



# Newsletter

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## 1. Members of the EAPM Working Group

Members of the working group



**Izy Behar**  
**President**



**Filippo Abramo**  
**Past President**



**Svetla Stoeva**  
**Vice President**



**Susannah Clements**  
**Secretary General**



**Max Becker**  
**Treasurer**



**Sam Paris**  
**Secretary General Office**

## 2. EAPM Country Members

Austria, Bulgaria, Cyprus, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Macedonia FYROM, Malta, Netherlands, Norway, Portugal, Romania, Russia, Slovakia, Slovenia, Spain, Sweden, Switzerland, Turkey and the United Kingdom.

Each of the 27 countries is represented by its national association or professional institute of personnel management.

There is a corresponding member from Belgium and 3 other countries have either probationary or observatory status: Croatia, Lithuania and Ukraine.

### 3. The Youth Guarantee – update from the European Commission

#### 3.1 The Youth Guarantee: Making It Happen

The Youth Guarantee is an innovative approach to tackling youth unemployment to ensure that all young people under 25 – whether registered with employment services or not – get a good-quality offer of employment, continued education, an apprenticeship or a traineeship within four months of becoming unemployed or leaving formal education. EU countries endorsed the principle of the Youth Guarantee in April 2013.

⇒ EAPM is following the implementation of this new decision, and creating connections between Brussels and National associations

#### 3.2 Europe in a changing world - Inclusive, innovative and reflective societies



Europe faces huge challenges in reducing inequality and social exclusion. 80 million people are at risk of poverty and 14 million young people are not in education, employment or training. We have not yet overcome the economic crisis which has led to unemployment rates of 12% in general and 20% among the youth.

Reducing inequalities and social exclusion in Europe (80 million people at risk of poverty, 14 million young people not in education, employment or training), overcoming the economic and financial crisis and tackling unemployment (12% in EU and above 20% of youth unemployment in 2012) are crucial challenges for the future of Europe. At the same time, there is great potential for Europe through opportunities provided, for example, by new forms of innovation and by the engagement of citizens. Supporting inclusive, innovative and reflective societies is a prerequisite for a sustainable European integration.

The emergence of Brazil, Russia, India, China and South Africa (BRICS), and therefore of a multipolar world, the ageing of the EU population and the need for more innovation call for a renewed understanding of this rapidly changing world. This understanding is supported by strong multidisciplinary approaches, including social sciences and humanities and information and communication technologies. European and national policies need to continue modernisation while acknowledging the socio-economic and cultural diversity in Europe, and improved knowledge about how our modern societies work.

EU research and innovation will address social exclusion, discriminations and various forms of inequalities. It will explore new forms of innovation and strengthen the evidence base for the Innovation Union, the European Research Area and other relevant EU policies. It will promote coherent and effective cooperation with third countries. Finally, it will address the issues of memories, identities, tolerance and cultural heritage.

### **Key future research and innovation actions for 2014 and 2015 will focus on:**

- New ideas, strategies and governance structures for overcoming the crisis in Europe (resilient economic and monetary Union, EU growth agenda, EU social policies, the future of European integration, emerging technologies in the public sector).
- The young generation in an innovative, inclusive and sustainable Europe (job insecurity, youth mobility, adult education, social and political engagement of young people, modernisation of public administrations).
- Reflective societies: transmission of European cultural heritage, uses of the past, 3D modelling for accessing EU cultural assets.
- Europe as a global actor: focusing research and innovation cooperation with third countries, new geopolitical order in the Mediterranean, EU eastern partnership and other third countries.
- New forms of innovation in the public sector, open government, business model innovation, social innovation community, ICT for learning and inclusion.

In short, this Societal Challenge of the Horizon 2020 programme aims at fostering a greater understanding of Europe, by providing solutions and support inclusive, innovative and reflective European societies with an innovative public sector in a context of unprecedented transformations and growing global interdependencies.

## **4. Country Updates**

### **4.1 Hungary - Recommendation by Mariann Pajor from OHE**

Recommendation and review by Mariann Pajor from OHE in Hungary:

Hungary's leading management and organizational development coach, Dr. Gyorgy Sarvari, has written a book entitled 'Breakout: Guided from Within'.

This book is one of my favourites on my shelf to help me to solve the problems around me. How? Read the book and you get the answer.

