



# WorldLink

Linking people management professionals around the globe

## A Rising Africa Puts HR in the Spotlight

By Areff Salaaroo

The African continent is finally witnessing a real economic awakening. Most countries in the region are projecting steady growth and seeing an increasingly vibrant business community emerge. In April, Donald Kaberuka, president of the African Development Bank Group, said, “We are now in a place where it is possible to combine sound policies and private-sector investment to provide a sweet spot for everyone.”

Indeed, it’s a case of “all eyes are on Africa.” Now is the time to seize the exciting opportunities before us. The human resource management profession will play an ever-larger and more vital role in ensuring that the continent capitalizes on this moment of international optimism to ensure that Africa reaches its full potential as a global business powerhouse.

Business leaders are looking to HR managers to achieve international quality standards, ensure compliance with local and international labor conventions, and build better relationships with stakeholders. At last, Africa’s HR profession is attracting the attention of one and all, as emerging economies try to build their success through people.

And this is the right move. After decades of “development,” where rich benefactor countries poured money into programs, buildings and commodities in poor countries, Africans are ready to stop being aid recipients and start being full partners in their future. This means investing in Africa’s greatest resource: her people.

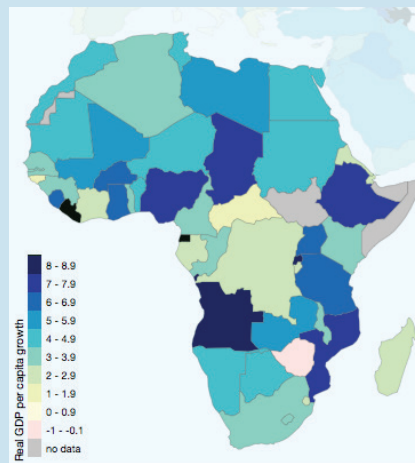
In today’s Africa, people are at the center of everything. For our profession, that means we are responsible for giving them the tools, training and opportunities to succeed at work and reach their highest potential.

There is an African proverb that says “Work done in the right way rewards both the employer and the employee.” This explains why both employers and employees are increasingly putting their trust in HR professionals for effective training and development programs that enable employees to do their jobs “in the right way.”

Meeting these high expectations will be a real test for our profession. African HR managers have to deal with the universal HR issues of eliciting commitment, attracting and managing talent, dealing with transcultural issues, and creating sustainable results. But underpinning these universal issues are lingering localized issues that still affect our workforce and businesses—the impact of large-scale diseases, cultural taboos around the role of women, corruption in high official ranks, high unemployment rates (particularly among youth) and levels of extreme poverty found nowhere else. All of these issues seep into the workplace, and African HR managers need to be sensitive to them.

The African Human Resources Confederation (AHRFC) is keenly aware of these challenges and is actively engaging national associations in Africa to meet them through better knowledge and closer connections.

### Average Annual Growth of Real GDP per Capita 1996-2013



Source: World Development Indicators, [www.ourworldindata.org/data/economic-development-work-standard-of-living/trends-in-africa](http://www.ourworldindata.org/data/economic-development-work-standard-of-living/trends-in-africa)

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The Impact of Ebola on Liberia’s Human Resources Industry



Opinion: Upping Our Game



WFPMA Leaders Featured in *The Rise of HR*


The objectives of the AHRC are:

- To encourage and support the development of the HR function within organizations across Africa.
- To maintain and disseminate statistics and data on HR management.
- To promote the exchange of information, experiences, tools and reference materials between and among its members.
- To establish and contribute to friendly and supportive relations, strengthening cooperation and building extensive exchange networks among HR specialists.
- To promote and conduct studies, investigations and research into various HR and organizational management fields and to publish and share the findings of this research.
- To encourage cooperation and exchanges between African HR associations and international organizations pursuing the same objectives, such as the World Federation of People Management Associations.

Today, the AHRC is playing a truly proactive role in Africa. It is taking action to encourage and support the promotion and development of the HR function in all public and private organizations in Africa. The AHRC is always ready to help national associations with their seminars and conferences.

