

IFTDO News

Number 1 of 2015



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44th IFTDO
World Conference & Exhibition
2015 Kuala Lumpur

24th - 27th August 2015
Sunway Convention Center
Kuala Lumpur, MALAYSIA



The Performance Pipeline: Beyond HR

SAVE THE DATES

**45TH IFTDO
WORLD
CONFERENCE**

Bahrain

March 22 - 24, 2016

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PRESIDENT'S MESSAGE

It has been one year since I took over office as President of IFTDO and I am delighted to share with you the progress that has been achieved by the Malaysian Association of Learning and Development (MyLeaD) as the next host for the IFTDO World Conference. MyLeaD is most fortunate to have successfully gained the full endorsement of the Malaysian Ministry of Human Resources (MoHR). We are now working very closely with the Human Resources Development Fund (HRDF), an agency directly under the MoHR, to boost the participation of local delegates from the SME sector and also the large companies, including Government-linked companies.

The IFTDO 2015 Conference and Exhibition Program Agenda / Schedule has now been finalized and details are available on the IFTDO 2015 website at www.iftdo.org. The 2 mega Keynote Speakers, Dr Jack J Phillips and Mr Peter Cheese plus 50 Concurrent Session speakers have confirmed their speaking engagements in Kuala Lumpur. I am very pleased to note that MyLeaD had recently agreed, in principle, to support IFTDO with hosting a Special Session to present the Global Paper on Upskilling the Global Workforce. This session is targeted at policy and decision makers from all over the world as it provides a platform to deliberate on this crucial point as the world becomes smaller and the global workforce mobility will surely increase. It is not a surprise that this Special Session had attracted the attention of Dato Seri Richard Riot, the Honorable Minister of MoHR. A dedicated Task Force comprising of industry practitioners, academics, and officials from the public sector will be engaged to help prepare this very timely paper that will become a very important document to spur Malaysia and other countries, to the next level. I look forward to getting the full support of IFTDO Board members, as well as, IFTDO members in this new initiative.

The IFTDO 2015 Steering Committee has recently 'changed gear' and is currently focusing on the most challenging task of any Conference Organiser, that is the marketing and promotion of IFTDO 2015. Besides working closely with strategic partners locally, we have signed up various international marketing partners, including Knowledge Kingdom (Jordan), BSTD (Bahrain), and ISTD (India). We will soon be collaborating with partners from Australia, Taiwan, Thailand, Bangladesh, and Indonesia. Discussion is on-going with KL-based UKTI to assist us in promoting a UK pavilion and gather all UK exhibition booths in the same location. In the meantime, we are also working with other friendly embassies to promote IFTDO 2015.

Finally I must note my sincere appreciation to IFTDO Board Members, for their valuable advice and continuous effort to make IFTDO 2015 a successful and memorable event. Having said this, IFTDO 2015 Conference and Exhibition will only meet its real objectives with the participation of IFTDO members. Thus, I cordially invite you to be with us in Kuala Lumpur from 24 to 27 August, 2015 and spread the word regarding this conference. Other than the core business of conferencing and exhibitions, we have also lined up many social and networking events that we hope will encourage fruitful engagement and make IFTDO 2015 an and rewarding experience.

Please feel free to write directly to me at alias.masod@live.com or Ms Aishah Ismail, aishah.globalnet@gmail.com for any inquiries or special assistance needed for your trip to Malaysia.

See you at IFTDO 2015!

Alias Masod, President of IFTDO

March 2015



CHAIR'S MESSAGE

Dear Fellow Members,

It is my honour and privilege to address you all in this *Newsletter* in my capacity as the Chairman of IFTDO. The *Newsletter*, I believe, is a platform and an opportunity for us all to communicate our thoughts, ideas, accomplishments, and emerging trends in the field of training and development. I encourage each of you to take the time to contribute to the *Newsletter* to make it a rich medium not only for our community but also those outside our circle that may read about the activities in our industry.

As a reminder, our 44th World Conference and Exhibition will be held August 24-27, 2015 in Kuala Lumpur, Malaysia. I look forward to seeing you and your guests at the event. I am confident that through your active participation, the hard work and superb preparation of our friends and colleagues in Malaysia led by Professor Alias Masod at the event, we will take IFTDO and HR to new heights.

Regards,

Nasser A. Al-Nafisee

Chairman of the Executive Board



SECRETARY GENERAL'S REPORT

The main activities since the last Newsletter are as follows:

1. New Executive Board for 2015-17 took office from January 1, 2015. The list of Board members appears on the last page of the Newsletter.
2. Speakers for the 44th IFTDO World Conference, being organized by our Full Member Malaysian Association of Learning and Development at Kuala Lumpur on August 24-27, 2015 have been finalized. Please visit Conference web site www.iftdo2015.com
3. At the last Board meeting held on November 9, 2014 at Bahrain, it was decided to hold the 45th IFTDO World Conference at Bahrain on March 22-24, 2016, to be hosted by our Full Member Bahrain Society for Training and Development.
4. Revamping and Development of IFTDO Website by Angel Vision, USA, has made substantial progress. The new website is expected to be launched

shortly. It will enable members to access and exchange knowledge and experience more effectively.

5. The Annual accounts of IFTDO for 2014 have been prepared, audited and submitted to Companies House and Charities Commission in UK. These will be presented at the Annual General Meeting to be held at Kuala Lumpur at the time of 44th IFTDO World Conference.

6. The last date for receiving entries for the IFTDO Global HRD Awards 2015 has been extended to April 30, 2015. Details are available on our web site www.iftdo.net.

7. The next meeting of the IFTDO Executive Board and Committees is scheduled on April 17-18, 2015, at Bangkok.

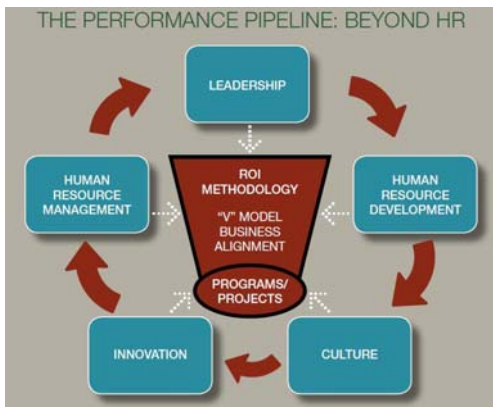
Members are requested to send brief write-ups on their major events/ activities for publishing in the Newsletter/uploading on the web site.