In *Breakout: Guided from Within*, Dr. Gyorgy Sarvari shares the ways we can shake off the patterns that may have determined our lives, but no longer represent our true selves, opening up a new world where we can realize our true potential, feel real freedom and learn to simply trust in our inner wisdom and the flow of life. In this, Dr. Sarvari's third book, he shares stories of the difficult but rewarding path to personal transformation that he has helped people find and follow in over two decades of

coaching. Dr. Sarvari has presented at TEDx and at numerous other events in Europe, Russia and around the world.

## **4.2 Portugal APG 50th Anniversary (1964 - 2014)**

### **APG 50th Anniversary (1964 - 2014)**

**Press Release - Lisbon, 14th February 2014**

### **50 years leading People Management into the future**

APG – Portuguese Association of People Management celebrates during 2014 its 50th anniversary of expertise. To make this occasion very special, the Portuguese association will held several events related with People Management and Professional Training.

Aníbal Cavaco Silva, the Portuguese President, has accepted APG invitation to chair the Honor Committee of celebrations of the 50th anniversary (1964-2014) and also wishes a lot of success to the Portuguese association.

Among the more of 70 personalities who compose the Honor Committee, are Portuguese Ministers, entrepreneurs, trade unions, employers associations, professional associations, universities, leaders of public administration, national and international HR associations ( as Izy Behar, the EAPM President) beyond all former APG's Presidents.

APG is a non-profit professional association under private law, of cultural and scientific nature, founded in 1964 recognised by the Portuguese Government as an organisation which pursues public interests.

APG gathers individual and organisation members devoted to people's management or practising leadership services or specialised within this area, both in the public and private sector, namely People Managers, Directors and General Managers from organisations with several activities, as well as trainers, coaches, consultants and university students from several courses (Human Resources Management, Management, Labour Psychology, Sociology, Public Administration, etc.), amounting to nearly 1000 members.

Its mission is to develop activities that aim at the training and representation of its members, the rise in value of the "Personnel" task in the organizations and the contribution for the definition of public policies namely in areas like education, vocational training, employment and labour relations.

### 4.3 Malta - Request for help from FHRD

#### Request for help from Marvin Cuschieri, FHRD in Malta

Dear EAPM members,

Hope all is well and greetings from Malta.

We at FHRD (Foundation for Human Resources Development) are in the very initial stages of starting the process of having the HR practice in Malta warranted. We would like to ask if any of you have such a system in your own individual country. If positive, we would be grateful if you could maybe guide us a bit on how such an HR warrant works within your country, the pros and cons of such a system and share your experiences with us.

I thank you for your time and consideration.

Kind regards,  
Marvin Cushieri

If anyone can assist, please contact Marvin directly at FHRD [mcuschieri@fhrd.org](mailto:mcuschieri@fhrd.org)

### 4.4 Spain - EAPM Congress 2015

#### EAPM Congress 2015

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

AEDIPE, the Spanish Association for People Management and Development, is the organizing entity. AEDIPE, created in 1965 and a member of EAPM, is the best known HR association all over Spain and has a wide experience in managing congresses and events.

For both AEDIPE and EAPM the 2015 Congress will be a win-win situation and, especially for Spain, the acknowledgement of professionalism and good fulfillment. Spain will have the opportunity to show good cases of Spanish companies and good HR practices as well as the wish of learning how to improve the HR function.

The city of Valencia will be the host of this important HR meeting. This is a great challenge for AEDIPE, Comunidad Valenciana and the regional government, which support their role as a host of this international event.

Valencia is a warm welcoming city dedicated to tourism, business and important events. Undoubtedly, a European HR Congress is the kind of event that will meet in Valencia the best place to be held.

Find out more about the City of [Valencia](#)

The Congress will be held in the Hotel Balneario Las Arenas, a 5 star hotel by the sea

## 4.5 Denmark – update from IUNO

The Danish lawfirm, IUNO, has just launched a new application for iPhone, which is specifically developed for HR professionals.

It can be difficult to get a complete overview of the Nordic HR legal area. What applies in one Nordic country is very often different in another. That's why IUNO has developed the app HR: LEGAL for iPhone. The app covers Denmark, Norway, Sweden and Finland.

The **HR:LEGAL** app has three functions:

### **1. Guides to the different phases of employment**

What are the rules for job listings, and what must be in an employment agreement in the Nordic countries? The guide answers these and many other questions that may come up during the various stages of an employment relationship.

### **2. Labor laws in a searchable format**

With the app HR: LEGAL you always have the Nordic labour laws right at your fingertips. The app contains the following laws in a searchable format: The Danish Salaried Employees Act, The Norwegian Working Environment Act, The Finnish Employment Contract Act and The Swedish Employment Protection Act.