To focus our efforts further, the AHRC held an intensive three-day meeting in Mauritius in April to define a strategy for making our contributions more visible. During this meeting, we agreed that the

confederation will focus on national associations and build a more active presence throughout the region. A meeting will be held in August near Victoria Falls to enable all of Africa's national associations to participate more actively in the AHRC's activities.

In this issue of *WorldLink*, which focuses on Africa, we explore how our profession is making a difference on the continent, confronting both universal HR challenges and uniquely African HR issues that require our sustained efforts and expertise as "people professionals." 



Areff Salaaroo

Areff Salaaroo is President of the Association of HR Professionals of Mauritius and Secretary-General of the African Human Resources Confederation.

## The Impact of Ebola on Liberia's Human Resources Industry

By Jonah Soe Kotee

In March 2014, when the Ebola virus was first detected in Liberia, we did not know how hard the outbreak would hit all sectors of our society. But soon it became shockingly clear to all Liberians how significant the negative impacts of Ebola would be on this post-war, economically fragile country.

Liberia had struggled back toward stability in the past decade following the civil war and was just exhaling its collective breath when Ebola attacked the nation from all directions, leaving potentially lasting effects on the country's economy. The negative socioeconomic impacts of Ebola remain evident across all employment sectors of Liberia, as well as the agricultural sector, where food security is now a concern.

Many local businesses and international companies around Liberia had to shut down or declare *force majeure* during the epidemic, both to prevent further spread of the virus in the workplace and because personnel numbers had drastically declined when employers could

no longer retain the necessary manpower.

From behind the HR lens, we saw an influx of international non-government organizations (INGOs) respond to the crisis, triggering hundreds of temporary and well-paying jobs for Liberians. Unemployed men and women, laid off by their employers, waited—hoping that their names would be called to join the front-line workers doing viral combat.

I was actively involved in the recruitment of emergency workers in Liberia for the fight against Ebola. My experience screening applications revealed that those workers hit hardest by the employment crisis were private school teachers, health workers, agricultural workers and small traders. Private schools could not pay their teachers when schools had to close, and many health workers dismissed themselves from working directly in hospitals for fear of being infected, seeking "safer" alternative jobs with well-equipped international organizations. Redundant agricultural workers could not go back to the soil, as the "bread basket" of Liberia—Lofa and Nimba counties—was hit hard, causing many local farmers to cut back their production and workforces.

Even as the Ebola situation has improved, almost half of Liberian heads of household remain out of work despite the thousands of response-related jobs created in the construction and health fields. Women are particularly vulnerable as the labor market deteriorates. By December 2014, 60 percent of formerly employed women were not working, compared with 40 percent of men.

In the midst of the Ebola outbreak, 30,000 public-sector jobs were threatened when the Civil Service Agency (CSA) declared a number of civil servant positions non-essential and asked workers to stay home—with full salaries and benefits—as part of measures to decongest public offices in the wake of the Ebola epidemic. A few months later, CSA was planning to make them redundant, but it backed down after facing strong resistance from the House of Parliament. As the country struggles to return to economic health



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and social normalcy—with the epidemic’s last recorded death on March 20, 2015—huge employment implications remain in both the private and public sectors. The new INGOs that sprang up to handle the crisis are shutting down as Ebola Treatment Units (ETU) have been decommissioned, putting more health professionals out of work.

Individuals who remain employed in local health facilities are troubled about the future as well. The country’s public health sector faces difficulty in retaining qualified professionals because of shifting salary differentials. To illustrate the point, the current Ministry of Health annual total compensation plan for health workers paid by INGOs is as follows:

- Clinical Supervisor/Medical Doctor: \$3,150–\$3,175.
- ETU Manager: \$1,900.
- Physician Assistant/Registered Nurse: \$935.