Dr. Uddesh Kohli

Secretary General

44TH WORLD CONFERENCE 2015 PREVIEW

The overarching goal of the conference is to help organizational leaders at all levels acquire innovative solutions that they need in today's highly uncertain business environment. Principal conference organisers,



MyLead, have developed the framework illustrated to develop and highlight the challenge and opportunities facing HR. The performance pipeline highlights the integrative and interconnectedness of leadership with HRM, HRD innovation and organisational culture.

Key Notes

Dr Jack Philips: Investing in People... Knowing the Value

To build a successful business, for profit or non-profit organisation, university, or nation requires outstanding, fully competent, and motivated employees, members, and citizens. To achieve this requires investing in people wisely and efficiently. Several questions come to mind when investing in this precious resource.

1. How much should you invest?
2. What is the right program for investment?
3. How do we know the investment has a payoff?
4. How do we optimize the return on this investment?

These and other questions are explored in this opening keynote as Dr. Phillips will challenge leaders responsible for human capital development to make proper and sufficient investments.

Peter Cheese, CEO CIPD: The Future of HR

Globalisation, technology, the younger generations, and the uncertain nature of the economic and political environments, are all major factors in shaping the future and are creating an ever, greater need and opportunity for HR and L&D. However, we also have to step up, to improve our understanding of the big contextual shifts, and to build new capabilities that will ensure we really can work strategically and impact value and outcomes within the organisations we serve. We need to look at our policies and practices and some of the models we have used in the past that have shaped HR and learning and to develop new frameworks, new competencies and different mindsets to build the profession for the future.

Beyond the key note presentations contributions will be organised under the five sub themes (see also framework) of Human Resource Management, Human Resource Development, Leadership, Culture and Innovation. Presentations are scheduled from the research team at Coventry University, UK, who are leading the joint IFTDO – UFHRD research project “Comparative and Cross Cultural Dimensions of HRD: HRD Professional Practice Across Three Continents” and from IFTDO’s Developing Countries Committee work on skills for employability.

An exhibition will take place throughout the Conference and a programme of social and cultural events is also planned. The World Conference and Exhibition mark the highpoint of the IFTDO calendar and this year’s event promises to be uplifting and enriching. Full details about the conference are available online at iftdo2015.org. Any enquiry about the conference, registration, sponsorship, exhibition etc should be addressed to Ms. Aishah Ismail *Chair of Communications, Social & Protocol* email: aishah@iftdo2015.org

Attend World Conference 2015 via an IFTDO Scholarship!

IFTDO Scholarships exist to help beneficiaries in developing countries attend the annual conference. Beneficiaries must be resident in a Developing country. For information on how to pursue an application contact Tayo Rotimi, Chair of the Developing Countries Committee tayo.rotimi@mactayconsulting.com

IFTDO REGIONAL CONFERENCE REPORT - EVOLVING THE HR FUNCTION AS A BUSINESS PARTNER (Bahrain, November, 2014)

Changing nature of work, workforce, and workplace –Challenges and opportunities for the HR profession; Peter Cheese

Peter Cheese, CIPD CEO, provided a fitting key note to open this regional IFTDO conference held in the Kingdom of Bahrain, 10 – 11 November. Peter’s central message was that the HR profession is at something of ‘inflection point’. Given the changes in the world of work, the workforce and workplace, much of what is done in HR is no longer fit for purpose. A number of contextual changes were highlighted including:

- workforce diversity; many workforces now comprise traditionalists (born 1928-45), boomers (1946-64), Generation X (1965-79) and Generation Y (1990-2000); all with different assumptions about how the world works- the demand and supply of skills and skill mismatches. Whilst almost 50% of businesses in the region, including Qatar and the UAE, identify difficulties in finding and retaining skilled manpower to deliver big projects (eg 2022 Fifa World Cup and World Expo 2020), at the same time the number of job vacancies in the Gulf’s hospitality sector (with considerably more modest skill demands) has seen exponential growth.

Peter’s concern was that globally people management practices are not good enough in sufficient numbers and in sufficient penetration, internationally. Three challenges were identified for the HR profession:

- the need to develop and apply a talent strategy
- developing line managers
- using people data to generate insight.



The CIPD Profession Map © CIPD 2013

Peter concluded with a detailed look at the profession for the future. This too required a strategic focus in terms of the identification of competencies and capabilities, a fit for purpose professional education curriculum and

opportunities and pathways for continuing professional development. The CIPD Professional Map (Figure) was key to “professionalizing HR”.

We are in the People Business – Tim Murray; Aluminium Bahrain B.S.C

ALBA is one of Bahrain’s biggest employers and thus the key note from Tim Murray, Chief Exec of ALBA, provided a very pertinent, local case study, on



recent developments in HR activity within the business. In the first part of the presentation Tim highlighted a number of what he called “legacy management issues” and the changes made since he had become CEO. He argued the Alba, pre 2010, was slow and bureaucratic; management were indecisive fearing blame and characterised by a lack of empowerment. The business had high absenteeism and sickness levels and a poor safety record. The role of HR was fundamental in helping to drive change. Key initiatives included:

- a focus on Succession Planning
- a significant increase in Training and Development programs and with a focus on ‘soft skill’ training
- sponsorships for MBAs and BSCs



CHANGE starts with
BELIEF
التغيير يبدأ بالايمان



The commitment to training, calculated as the proportion of total working hours increased from 4.5% in 2010 to nearly 6% in 2014.

The second part of Tim’s presentation took delegates on Alba’s recent health and safety journey. A healthy and safe working environment was regarded by Tim as the key building block for all aspects of management. Good communication and inclusive training were central to the successes Alba have achieved in this respect. Thus, an effective health and safety policy and set of practices were seen as the basis of an effective HR strategy. Safety had become the number one priority within the business with a drive towards zero accidents. The impact of the initiatives, which above all involved fundamental mind set changes and positive set of values about working at Alba, are impressive. There have been no fatalities in the last 2 years and total injuries were down 57% from the previous year.

Tim concluded with a powerful statement which he argued was reflected in the ALBA story:

“The people business: happy employees = productive employees” and which he backed up by pointing to a consistent growth in productivity enjoyed by the company since 2011.