### **3. Document which elements employees receive and return**

The check in / check out feature that makes it easy to describe which elements employees receive and return back on the job. The function makes it possible to describe the elements with words and photos and sign on to what is handed out / returned. Afterwards the employee and HR department will automatically receive a report with the entered information by e-mail.

*For more information contact Anders Etgen Reitz on 53742704 or Lene Rosenmeier on 53742708 / [lr@iuno.dk](mailto:lr@iuno.dk).*

[Download the app in App Store for free](#)

## 4.6 UK - 360 Degree Feedback

**"360 Degree Feedback": An effective Performance Management Tool.**  
*Successfully using 360 evaluations for both employee development and performance appraisal requires a clear understanding of objectives and possible outcomes.*

**Article by** Manuela Morelli, HR Officer, [morellim@who.int](mailto:morellim@who.int)  
Human Resources Management, Policy and Administration of Justice

### **What is 360 Degree Feedback?**

360 Degree Feedback is a system or process in which employees receive confidential, anonymous feedback from the people who work around them. This typically includes the employee's manager, peers, and direct reports. A mixture of about *eight to twelve* people fill out an anonymous online feedback form that asks questions covering a broad range of workplace competencies. The feedback forms include questions that are measured on a rating scale and also ask raters to provide written comments.

Managers and leaders within organizations use 360 feedback surveys to get a better understanding of their strengths and weaknesses. The 360 feedback system automatically tabulates the results and presents them in a format that helps the feedback recipient create a development plan. Individual responses are always combined with responses from other people in the same rater category (e.g. peer, direct report) in order to preserve anonymity and to give the employee a clear picture of his/her greatest overall strengths and weaknesses.

### **How is 360 Degree Feedback Used?**

Companies typically use a 360 feedback system in one of two ways:

#### **a) 360 Feedback as a Development Tool to help employees recognize strengths and weaknesses and become more effective**

When done properly, 360 is highly effective as a development tool. The feedback process gives people an opportunity to provide anonymous feedback to a coworker that they might otherwise be uncomfortable giving. Feedback recipients gain insight into how others perceive them and have an opportunity to adjust behaviors and develop skills that will enable them to excel at their jobs.

#### **b) 360 Feedback as a Performance Appraisal Tool to measure employee performance**

Using a 360 degree feedback system for Performance Appraisal is common practice, but not always a good idea. It is difficult to properly structure a 360 feedback process that creates an atmosphere of trust when you use 360 evaluations to measure performance. Moreover, 360 feedback focuses on behaviors and competencies more than on basic skills, job requirements, and performance objectives. These things are most appropriately addressed by an employee and his/her manager as part of an annual review and performance appraisal process. It is certainly possible and can be beneficial to incorporate 360 feedback into a larger performance management process, but only with clear communication on how the 360 feedback will be used.

360 Feedback Surveys do:

- measure behaviors and competencies
- provide feedback on how others perceive an employee
- address skills such as listening, planning, and goal-setting

360 Feedback Surveys do not:

- measure employee performance objectives (MBOs)
- determine whether an employee is meeting basic job requirements
- focus on basic technical or job-specific skills

### **Establishing the Core of a 360 Competency Model**

Some aspects of the competency model will be the same for all employees, regardless of function or level within the organization. We will call this your "**core**".

The core of your 360 survey will include:

- Items related to company values, mission, and vision;
- Competencies and expectations that apply to *all* employees, from the CEO down to the individual contributor.

Many competencies or behavioral categories will apply to employees at all levels, but the specific behaviors in each area will often differ. For example, "*Interpersonal Skills*" are important for everybody, but the expectations and requirements related to "*Interpersonal Skills*" will be quite different at different levels in the organization. Other competencies will only be relevant at certain levels. For example, "*Building Talent*" is an important area for mid-level management and above, but not at all relevant to non-managers.