Compare this to previous compensation plans—\$825 for doctors

**A**s the country struggles to return to economic health and social normalcy—with the epidemic’s last recorded death on March 20, 2015—huge employment implications remain in both the private and public sectors.

and \$300 for nurses—and the issue is clear. As the ETUs, operated by well-funded INGOs, fold up their tents and move on, local health facilities face the challenge of realigning compensation. Health workers will likely push for better salaries and may even initiate work-to-rule industrial actions, slowing down performance to put pressure on employers. To avoid such disruption, the Ministry of Health and the CSA are expected to develop salary adjustment strategies. But when INGO funding has been fully exhausted, they will face the old problem of poorly incentivized workers.

Private businesses and the agricultural sector will also find it difficult to recover their pre-Ebola workforces due to lack of financial resources. Intervention by the Central Bank of Liberia to stimulate the economy will likely be necessary. Commercial banks may be subsidized to give small-business loans to collapsed businesses and farmers.

Many strategic and urgent actions are needed to recover the workforce. Liberia’s job market must be stimulated by creating an enabling environment to attract national and international investors. Depoliticizing the CSA will attract more qualified Liberians to join



the government workforce. We need to advocate for policies and tools that will enable people to acquire internationally competitive skills and that will set fair wages for health workers. We need to deal aggressively with corruption.

The future of Liberia’s health sector hangs in the balance. Brain drain is occurring, and it will escalate. As talent leaves, services and morale will suffer and the appetite for young people to choose a career in the health sciences will fade. The same is true for the education profession.

What role can Liberian HR professionals play in the solutions? We need to amalgamate our expertise in helping the public and private sectors. We need to work with relevant stakeholders in setting professional standards and best practices. We need to depoliticize recruitment and hiring in all places of work. And we need to look within our own organizations to see where we can initiate those little positive changes that will leave a long-lasting impact. Above all, we need to take a vocal stand for principles and ethics throughout our country’s employment architecture. **WL**

Jonah Soe Kotee is Human Resource Manager at Project Concern International and President of the Association of Liberia Human Resources Professionals.



In April, the World Federation of People Management Associations (WFPMA) held its semiannual board meeting in Paris. Front row, from left: Musharrof Hossain, Asia Pacific Federation of HRM (APFHRM); Aida Josefina Puello, Interamerican Federation of People Management Associations (FIDAGH); Jorge Jauregui, WFPMA President; Sevilay Pezek-Yangin, WFPMA 2016 World Congress Chair; Pieter Haen, WFPMA Immediate Past President; and Rosaura Barrera, WFPMA Secretariat. Back row, from left: Peter Wilson, WFPMA Secretary-General; Filippo Abramo, European Association for People Management (EAPM); Anthony Ariganello, North American HRM Association (NAHRMA); Hicham Zouanat, African Human Resources Confederation (AHRM); Henry G. (Hank) Jackson, NAHRMA; Izy Béhar, EAPM; Howard Wallack, WFPMA Secretariat; and Rajroshan Seeparsad, AHRM. Board members not pictured: Jeannette Karamañites, FIDAGH, and Ernesto G. Espinosa, APFHRM.

# Opinion: Upping Our Game

By Rre Elijah Litheko

In the wake of the lengthy recession that seized the globe almost eight years ago, we can certainly say that the world as we know it has changed—and it continues to change, at an ever-increasing pace. McKinsey & Company summarized this era as “The New Normal,” and professor Rasoava Rijamampianina of the University of the Witwatersrand Business School in Johannesburg calls it “The World after Midnight.”

With many competing priorities, and the need for HR professionals to be “switched on” all the time, we may find it difficult to cut through the noise, isolate what is really important, and make the right decisions about what future success looks like and requires.

The ability to lead our organizations in ways that, in turn, serve our customers and the markets is becoming a finely tuned and much sought-after skill in our profession. Although we are less certain than ever as to what the future holds, it is our role to help build our African economies so that our people and our communities thrive in the emerging future. These are challenges we all face, and they are not limited to one country—or even to one continent.

## The New Normal

Where employees once had a career and a job for life, today they may choose to shift focus as they gain experience and exposure to new ideas and networks. While that sometimes means changing careers, it almost definitely involves changing jobs. The relationship between employer and employee—and what each expects from the other as “part of the deal”—also continues to transform. Employees are beginning to talk about a career path in place of the corporate ladder; they are not as invested in climbing up in one direction as they once were.