The Future has just started....HRD in Oman’s Information Technology Authority

Dr Ramin Mohajer provided delegates with a fascinating and inspiring case study of HRD within a section of the Oman government. Dr Mohajer is HR and Development Consultant within the semi-autonomous Information Technology Authority, the official e.government services portal. Working from an underpinning philosophy of the need to democratise decisions on learning and development and empower individuals to take interest in and responsibility for their own learning and development, Dr Mohajer’s team have introduced an innovative approach to HRD. This endeavours to align learning and development plans with employee interests.

The range of initiatives which have resulted is impressive including:

- tangible recognition of learning achievements
- 360 degree coaching and discussion / awareness sessions
- soft skill training
- internal secondments and internships



Significant use of the intranet is a feature of HRD within the ITA. Individuals can keep track of their learning and development record, identify opportunities and access a virtual library. The pop up character Rashid (see Figure) helps provide both a distinct identity to the learning platform and endeavours to ensure learning and development is not viewed as dull and boring. Of note also are the ‘spaces’ which have been created to encourage both individual and

group learning (e.g. the ITA Majlis, see Figure).

Of course, taken individually, none of these practices are necessarily ‘new’ but together provide testimony to a distinctly different approach to HRD. Crucially, the approach is largely employee driven.



In discussion Dr Mohajer was asked about the inclusivity of learning and development within the ITA. Whilst he acknowledged that a factor in the success of the new approach to HRD was the generally high levels of employee education he nonetheless indicated that important L&D achievements were evident across all employees. Questioned about impact Dr Mohajer indicated that the success of the overall approach was confirmed through the regular surveys undertaken by the ITA. He added that in his view the impact went beyond the confines of this particular Government department, arguing that what each employee does at the ITA is not a job as such but more “a way of working towards building a new digital Oman”. It was important, in his view, to look to HRD’s contribution beyond an individual / organisational level and within a broader societal context.

Achieving Successful Change: Enforce, Engage or Empower

“Grant me the serenity to accept the things I cannot change, the courage to change the things I can, and the wisdom to know the difference.”

IFTDO Board Member, Christine Marsh CPT, used a recent work project with a professional body, the Chartered Institute of Environmental Health CIEH, to illustrate her approach to assisting organisations to

effectively manage change. The commission came from Julie Barratt, Director for CIEH Wales. The challenge was to manage the impact of budget cuts, which involved the need to restructure by merging of existing teams /groups. Christine explained how she designed a series of workshops to introduce CIEH participants to a process of working with the implementation of the strategic change required to the active application of the required changes. She focused attention on how she sought to engage



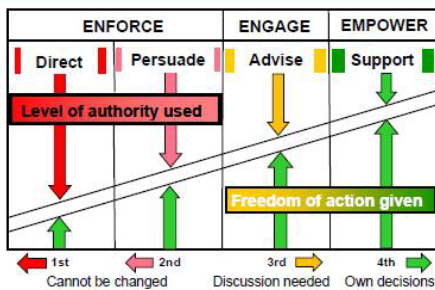
participants in how they could contribute and take a degree of ownership in the change process. Drawing on a model of degrees of control: enforce, engage, or empower (Figure) and another of degrees of change: stop, continue, do differently or start, participants were actively involved in critically assessing what they and their teams could do within a range of decision making parameters. Summing up her approach Christine highlighted the importance of ensuring that the rhetoric of

empowerment as part of the change management process becomes a reality.

Critical Trends in Learning & Development

Drawing on recent CIPD research, IFTDO Board member Bob Morton provided delegates with insight into some of the critical trends in Learning and Development today. The context or site of learning was highlighted – recognition of the significance that much learning is informal and acquired through everyday practice. A tension is evident: up to 90% of workplace learning is realised through experiential means (informal learning, learning through others) and a continued reliance on formal structured programmes by many organisations. A real challenge for the L&D professional was not so much the utilisation of ‘mobile’ technology, social media etc for the traditional ‘delivery’ of learning but more managing its role in supporting informal and collaborative learning. A second theme was the potential to make greater use of behavioural sciences in understanding how best to deliver and manage learning. Bob introduced delegates to neuroscience and how accurate depictions of brain activity were opening up opportunities for exploring enhanced understandings of individual behaviour and learning within the workplace. He highlighted three “necessary” capabilities for tomorrow’s L&D professional: a deep (technical) knowledge of L&D, business understanding and an ability to operate in a consultancy/business partnering role.

Degrees of Control – Gear Box Model



IFTDO AND THE UNITED NATIONS



IFTDO seeks to play a leading role in the changing world of HRD through its network of member activities, its conferences, its research and, very importantly, its representation on the UN’s Economic and Social Council. IFTDO News Editor, Rick Holden, talks to Secretary General Uddesh Kohli about IFTDO’s relationship with the UN and its involvement with the ongoing UN agenda around the development of people.

Editor (RH): IFTDO has consultative status with the UN. What does this mean and how did it come about?

Uddesh Kohli (Secretary General) : Consultative status has its foundation in the initial UN Charter when it established the principle of establishing suitable arrangements for consultation with a wide range of international non-governmental organizations. There are three types of consultative status: General, Special and Roster. IFTDO is in the Special category which reflects organisations that have a special competence in a particular field of activity. In our case this is training and development or more broadly human resource development. Consultative status provides us with access to the UN and in particular the workings of the ECOSOC, but equally we are of value to the UN. We and the other affiliates enable the UN to establish important links with those active in their fields of interest and who understand issues at ground level.

We were formally accredited in 2002 but our involvement with the UN goes back to the formation of IFTDO itself. The formation of IFTDO was first conceptualised at the 1st World Conference on Training and Development held at Geneva, Switzerland in 1972. The International Labour Organisation- ILO, which was also based in Geneva, was an important supporter of this initiative. IFTDO continued its interaction with ILO and later with the United Nations. Of particular importance in a more formal relationship was a project in the mid 1990’s which the UN commissioned IFTDO to undertake. This was successfully implemented with the help and involvement of some of our member organizations over a 2-3 year period and during which time IFTDO nominated Richard Zeif as Representative to the UN for continuous interaction with UN. Shortly after IFTDO applied for consultative status with Economic and Social Council of UN – ECOSOC - and this was granted in 2002. The influence of Dr David Waugh, the first Executive Director of IFTDO appointed in 1995 was important. David was a retired senior ILO official.

RH : What is ECOSOC and what does it do?

