corporate Functions Latin America.

Around the Region

Canada



Gender parity lags

Canadian Prime Minister Justin Trudeau made history by filling half the positions in his new cabinet with women; however, the proportion of female management in the country's corporations lags well behind. Data compiled by Bloomberg show that women hold 12 percent of executive positions, 25 percent of management positions and 14 percent of board seats. Only seven of the 242 companies on Canada's Standard & Poor's/TSX Composite Index have female chief executive officers. Securities regulators in Canada implemented a rule last year requiring large publicly traded companies to disclose in annual reports their policies and targets for female recruitment and promotion in a bid to boost female corporate leadership.

Mexico



Easy business

Mexico is the best Latin American country in which to conduct business, according to the World Bank's *Doing Business 2016* report. Mexico's score improved 1.6 points this year to 73.72, moving the country up four spots to rank 38th globally, ahead of countries like Belgium and Italy in terms of ease of doing business. The high ranking is attributed to two national reforms aimed at making business easier: improved access to credit and the abolishment of the business flat tax. Mexico's increasingly skilled workforce and rapidly growing middle class is drawing more international companies to invest in facilities that manufacture higher-value products for the U.S. and Mexico's domestic market.

United States



Hope for new grads

Next spring's U.S. college graduates face the brightest job market in years, according to a survey by the National Association of Colleges and Employers, which tracks college hiring. Employers said they plan to hire 11 percent more new college graduates for U.S. jobs than they did this year. A separate Michigan State University report projected a 15 percent increase in hiring for new graduates across all degree programs, including associate, bachelor's, master's, doctoral and professional degrees. The strong outlook reflects an economy on the rebound from the recession, the report said.

Sources: *Bloomberg Business*, *Latinvex*, *The Wall Street Journal*.

HR CALENDAR

March 11, 2016

Bangladesh Society for Human Resources Management
Fifth International HR Conference

Bangabandhu International Conference Center

Dhaka, Bangladesh

Email: info@bshrmbd.org

Website: www.bshrmbd.org

June 19–22, 2016

SHRM Annual Conference & Exposition

Washington, D.C.

Website: annual.shrm.org

September 7–8, 2016

AMEDIRH 51st International Human Resources Congress

Centro Banamex, Mexico City

E-mail: contacto@amedirh.com.mx

October 20–21, 2016

WFPMA 16th World Congress on Human Resource
Management

Istanbul, Turkey

Website: www.wfpma2016istanbul.org

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FIDAGH (15)

INTERAMERICAN FEDERATION OF PEOPLE
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WORLDLINK

welcomes news stories, announcements of events and ideas for articles. These should be accompanied by a telephone number and e-mail address.

Martha J. Frase

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NEXT ISSUE

The next issue of *WorldLink* will be published in March 2016 and will feature the African Human Resources Confederation and HR news from Africa.

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