These enterprises are pushing past old business models, taking a lead role in customer-centric thinking and practice, and their ideas and approaches are being exported back to developed economies in a phenomenon known as ‘reverse innovation.’

The way people work has also changed. While we still have a workplace, we now see the rise of virtual workplaces and flextime, enabled by significant technological advancements. We are more connected and mobile, and we have so much more information at our fingertips. These developments mean that although the world opens up and becomes more accessible for many, for others it may seem so

saturated with change that it borders on the chaotic.

Today there is a growing understanding within organizations that no matter where we operate or what we do, there is never time to rest on our laurels. When things are going well is the time to sense what could be next. It is time to look for ways to refresh, transform and consider unexplored paths with new partners. This doesn’t apply only to organizations and businesses—it applies to each one of us as working individuals.

Taking more initiative and responsibility to prepare for what lies ahead, adapting to unforeseen change, and increasing flexibility—these are all mindset shifts that take us forward. We need to up our game, to innovate, to compete and to collaborate to stay ahead. And the good news is, we have many more tools at our disposal than we had before, thanks to technological advancements. So how do we move forward?

## The Past, Present And Future

In South Africa, our history has a long tail. We have seen some great achievements over time, but we have also experienced, in a few short decades, more change than most countries do in a century.

This year, we celebrate 21 years of freedom, and yet many of the inequalities created and maintained by the apartheid system remain. Many of our people are still in darkness, alienated from accessing opportunities because of generations of systemic deprivation.

Our constitution mandates that government make education accessible to all South Africans, and, as an HR community, we



Rre Elijah Litheko

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## ‘CQ’ Delivers Wins for Organizations Operating in Africa

In Africa, with its conglomeration of cultures and sub-cultures, organizations—including multinationals—have come to realize the importance of cultural intelligence (CQ) for business success. CQ is an evidence-based way of assessing and developing the skills needed for working across different cultures. It is defined as the capability to function effectively across national, ethnic and organizational cultures. The good news is that anyone can become more culturally intelligent.

CQ enables individuals and organizations to approach diversity and global engagement from different perspectives. Culturally intelligent individuals and organizations display the following characteristics:

- Motivation—Interest, confidence and drive to adapt cross-culturally.
- Knowledge—Understanding intercultural norms and differences.
- Strategic approach—Making sense of culturally diverse experiences and planning accordingly.
- Behavior—Changing verbal and nonverbal actions appropriately when interacting cross-culturally.

Because Africa is a major emerging market with vast business opportunities, it would be wise for business leaders and government officials to take issues pertaining to CQ seriously.

recognize how vital it is to open up the playing field to enable all of our citizens to have a role in building our country's future. This means tackling issues such as skills and talent development and acknowledging the value of prior learning so that where skills exist, they are recognized.

The Institute of People Management (IPM) was founded in 1945 by the visionary and committed Isobel White. We celebrate our 70-year journey in 2015—no small feat considering some of the challenges we have faced across this march of time.

We have relentlessly strived to prepare ourselves for the future, to adapt, to flex and to up our game—the mindset we spoke about earlier that shifts us forward. We strive to be the portal to thought leadership in people management and development, and we relish the work we have planned for the future. We do not see the present as a glass half empty, despite significant challenges, but rather as a myriad of opportunities to shape the future.

It would be naïve to deny that the past does not influence the present. But it is only from the present that we can really influence the future.

### Influence of Emerging Markets

The business models that contribute to business growth and sustainability will become a key feature in the future. Those business models need to be continually developed and revised.

Who is pushing the thinking? The answer might surprise you. It's Africa.

Sandra Vandermerwe is a prolific South African author and expert in the field of customer-centric transformation and a specialist in emerging market innovation. Her ideas and methodologies have been implemented by business schools and executive development programs across the globe. Her work shows that a significant number of first-time, extraordinary innovations and concepts are in fact coming from fast-growing emerging economies (like South Africa) and their enterprises.