UK : It is one of the six main councils of the United Nations established by the UN Charter in 1946. It is the principal body for policy discussion and programme action on economic, social and environmental issues, as well as for implementation of the internationally agreed development goals. ECOSOC



The ECOSOC Chamber: a gift from Sweden

engages a wide variety of stakeholders – policymakers, academics, business sector representatives and a large number of registered non-governmental organizations. There is a yearly cycle of meetings; some at a high level involving government ministers and officials, others to engage with those who are working at ground level with projects and initiatives in line with ECOSOC goals. The Council identifies annual themes to steer its work and in recent years these have been linked to the Millennium Development goals – for example on poverty and education. But these expire in 2015 and will be replaced by a set of sustainable development goals. ECOSOC's theme for 2015 is 'Managing the transition from the Millennium Development Goals to the sustainable development goals: What will it take?'. It will be interesting to see how this begins to take shape.

RH : So how does IFTDO fit into the UN's and ECOSOC's work?

UK : Presently, IFTDO is regularly participating in UN activities. The Chair of the Developing Countries Committee- Tayo Rotimi is currently nominated as representative to the UN. He has been participating in the activities of the UN's ECOSOC. The objectives of the Developing Countries Committee of IFTDO are quite in line with UN broad objectives which are mostly focussed on developing countries. The activities of the Committee are aimed at developing skills, training and development activities and overall human resource development in the developing countries. It is, therefore, quite appropriate for IFTDO to nominate the Chair of the committee as the representative to the UN.

Under the overall ambit of the ECOSOC IFTDO's "working" link is with the NGO branch of the UN's Department of Economic and Social Affairs. This is the focal point within the UN Secretariat for non-governmental organizations in consultative status with ECOSOC. IFTDO receives information about UN activities relating to NGOs from the Department of Public Information (DPI) and invited to major events such as conferences and workshops. IFTDO has presented workshops twice at the Annual DPI/ NGO Conference which is one of the most important UN events each year. The first was conducted by Mary Dayton, Winston Jacob and David Waugh at the 63rd Annual Conference held at Melbourne in 2012, on the theme: "Workforce Development Strategies for Indigenous Health Workers", and more recently at the 65th Annual Conference at the United Nations in New York. At this conference a team consisting of Tayo, Carol Panza - then Chair of the IFTDO Board, Dr. David Waugh (our former Representative to UN) , myself, Carol Jenkins from a member organisation World Learning and Dino Correl from ILO conducted a workshop on "Skills for Employability". The session focused on the centrality of work as a development goal in anticipation of the UN's reformulation of the Millennium Development Goals which expire this year.

RH : Is IFTDO's link just with the ECOSOC?

UK : Apart from ECOSOC, I have been closely involved in the UN Global Compact which is the UN Secretary General's initiative to involve the corporate sector in achieving UN Goals and work for society as a part of their Corporate Social responsibility. I am designated as Senior Adviser in this programme which now covers over 12,000 corporate and other stakeholders participating in over 145 countries. IFTDO is one of the international participants. I also participated in a Working Group meeting relating to development of Sustainable Development Goals which will replace the Millennium Development Goals in 2015. I have also been attending some of the Workshops of another UN body- United Nations Commission on International Trade and Law (UNCITRAL). As regards the ILO....this is an independent world body which was established in 1919, much earlier than UN. It is affiliated to UN. The main aims of the ILO are to promote rights at work, encourage decent employment opportunities, enhance social

protection and strengthen dialogue on work-related issues. Its objectives are similar to those of ECOSOC and also somewhat related to IFTDO which continues to interact with ILO. David Waugh continues to attend ILO Conferences and events. IFTDO also received consultative status with ILO in 2002. Our then Executive Director, Tony Twigger, implemented several ILO projects during 2004-2007

RH : Summing up...what do you feel IFTDO can contribute to the UN and its mission?

UK : IFTDO can help in creating awareness among its members regarding the UN goals and objectives. Its members can take up research and other projects, organise events in relation to these objectives in their respective countries with support from IFTDO. The UN's new set of Sustainable Development Goals will offer excellent opportunities for IFTDO involvement.

The biggest challenge is to enthuse our members regarding our activities in relation to UN, ILO etc. There does not appear to be enough appreciation of UN's role and its objectives and how working towards these is in the interest of IFTDO. IFTDO has very limited resources of its own. It has to depend upon members' resources.

Editor Note : The UN's Sustainable Development Goals have been developed through a process of wide consultation. Seventeen goals are proposed addressing poverty, equality and climate change. Importantly for IFTDO two of the proposed goals are:

- Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all

The UN expect to use these goals to frame their agendas and political policies over the next 15 years. Final decisions will be taken at a UN Summit in New York in September. More information can be found at: <https://sustainabledevelopment.un.org?page=view&nr=1064&type=13&menu=1300>

LEARNING THROUGH PROBLEM SOLVING: ISPI EMEA CASE STUDY

The ISPI EMEA conference is one of the few international conferences which is organised around a business problem simulation and which gives participants a real opportunity to put action learning into practice. The 2014 Conference, in partnership with Deloitte and supported by World Learning and the American Chamber of Commerce - Poland, was held in Warsaw. Organisers worked hard to identify a non-profit or a government entity, with currently active performance improvement requirements, and a willingness to be the simulation client. Al Majmoua, Lebanese Association for Development, who operate in the microfinance market, was selected. Interestingly Alia Farhat, one of Al Majmoua's executive team, first experience of the ISPI conference was at the Tbilisi Conference where she participated on the winning team for 2013. The potential value of further participation in such an exercise was crystal clear.

The Consultancy Brief



Al Majmoua
Together we grow

As in prior years, ISPI EMEA worked with the client in advance of the conference to prepare the background and context for the simulation. Al Majmoua is an independent, non-profit Lebanese NGO (Non-Governmental Organization), initially created in 1994 by Save The Children as a microcredit program to provide group loans to low-income women entrepreneurs, who were not being served by the formal financial/banking system. In a rapidly

changing context which has seen the number and nature of organizations offering microfinance programs in Lebanon increase significantly. Al Majmoua remains the sector leader. It has over 44,000 active clients / borrowers with a gross loan portfolio of nearly 36m US dollars (Dec 2013). Going forward, Al Majmoua seeks to consolidate this position and expand to reach 77,000 active clients by the end of 2017 through a network that is expected to grow to more than 28 branches,

ISPI EMEA delegates, working within groups, have to respond to a specific business brief – see box. Delegates received additional information, in advance of the conference to help them make sense of this brief including data on Al Majmoua’s positioning vis the formal financial systems of Lebanon, the microfinance market; Al Majmoua products and services; Branch operations and portfolio management. Additionally once formed into consulting