### **Beyond the Core**

Focus on identifying 3 or 4 distinct vertical levels within the organization. E.g.:

1. Senior Leaders
2. Mid-upper Managers
3. Lower-level / First-line Managers
4. Individual Contributors (Non-managers)

For each of the 3-4 levels, the competency model will start with the "core", but also include the specific behaviors needed to succeed at each level. The top-level 360 categories based on statistical analyses and field experiences are:

1. Knowledge/Strategic
2. Character
3. Interpersonal
4. Innovation/Change
5. Building Talent
6. Leadership/Motivation
7. Execution

(Full article on the EAPM website at <http://www.eapm.org/publications/2014>)

**which also includes- 'ten mistakes you have to avoid' and things to think about before launching a programme**

## 4.7 Italy - Leading Teams: an HR Challenge

### Leading Teams: an HR Challenge

(Full article on the EAPM website at <http://www.eapm.org/publications/2014>)

**Article by** Dino Ruta and Paolo Guenzi, *SDA Bocconi School of Management*

*Author of the book "Leading teams: Tools and Techniques for Successful Team Leadership from the Sports World" Jossey-Bass. London, 2013.*

The new lifestyles and economic models that are becoming the norm today are bringing with them a dramatic change in people, their expectations and relative motivations.

What's emerging ever more clearly is a widespread need for a renewed mindset by Human Resources Departments (HR), a shift in priorities and competences to better interpret the current needs of people and shareholders. The discourse is turning once again to the meaning of work, reviving concepts that marked the birth of the firm such as sustainability, community interests, and the quality of social and professional relationships.

But the primary objective hasn't changed: companies need to make a profit and at the same time figure out how to generate positive value and values for various stakeholders who provide their support, first among them - people. Today's competitive challenges demand greater courage in managing the human factor. In other words, HR managers must have a clear understanding of how the firm makes money, and realize that this calls for training and fielding the best team in the competitive arena. [...]

The desire to find satisfaction in the workplace and in the daily organizational climate is taking on primary importance. More and more often people are asking themselves: What does my work mean in my life? (Ulrich & Ulrich, 2010; Piccinino, 2006). HR systems centred on the present enhance the interpersonal dimension and human relationships, focusing on what the company can guarantee in the short-term, and the daily challenges that arise. Of course, the company needs to take a medium-long term perspective as far as overall results, but this shouldn't shape individual career goals.

Whether or not HR can make the transition from a cost-centric to a productivity-centric approach depends on the credibility that management has built up over time. [...]

In recent years, the HR department has been called to become a business partner. Today, in light of the current state of the economy, HR plays the role of guarantor and guardian of organizational operations. This means creating a dialogue, knowing how to use the right tools in the right measure, and conveying a sense of trust. The goal of HR is to guarantee the company's sustainability by understanding the people and the competences needed for productivity, raising objections to short-sighted decisions, and skillfully merging the centrality of the human dimension in every business decision.

For all these reasons, we're hearing sports metaphors used more and more often to reinforce ideas like working together, forming a team, training, and making a total commitment to winning the game, today and tomorrow. These reflections on the role of HR leaders are explored further in the book "Leading Teams: Tools and Techniques for Successful Team Leadership from the Sports World" written by Paolo Guenzi and Dino Ruta (Wiley, 2013).

HR managers have a lot to learn from the world of sport. Most books on this topic are based on the experience of individual coaches or offer a compendium of experiences and quotes from various coaches, but they make no reference to the immense store of knowledge on leadership, team leadership, coaching and management in general. In the book cited above, the authors offer a scheme to link sport characteristics and business variables, discovering how team management models typically used in traditional businesses can be found in or transferred to sports teams, and vice versa.

HR leaders are very similar to team leaders in sport (sport coaches). HR leaders create the conditions where other people can succeed. They typically do not play a part in the business, instead they are partners in the business; they sustain organizational performance.

Team leaders in sport build credibility with multiple stakeholders at different levels. [...]

Credibility derives from several perceptions that followers develop toward their team leader. The most frequently cited perceptions are:

- 1) *technical competency*, which is normally seen as essential, but not sufficient, to be considered credible;
- 2) *energy*, often associated with both enthusiasm and passion;
- 3) *fairness*, which can be considered a combination of sincerity, spontaneity, and solid ethics;
- 4) *consistency* of actions and underlying principles across time and situations.

In general, credibility is the outcome of countless actions. It is the result of the combination of *what* team leaders do and *how* they do it; in other words, how they work and interact with several key actors, not only the team members (players and staff, in our case). [...]

The ability to evaluate, comprehend, and deal with specific situations, adapting managerial or coaching behaviors accordingly, is an additional competency that team leaders and HR leaders have to hone to reinforce their credibility at various levels: the individual, the team, the organization and the environment.

Doing all this takes practice, developing new competences and knowing how to evolve as the role demands. But this is the order of the day for anyone who deals with human resources and sport.