These enterprises are pushing past old business models, taking a lead role in customer-centric thinking and practice, and their ideas and approaches are being exported back to developed economies in a phenomenon known as “reverse innovation.” Many of these innovations stress frugality, using fewer resources and maximizing affordability. Others are breaking new ground in dealing with difficult environmental and social issues. In this way, emerging markets are not “catching up”—they are in many cases leapfrogging more-developed markets.

**The CEB found that few business leaders believe that HR analytics focus on the right business questions. If leadership has such little faith in what we do, something needs to change.**

All across the African continent we are seeing signs of this, and our HR associations are working hard to put the models and systems in place to build the capability and capacity needed to drive innovation forward. They are proceeding in spite of the volatility, corruption and violence that has plagued Africa as a continent—scars that bear testament to a largely colonial past of militarized enforcement of productivity and dictatorial styles of rule that did little to shape African countries for the future.

As Dave Ulrich and his co-authors state in their book *Global HR Competencies*, “Africa is rising.” They note the number of stellar universities in Africa and the International Monetary Fund's claim



that by 2020 as many as 7 of the 10 fastest-growing economies in the world will be located here.

Africa will see the return of expatriate professionals who once sought better opportunities abroad but now see their homeland as the new global investment frontier. HR has to do its part: To liberate productive and rewarding futures, we need to reject top-down command-and-control management styles and focus on developing skills, including on the job, where many Africans find their greatest opportunities lie.

### HR Called to Action

HR, of course, plays an incredibly important role in all of this. If you think about it, no other function in the organization has the vantage point of HR or the ability to cut through the silos and shape skills, talent and culture for the future. And yet few business leaders trust talent data and insights from HR, according to the 2013 CEB Corporate Leadership Council survey.

HR's ability to be effective and strategic business partners is severely hampered in this situation. The CEB also found that few business leaders believe that HR analytics focus on the right business questions. If leadership has such little faith in what we do, something needs to change.

At IPM, we have been working on a competency model based on the global leading framework developed by Ulrich, contextualizing it for application within our local markets. We have also professionalized our institute so that we are recognized by the South African Qualifications Authority, which ensures high standards of professional competence in South Africa.

Professionalization assists with establishing appropriate qualifications, defining codes of conduct, promoting research and disseminating knowledge. It aids IPM's goals to establish stronger links to public policy and play a stronger advocacy role for businesses and workers at all levels in society.

A professional, innovative HR industry for Africa can make a major difference in larger country issues. At IPM, we want to serve our members better through our product and service offerings so that our members are in the best position to tackle real strategic human capital challenges, including skills development and labor relations challenges.

As we celebrate 70 years, HR's moment has come and the time is right for rising.

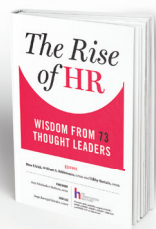
What role are you playing—in your HR position, in your community and in your country? Are you ready to rise? **W/L**

Rre Elijah Litheko is Chief Executive Officer of South Africa's Institute of People Management.

# WFPMA Leaders Featured in New Book, *The Rise of HR*

By Martha J. Frase

April 4 marked the international launch of *The Rise of HR: Wisdom from 73 Thought Leaders*, an e-book anthology of essays by the world's leading HR voices, including the World Federation of People Management Associations' (WFPMA's) Jorge Jauregui and Peter Wilson.



Wilson, WFPMA secretary-general and chair of the Australian Human Resources Institute (AHRI), contributed the chapter "Tests and Trials to Certify Human Resources Professionals," which explores the question of whether professional certifications of "competence" can be determined solely by the results of an examination, using AHRI's innovative approach as a case study.

WFPMA President Jauregui wrote the preface for the book, laying out the many global trends that are reshaping and influencing the role of HR and human capital practices in private-sector, government, non-government and nonprofit organizations.