The bedrock of Al Majmoua’s business is work with clients; a focus on Branches and Branch performance is essential. It is performance here that must support Al Majmoua’s strategic growth and help achieve its wider social/societal goals. Specifically the brief indicated a requirement to:

“effectively structure and align the role requirements and incentive scheme for the key Branch jobs of Area Supervisor (Branch Manager) and Team Leader” and “define, refine and/or clarify the Branch operating process(es), along with related and aligned management measures, in order to optimize Branch (or Area) market development, operating efficiency, as well as loan portfolio and customer satisfaction (retention) effectiveness (quality) results.” Consulting teams are asked to:

1. Present their approach to identifying performance improvement opportunities for Al Majmoua Branches, and
2. Describe how/why their recommended approach will result in a clear, comprehensive, effective and results-focused set of improvement opportunities, including findings and recommendations.”

teams there was the opportunity to interview the Al Majmoua HR and Non-Financial Service Manager and the SME Program/Unit Manager, Lina Hamouda, to gather further information details of the current situation and why they felt change was essential. Work on the simulation is interspersed with other more traditional conference presentations and contributions. Consulting teams’ presentations were delivered to the Al Majmoua executives during the afternoon of the final day.

Outcomes



Alia Farhat and Lina Hamouda (Al Majmoua) feedback to the simulation teams

Feedback from Al Majmoua for IFTDO News indicates it was not an easy task to select the final winner as each group tackled some important challenges of the organization’s operational structure. Al Majmoua executives used a matrix to score each of the following dimensions: - (a) Understanding of the Organizational context, (b)

Diagnosis of the main challenges faced by Al Majmoua and (c) Provision of relevant and achievable recommendations. While each one of the five teams scored good on the understanding and diagnosis of the challenges, only two groups presented us with very relevant recommendations. “The winning group was able to articulate the recommendations into a value chain process that made a lot of sense to us.” Importantly, post conference, Al Majmoua report that a number of the recommendations provided by the winning team and the runner-up team, have been implemented in the months following the Conference namely:

- revised the job descriptions of a number of staff in the sales force.
- the implementation of Responsible, Accountable, Consulted and Informed (RACI) matrix exercises.

A review of Al Majmoua’s organizational structure is also underway.

Carol Panza’s feedback report (<http://www.ispi-emea.org/>) confirms that, as in previous years, feedback from participants is very positive about the event as a whole. It captures and facilitates a distinct performance improvement community of practice. It confirms the simulation is of real value to both participants and the client, “The client’s business and current situation presented an interesting challenge from a country and culture none of our team members knew about first hand. It was energizing to be able to make a useful contribution.” A You Tube video (<https://www.youtube.com/watch?v=Ej3Qrf1u5Qc>) summarises the event as a whole, and captures some of the feelings of delegates as the conference drew to a close. The event is seen as unique, diverse, challenging and a genuine learning experience. The 2015 conference will take place in Istanbul.

World Learning Support for Al Majmoua and Performance Improvement

IFTDO associate member World Learning play a key role in supporting organisations such as Al Majmoua as part of their mission to “empower people and strengthen institutions through education, development, and exchange programs” (<http://www.worldlearning.org/about-us/>). Al Majmoua is one of the 150 organizations that receive World Learning’s support in Lebanon through the USAID funded Expand Your Horizons Project. In line with World Learning’s strategy to go beyond the limits of the projects and offer more networking and development opportunities to its partner organizations, World Learning gave Al Majmoua the chance to experience the cooperation with and receive support from performance improvement consultants as a client organization within the conference simulation.

CIPD NEWS AND RESEARCH

The CIPD have made a commitment to “become more relevant” to L&D professionals at every level of its membership. An overarching purpose is to build better work and better working lives. In his keynote to the CIPD’s annual conference (November, 2014) Peter Cheese, CIPD CEO, argued that the shifting context in which we live and work is impacting every organisation in the world. Both the nature and the ‘language’ of work is changing. CEOs now talked about making their workplaces ‘a happier place to work’. The CIPD had to acknowledge and lead responses to such changes. Peter stressed the need for improved analytics – “we haven’t good data” to assess HR/HRDs contribution - and the need to make greater use of the behavioural sciences. “Fundamentally at the heart of HR is understanding human behaviour” and how this works through into organisational behaviour. Responding to perspectives that suggested HR should focus on people administration rather than strategic engagement with the business Peter concluded “not on my watch”.



New Initiatives

- Leaders in Learning Network: This has been developed to create networking and knowledge sharing opportunities for those leading the L&D profession. There will also be regular ‘Leaders in Learning’ events.

The “Leading in Learning” blog provides a discussion forum for those who are passionate about being at the forefront of learning and development. Each week there’s a thought-provoking perspective designed to engage thinking and discussion provided by a mix of learning leaders and practitioners and also a monthly post from the CIPD L&D team. So, do provide your viewpoint and if you have an interesting blog idea email Andy Lancaster Head of Learning and Development at a.lancaster@cipd.co.uk.

- Professionalising HR: An important aspect of this work will be overseas. Efforts to encourage more young people into HR through HR Apprenticeships will also be pursued.
- Research: Research within the field of L&D is being emphasised by the CIPD. Two recent research publications, and which reflect CIPD priorities, are noted below.

L&D New Challenges, New Approaches

This research report aims to help L&D practitioners respond to an external environment which is volatile, uncertain, complex and ambiguous. The implications for L&D are that it needs to be:

- Savvy:** a thorough understanding of the organisation's business model
- Affecting & Aligned:** helping shape organisational strategy whilst meeting present needs
- Versatile:** an ability to competently adopt different roles

Ubiquitous: a 'presence' in the range of different levels of the business

The latter is particularly interesting implying the need for an integration of L&D into the very fabric of an organisation and enabling tailored solutions to a range of different and often complex needs. The report identifies a number of 'resources' that might be particularly pertinent to the challenges faced. So experiential learning is mentioned, along with massive open online courses (MOOCs) and collaborative media (the adaptation of social media to more specifically L&D purposes). However, the link between such 'resources' and the broader picture of L&D challenges remains somewhat tenuous and underdeveloped. Less so with the notion of 'Content Curation' where the key message is that L&D professionals need not 'reinvent the wheel' given the wealth of credible and relevant learning materials now available. "However, they must have the ability to identify and organise relevant materials for specific learners and purposes". The realities of what is possible need appraising. It may be that a first step is to build a stronger relational capacity and then start with small projects on which L&D can work with.