The anthology, published by the HR Certification Institute, was compiled and edited by Dave Ulrich, Rensis Likert Professor of Business at the University of Michigan and co-founder of the RBL Group; Bill Schiemann, CEO of the Metrus Group Inc.; and Libby Sartain, business advisor and board member. "The intent of this collection is to help HR professionals seize the new, emerging opportunities occurring in talent development and to navigate the challenges of an ever-changing landscape," Ulrich said. "The Conference Board CEO Challenge 2014 survey ranked human capital issues as the number-one challenge facing business leaders globally. As organizational leaders increasingly recognize the value of recruiting and retaining strong talent, HR professionals' importance is likewise growing. Along with that new opportunity, though, comes greater

scrutiny of HR professionals than ever to respond and perform at the highest levels of excellence."

Recognizing the need to "crowdsource" the wisdom of HR thought leaders across the world, the editors approached them with the question "What do HR professionals need to know or do to be effective in today's and tomorrow's business world?"

The essays address a variety of topics, including:

- HR professionals' changing roles—from advisors and administrators to business leaders.
- How the digital workplace is changing organizational talent and culture.
- The growing demand for organizations to manage talent across many different international borders, cultures and legal systems.
- Measuring success in talent development with new tools and metrics.
- Managing growing ethnic, racial and gender diversity in the workplace.
- Understanding and responding to the changing expectations and desires of new generations of workers.

*The Rise of HR* can be downloaded for free as either a PDF file or in mobile e-reader format at [www.riseofHR.com](http://www.riseofHR.com). It is also available in paperback for US\$24.99. 

Martha J. Frase is Managing Editor of *WorldLink*.

The banner features a blue and white color scheme. At the top left, the word 'istanbul' is written in a lowercase, orange, sans-serif font. Below it, the year '2016' is displayed in large, orange, stylized numbers, with a silhouette of the Istanbul skyline integrated into the digits. In the top right corner, the WFPMA logo (a globe) is shown above the text 'WFPMA World Federation of People Management Associations'. Below that is the logo for 'PERYÖN PEOPLE MANAGEMENT ASSOCIATION OF TURKEY'. In the bottom right corner, there is a circular stamp that reads 'ISTANBUL 19-21 October 2016 Turkey' with a silhouette of the city skyline. The bottom left of the banner contains the text '16th WORLD CONGRESS on HUMAN RESOURCE MANAGEMENT' in white, bold, uppercase letters, followed by '19-21 October 2016' and 'Istanbul, Turkey' in a smaller white font.

## Ethiopia Agencies under fire



The Confederation of Ethiopian Trade Unions (CETU) has expressed concerns over the practices of the country's employment agencies. Agencies, which are supposed to receive commissions from employers only for providing qualified workers and other limited services, have been accused of reducing workers' salaries and benefits against what has been agreed upon by the employer company—paying even less than is required by law in some cases. Workers are also being asked to pay fees to apply and be recruited to posts outsourced to employment agencies by companies. The CETU is in discussions with agencies to correct the situation and has said it will resort to legal measures if they fail to do so.

## Kenya Minimum wage hike



Kenyan workers received a raise on the country's Labour Day when President Uhuru Kenyatta increased the minimum wage by 12 percent in response to the increased cost of living in the country. As the government moves to improve worker welfare, Kenyatta said increased wages should be pegged not only to the economy but also to worker productivity. He appealed to workers in both the public and private sectors to double their efforts and output to boost Kenya's economic growth and justify future pay increments.

## Morocco Skill scale-up



Morocco is pursuing its goal to become an economic hub for Africa by taking global measures to boost its skilled workforce. The country is leveraging public-private partnerships and other collaborations, including a new partnership with Volvo to build a mechanics training school. Most recently, its Ministry of National Education and Professional Training signed a memorandum of understanding with NOVA Community College, one of the United States' largest community colleges, renowned for its workforce development programs. The agreement provides a framework for cooperation, including the potential for student and faculty exchanges, joint research projects, and a special focus on vocational and language training.