The report is important in highlighting key questions for today's L&D professionals; to enable consideration of the main drivers of change and to review the positioning and current capabilities of L&D within their organisations. The full report (*L&D: New Challenges, new approaches*) can be downloaded here: <http://www.cipd.co.uk/hr-resources/research/l-and-d-challenges-approaches.aspx>

- Elsewhere the CIPD have highlighted the challenge for the L&D function. More than ever the L&D professional needs to be able "to understand what the needs of the workforce are; and what kind of workforce have I got; and how am I going to build that workforce for the future in order to match the needs of the business." See discussion at: http://www.brightwave.co.uk/userfiles/brightwave_cipd%20interview_web.pdf

Human Capital Reporting

The availability of human capital data to businesses is increasing but there remains an unwillingness of organisations to communicate it externally. There is also a gap in the capabilities of investors to appreciate human capital data and derive real value from it. This is the conclusion from research linked to the CIPD's 'Valuing Your Talent'¹ initiative. The report explores investor views on the value and availability of human capital management (HCM) information, the main barriers to better HCM practice, and considers whether consistent reporting on agreed HCM information would be useful as a means of improving the quality of narrative reporting in this area. While some organisations do present people-related data in their annual reports (e.g. on corporate social responsibility) very few

communicate an integrated understanding of the capacity of their business to deliver sustained value-creation through their people. The data is there, but the understanding and meaning of it is not articulated. Recommendations seek the greater use of HCM analysis and data in investment decisions. The report argues that "there is a strong case for the creation of voluntary public reporting targets among FTSE 350 companies on agreed fundamental human capital metrics". It also recommends that "consistent HCM reporting is embedded in the annual reporting of all public sector organisations as a means of providing more insight into how the public sector invests in, manages and develops its people to improve resilience and drive value for service users".

"Human Capital Reporting: Investing for Sustainable Growth; CIPD Research Report, January 2015" available at ².

ATD NEWS AND RESEARCH

State of Industry Report, 2014



The latest ATD report on the training and development indicates an industry that is "stable and consistent". Based on input from a diverse group of 340 organizations the report provides data on training spend, content and delivery and the impact of technology.

Training Spend: Against a background of strengthening global economic activity but low inflation the report indicates modest increases in training spend of the order of 1%. Little change is reported in terms of differences in size of organisation: employees at large organizations continue to receive more training hours than their counterparts at mid-size organizations (approx 4.5 days per year vis 3.5 days). Interestingly there are sharp sector differences: manufacturing organizations report on average spending \$535 per employee whilst Healthcare and Pharmaceutical organizations spend on average \$1,392 per employee. Average spending was \$1,208 across all industries.



Content Distribution and Delivery Methods: Whilst acknowledging that most organizations have unique needs and challenges that the learning function will need to address, the report suggests that approximately one-third of content is focused on managerial and supervisory skills, mandatory and compliance training, and profession- or industry-specific training. The remaining two-thirds cover topics such as processes and procedures, customer service, sales training, and executive development. Not dissimilarly to CIPD research data (see also IFTDO News 2, 2014) the ATD research suggests a continued reliance of formal methods; with the majority of formal training involving an instructor. However, and here in slight contrast to CIPD data, there seems to be a slight uptake in the use of online offerings. Twenty-five percent of training hours used were completed through an online course, with 16 percent using a self-paced online programmes.

Impact of Technology in Training: The report highlights gamification as one new development. Cross referencing the ATD's study 'Playing to Win: Gamification and Serious Games in Organizational Learning', 25% of organizations reported using gamification and interestingly one of the top three barriers to usage was not being able to interface with the existing learning management system. Mobile learning remains relatively marginal, growing slowly but only accounting for approximately 1.5% of training available.

¹ Valuing your Talent: Three professional bodies representing the accounting, management and human resources professions – CIMA, the CMI, and the CIPD together with the RSA – have collaborated on this project. Supported and sponsored by the UK Commission for Employment and Skills (UKCES) and Investors in People (IIP),

² <http://www.cipd.co.uk/hr-resources/research/human-capital-reporting-sustainable-growth.aspx>

L&D Trends in India: Key Findings from ATD Research

In a largely similar exercise to the State of Industry research ATD's latest study on learning and development trends in India was introduced to a group of learning professionals in Bangalore at the ATD India Summit, in December. The research report, in conjunction with Harvard Business Publishing, is ATD's second investigation of the state of learning in India (the first was in 2012), and a clearer picture of training activities and spending is beginning to emerge. For the 2014 report, 56 large organizations provided data on their learning activities in India for 2013. The average number of learning hours used per employee for organizations in India in 2013 was 31. Even though this value represents a downward shift from the inexplicably high 50 hours in the 2012 report it is considered a more "realistic value". The top three content areas that accounted for about a third of organizations' training were profession-specific or industry-specific, managerial or supervisory, and product knowledge. The traditional instructor-led classroom method continues to be the most popular, accounting for 68 percent of all training delivered in reporting companies. Although the participating organizations represent a very small sample of employers in India the ATD report considerable optimism about the findings which suggest that "large organizations have a strong commitment to L&D".

MOOCs: Expanding the Scope of Organisational Learning

A study by ATD and i4cp looks at how MOOCs may increasingly feature in organisational learning. For the study MOOCs are defined as "collaborative online course open to anyone wishing to participate at no cost (although a fee may be required in order to gain 'credit')". MOOCs, gained prominence in 2012 when Stanford University offered the first in what became a series of its own. Whilst MOOC content, thus far, has been led by the academic world, increasingly corporate L&D functions see opportunities to integrate MOOCs into their own company's learning programs. The ATD / i4cp study notes the comments of one AT&T's corporate



university director: "We're exploring very creative approaches to blended learning, such as how we can combine MOOC content with hands-on labs, or self-paced pre-requisite content, and maybe follow up with a social learning collaborative community where employees can support each other". Twenty-two percent of survey respondents indicated they were currently using MOOCs in learning and development, whilst 36% of current non-users plan to utilise MOOCs in some way in the future. Important questions about the use of MOOCs by corporate L&D include: the lack of control over content, the integration of a MOOC into any existing Learning Management System and a range of issues which more generally affect any on-line or web based learning, such as learner motivation, responsibility and support.