## Nigeria 'Ghost workers' exorcised



The Nigerian government has uncovered 62,892 "ghost workers," a form of civil service corruption in which people are put or remain on the payroll for jobs that do not exist. The government says it has realized savings of more than N208 billion (about US\$1 billion). This was made possible following the introduction of new systems of payment: the Government Integrated Financial Management Information System and the Integrated Personnel Payroll Information System. Efforts to block the new systems by some special interests inside the civil service who were benefiting from existing loopholes have led to 14 arrests.

## Rwanda Jobs for youth, environment



The Rwandan Ministry of Youth and ICT plans to create 4,000 jobs over five years for young people across the country with support from the Netherlands Development Organisation. The Opportunities for Youth Employment Project will roll out numerous programs that will simultaneously protect the country's fragile environment and reduce large youth unemployment numbers. The main employment focus will be within the fields of alternative fuels, solar energy and improved cooking stoves, as well as coffee farming and beekeeping.

## South Africa Depressed workers



Health economics company Hexor has released the results of a survey finding that almost a quarter (24 percent) of South African workers suffer from depression. One-third of the depressed respondents had not disclosed their condition to their employer, and 37 percent of these said they feared disclosure would put their jobs in jeopardy. The skills, field of expertise, rank or income bracket of the respondents had no bearing on the prevalence of depression. Hexor's report, the first of its kind in South Africa, stressed that employers need better policies in place to identify, prevent and treat the disease and to eliminate stigma around it.

## Tanzania Foreigners targeted



Tanzania's parliament has approved a tough new law aimed at curbing foreign employment, requiring firms to satisfy government authorities that no Tanzanian could do the job before employing a foreigner. The Non-Citizens Employment Regulation Bill states that firms employing foreigners would also have to draw up a "succession plan" to pave the way for locals to eventually take these jobs. The growing resentment toward foreign workers in Tanzania seems mostly aimed at the huge influx of Chinese nationals in recent years taking skilled and semi-skilled jobs. However, workers from neighboring African states like Kenya and Zambia are likely to be most affected by the law.

## Tunisia Raises approved



An agreement between the government and the Tunisian General Labour Union has secured civil servants a wage increase of 50 dinars (US\$26) per month, while employees of public institutions will see a 70-dinar (US\$36) increase per month. The move increases the minimum wage in the public sector by 15.6 percent and is the second raise in less than two years in the North African state. Some 800,000 employees in civil service and public institutions will benefit from the wage hike. The government and the union also promised to launch a new round of wage negotiations for the next two years.

## Uganda Analysts wanted



Uganda's Ministry of Finance is calling for the government to boost high-level actuarial training in the country so that more financial institutions, insurance companies and pension schemes can benefit from professional financial management and analysis. To this end, the government has launched a new academic program, the Certified Actuarial Analyst Qualification, at Makerere University College of Business and Management—the first in East and Central Africa. Like other developing countries, Uganda faces financial risks and corruption that certified actuarial scientists would be able to detect early and mitigate, especially in institutions where large sums of money are handled. The demand for actuaries is also driven by emerging products in this economically developing nation, such as agricultural insurance, retirement benefit schemes and health insurance.

Sources: *The Ethiopian Herald*, Capital News (Kenya), Moroccan American Center for Policy, Punch (Nigeria), *East African Business Week*, Cape Talk (South Africa), BBC News, *Tunis Afrique Presse*, Daily Monitor (Uganda).

# HR CALENDAR

**June 16–17, 2015**

2015 National HR Conference IPM Sri Lanka **Bandaranaike Memorial International Conference Hall, Colombo, Sri Lanka**  
Website: [www.ipmlk.org/inhrc2015](http://www.ipmlk.org/inhrc2015)

**June 25–26, 2015**

ANDRH Congress International Francophone des Ressources Humaines (CIFRH 2015) **CNIT Centre des Congrès et des Expositions, Paris, France**  
E-mail: [cifrh@ormes.com](mailto:cifrh@ormes.com)  
Website: [www.cifrh.com](http://www.cifrh.com)