Global Learning Research project launched

ATD Research has launched a research project on global learning through which it hopes to gather and share with the talent development community valuable information on current learning practices and trends from a global viewpoint. Some of the trends ATD will address include: trends and challenges in learning; learning staff and staff resources; alignment of learning with business objectives; learning hours, content areas, and delivery methods; and spending on learning and outsourcing of learning activities. ATD Research and ATD International have developed a brief online survey targeted at learning leaders familiar with their organizations' overall learning objectives, strategy, and practices. This survey will be sent to ATD members from more than 120 countries, as well as key contacts from contributing international organizations. These contributing organizations, who have strong

reputations in the talent development field and relationships with ATD International, will help distribute the survey to their members and contacts. A report is expected in late 2015.

Editor Note: ATD have asked that if anyone is interested in taking the survey, to please contact research@td.org More details on the survey are available at: <https://www.td.org/Publications/Blogs/Global-HRD-Blog/2015/02/Exciting-Upcoming-Research-Global-Trends-in-Training?mktcops=c.global-hrd~c.sr-leader&mktcois=c.managing-learning-programs~c.~c.global-workforce-development~c>.

ATD Research Week

ATD's Research Week took place in February around the theme "Connecting Research to Performance" and seeking to help L&D professionals track trends, inform decisions, establish best practices and generate support for the learning function in organizations. During Research Week ATD revealed its 2015 research topics and which include:

Learners of the Future: ATD Research and the Institute for Corporate Productivity (i4cp) will investigate how organizations are training an increasingly diverse workforce.

Aligning Learning and Business Goals: If the organization is to successfully act on its business strategy and meet its goals, it must have a learning strategy that is closely aligned with the business strategy. How does the head of learning ensure alignment?

Mobile Learning: ATD Research and i4cp will seek to determine the extent to which organizations are using mobile learning, what for, and where mobile learning is headed in the future.

Leaders as Teachers: How can learning draw on their experienced executives to develop the leaders of tomorrow? This research will take a look at the extent to which and the effectiveness of utilising leaders as teachers.

For more details on ATD research go to: www.td.org/research or contact ATD research on research@td.org

What has Neuroscience to offer Learning & Development?

Neuroscience is a hot topic in our profession at the moment. But do the research developments in this field add anything substantially new to our understanding of the practice of learning and development? The same question can be posed of a broader set of behavioural sciences that purport to offer us new insights. Both ATD and CIPD, along with other professional bodies, are taking an active interest in exploring the practice implications of such research. The next issue of IFTDO will feature an extended review of what the research can offer the L&D professional. It will dispel several myths about neuroscience, including those surrounding the much loved learning styles. It will take a critical look at research on for example:

- gamification: design of learning environment to incorporate uncertain rewards
- insight and intuition: learning environments designed to encourage idea generation and creativity

and report on organisations that purport to be putting the latest neuroscience research into practice.

Contributions to this feature are welcome. I should be delighted to hear from any IFTDO member with an understanding of the research or with experience of how their organisations are seeking to apply the research within learning and development.

Rick Holden, Editor; r.j.holden@jmu.ac.uk

IITD RECOGNISE INNOVATION IN WORKPLACE LEARNING & DEVELOPMENT

Supermarket chain Lidl has taken top honour in the IITD's **IITD** IRISH INSTITUTE OF TRAINING & DEVELOPMENT National Training Awards 2015, beating-off short-listed organisations such as Irish Distillers; Concern Worldwide; Department of Finance; KPMG; & Vodafone Ireland. The 2015 Awards were presented by Minister of State for Skills, Innovation and Research, Damien English on 6th March. Commenting on the strengths of successful winning and shortlisted organisations, IITD CEO Sinead Heneghan said: "What's different here is that we drill down into the learning and development practices on the ground in Irish organisations today and award best in class. We make specific awards for innovation in leadership development, in change management and in talent development. We also award for best use of technology, excellence in coaching and best graduate programme, as well as recognising the best in learning and development in small, medium and large organisations". Ms Heneghan also noted the contribution of the L&D professional "they are the people charged with delivering a world class performance from the Irish workforce as well as successfully enabling organisations adapt to meet the demands of rapid change and competitiveness". Sponsored by Harvest Resources award entries are judged on criteria including the level of resources and investment relative to the size of the organisation; innovation in the delivery of T&D; evidence of the sustainability of learning initiatives, programme design and evaluation of outcomes from T&D activity.

Award winner, Lidl, entered the Irish grocery market in 2012 and changed the face of shopping in Ireland. Over the last 14 years the company has opened over 175 stores across Ireland and are the market leader in discount retailing. Lidl started in Germany back in the 1970's. Since then the company has expanded rapidly with over 10, 000 stores in more than 26 countries across Europe

IITD sponsorship of UFHRD Conference

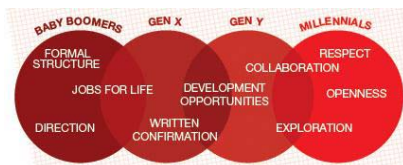
The IITD is sponsoring five scholarships for the annual University Forum for HRD conference. The UFHRD, reciprocal members of IFTDO, will host the 16th International Conference on HRD Research and Practice Across Europe at the University of Cork, Ireland, between 4 – 6 June, 2015. Key Note Speakers include: Sandra Robinson: The Role of Trust in Human Resource Development. Sandra Robinson is a designated Distinguished Scholar at the University of British Columbia, and a Professor in the Organizational Behaviour and Human Resources Division in the Sauder School of Business. Representing the HRD practitioner Aidan Lawrence will speak on The Relationship between Research and Practice – A Practitioner Perspective. Aidan is World-wide Learning and Organization Development Director for the Hewlett-Packard Personal Systems and Printing Business.

WHAT NEXT FOR MANAGERS? TACK INTERNATIONAL RESEARCH REPORT

IFTDO Associate member TACK International has completed research which offers some interesting insights affecting the development of managers. Over 300 participants in all sizes of companies and from 21 different countries responded to Tack's survey questions. The research presents a generally very positive picture of the state of line management internationally. Line managers are considered by their people to be more effective in communicating corporate direction, specifically vision and values, than their senior leaders (79% vs 37%). Importantly managers are perceived as supportive and trustworthy, which is commendable and bucks the trend in the current climate of macro distrust of, for example, the media, financial institutions and utility companies. This said, there appear to be some notable challenges in the areas of leading change, motivation and action. Over a third of respondents (37%) said their manager is not communicating change effectively. In a world defined by uncertainty and volatility, the ability to communicate change and deploy activities accordingly is crucial.