**June 28–July 1, 2015**

SHRM Annual Conference & Exposition **Las Vegas Convention Center, United States**  
E-mail: [globaldel@shrm.org](mailto:globaldel@shrm.org)  
Website: [www.annual.shrm.org](http://www.annual.shrm.org)

**August 27–28, 2015**

New Zealand HR Expo **TSB Bank Arena, Wellington, New Zealand**  
E-mail: [events@hrinz.org.nz](mailto:events@hrinz.org.nz)

**September 9–10, 2015**

AMEDIRH 50th Human Resources International Congress **Centro Banamex, Mexico City, Mexico**  
E-mail: [contacto@amedirh.com.mx](mailto:contacto@amedirh.com.mx)

**September 16, 2015**

Singapore HR Congress and Business-Connect Exposition **Singapore (Venue TBA)**  
Website: [www.shri.org.sg](http://www.shri.org.sg)

**October 22–23, 2015**

49th AEDIPE National Congress/27th EAPM Congress on HR **Hotel Balneario Resort Las Arenas, Valencia, Spain**  
E-mail: [info@aedipecongress.com](mailto:info@aedipecongress.com)

**October 19–21, 2016**

WFPMA 16th World Congress on Human Resource Management **Istanbul, Turkey**  
Website: [www.wfpma2016istanbul.org](http://www.wfpma2016istanbul.org)

## World Federation of People Management Associations (WFPMA)

### WFPMA BOARD OF DIRECTORS 2014 – 2016

**President** Jorge Jauregui, Mexico  
**Secretary General/Treasurer** Peter Wilson, Australia  
**Immediate Past President** Pieter Haen, The Netherlands  
**Members** **AHRC:** Hicham Zouanat, Rajroshan Seeparsad  
**APFHRM:** Musharrof Hossain, Ernesto G. Espinosa  
**EAPM:** Izy Béhar, Filippo Abramo  
**FIDAGH:** Jeannette Karamañites, Aida Josefina Puello  
**NAHRMA:** Henry G. (Hank) Jackson, Anthony Ariganello

**WFPMA 2016 World Congress Chair** Sevilay Pezek-Yangin

### MEMBER ORGANIZATIONS OF THE WORLD FEDERATION

#### AHRC (28)

AFRICAN HUMAN RESOURCES CONFEDERATION  
Algeria, Angola, Benin, Botswana, Burkina Faso, Cameroon, Chad, Ethiopia, Kenya, Malawi, Mali, Mauritania, Mauritius, Morocco, Namibia, Niger, Nigeria, Rwanda, Senegal, South Africa, Sudan, Swaziland, Tanzania, Togo, Tunisia, Uganda, Zambia, Zimbabwe

**President: Hicham Zouanat, Morocco**

#### APFHRM (16)

ASIA PACIFIC FEDERATION OF HRM  
Australia, Bangladesh, Hong Kong, India, Indonesia, Japan, Malaysia, New Zealand, Papua New Guinea, Philippines, Saudi Arabia, Singapore, Sri Lanka, Taiwan, Thailand, Vietnam

**President: Musharrof Hossain, Bangladesh**

#### EAPM (29)

EUROPEAN ASSOCIATION FOR PEOPLE MANAGEMENT  
Austria, Belgium, Bulgaria, Cyprus, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Macedonia, Malta, Netherlands, Norway, Portugal, Romania, Russia, Slovakia, Slovenia, Spain, Sweden, Switzerland, Turkey, United Kingdom

**President: Izy Béhar, France**

#### FIDAGH (15)

INTERAMERICAN FEDERATION OF PEOPLE MANAGEMENT ASSOCIATIONS  
Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, Guatemala, Nicaragua, Panama, Paraguay, Perú, Uruguay, Venezuela

**President: Jeannette Karamañites, Panama**

#### NAHRMA (3)

NORTH AMERICAN HRM ASSOCIATION  
Canada, Mexico, United States

**President: Henry G. (Hank) Jackson, United States**

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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 July 2015 and will feature the Asia Pacific Federation of HRM (APFHRM) and HR news from Asia Pacific.

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