The research identifies changes in the way people wish to engage with their organisation and want to be managed. Managers need to consider not only factors such as the personality style of their team members or conventional wisdom when it comes to motivation. To keep ahead and to retain their best people (62% of survey respondents did not expect to be working for the same organisation in 2 years time) they should overlay this knowledge with factors such as generational preferences and changing employee expectations (see Figure). The report concludes with three key questions for organisations: Do we have a career advancement process? Do we provide opportunities for continuous learning and development? Does our organisation promote trust and collaboration?



"Global management insights: Driving Business Growth Through Management Development", TACK International, 2014

Salesforce training: TACK International is currently in the process of developing a 2015 edition of the 'Buyer's Views of Salespeople' survey. This an international survey with the aim of identifying trends in purchasing behaviour, as well as buyers' views and expectations of salespeople. The whole purpose of this study is to provide sales professionals and their managers the insight needed to understand and focus on the key skills that need reinforcement and development to ensure long term and profitable customer relationships. Areas of focus include sales methods, behaviours, competencies and buyers' preferences on all aspects of their interactions with salespeople. The results of this years' survey will be announced at the National Sales Conference, alongside a Q&A session about the findings, on 08 October 2015 at the Ricoh Arena in Coventry, UK.

The last such survey was in 2012, which received views and preferences of over 200 buyers from SMEs to large corporations, internationally. Price is not always the key determinant with 1 in 4 respondents indicating there were a number of factors ahead of price in their buying decisions including quality, reputation and technical specifications. Importantly, core sales skills were found to be lacking, such as effective questioning and listening. Buyers believe that salespeople are weak in investigating their needs and in then developing a solution to meet those needs.

Of particular interest in the 2015 survey will be the changing use of technology in the sales professional role, in particular social media. The 2012 survey results indicated social media is increasingly featuring in the sources used by buyers to research prospective suppliers leading Tack to conclude that "Those in sales who still do not "do social" themselves in their business are increasingly putting themselves at a disadvantage to their competitors who do." The extent to which LinkedIn, for example, will continue to grow in importance as a sales tool and in acceptability (on behalf of buyers) is expected to show further change.

The research undertaken by TACK International is regarded as critical to their design and implementation of training and development for both sales professionals and managers more generally. All open courses and in-company training solutions are informed by latest research, based on real organisational issues and delivered by trainers highly experienced within their field of expertise. The majority of TACK's sales courses actively apply the 'Buyers Views of Salespeople' research within training sessions for delegates to develop their understanding of buyers' likes and dislikes and practice within group activity sessions. The Global Management Insights research is also implemented across TACK's management course portfolio, as well as in-company training programmes.

For more information, please contact Kacie Sugrue, Senior Marketing Executive, at TACK International on kacies@tack.co.uk TACK's research, as well as open course and in-company brochures, can be viewed on their website: <http://www.tackinternational.com/uk/brochure>

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GLOBAL MOMENTUM MEANS MORE WOMEN MOVE INTO MANAGEMENT

Research from the ILO indicates a positive link between female leadership and business performance. According to *Women in Business and Management: Gaining Momentum*, in 80 of the 108 countries for which ILO data is available, the proportion of women managers has increased in the last 20 years. However, in some 23 countries women's share of management actually fell, despite their increasing labour force participation and their higher levels of education. This indicates that gains made in the advancement of women in management are not always sustained and can be easily reversed unless there are concerted efforts to consolidate progress. The countries that saw a decline in women managers are from all regions and levels of development.



Whilst women are gaining access to more and higher levels of management, there is a tendency for them to be clustered in particular managerial functions, such as human resources, public relations, finance and administration. Fewer companies have strong female managerial representation in operations, sales, research, product management and general management. Thus, while much of the report records positive developments it acknowledges that the glass ceiling is far from shattered and that female talent often remains underutilized. The most significant barriers identified are:

- Women have more family responsibilities
- Roles assigned by society to men and women
- Masculine corporate culture
- Women with insufficient general or line management experience
- Few role models for women

Overcoming gender stereotypes long embedded and institutionalised in the structures and culture of organizations is one of the main areas to tackle if women are to be given an equal opportunities to progress to top positions. The report emphasises the need for organisations to change mind-sets to overcome gender stereotyping. It argues that "mind-sets" can be influenced and changed through awareness workshops and training arguing that diversity, including gender balance, can contribute to more creativity and innovation as well as harmonious work teams. There is also the evolving concept of "diversity of thinking" stemming from the recruitment of employees and appointment of managers from different backgrounds and life experiences. It is considered by an increasing number of companies that this concept provides new and more effective approaches to problem-solving and innovation that a homogenous group may not produce.

Women in business and management: gaining momentum, 2015, International Labour Office, Geneva; http://www.ilo.org/global/publications/books/WCMS_316450/lang-en/index.htm

2095: The Year of Gender Equality in the Workplace....Maybe

The generally positive story emerging from the ILO research contrasts to an extent with the research outcomes from a wider study of global equality in the workplace. The Global Gender Gap Report from the World Economic Forum paints a mixed picture of progress towards gender equality. The

ninth edition of the report finds that, among the 142 countries measured, the gender gap is narrowest in terms of health and survival. However, the gender gap for economic participation and opportunity now stands at 60% worldwide, having closed by 4% from 56% in 2006 when the Forum first started measuring it. Based on this trajectory, with all else remaining equal, it will take 81 years for the world to close this gap completely.

With no one country having closed its overall gender gap, Nordic nations remain the most gender-equal societies in the world. Last year's leading four nations – Iceland (1), Finland (2), Norway (3) and Sweden (4) – are joined by Denmark, which climbs from eighth place to fifth. Elsewhere in the top 10 there is considerable movement, with Nicaragua climbing four places to sixth, Rwanda entering the index for the first time at seventh, Ireland falling to eighth, the Philippines declining four places to ninth and Belgium climbing one place to tenth.



The report argues that achieving gender equality is a "necessity for economic reasons". The most important determinant of a country's competitiveness is its human talent—the skills and productivity of its workforce. Similarly, an organization's performance is determined by the human capital that it possesses and its ability to use this resource efficiently. Ensuring the healthy development and appropriate use of half of the world's available talent pool thus has a vast bearing on how competitive a country may become or how efficient a company may be. The full report contains a wealth of regional and country specific data. It can be downloaded here: <http://reports.weforum.org/global-gender-gap-report-2014/>

REFORM OF VOCATIONAL TRAINING IN FRANCE: THE INTRODUCTION OF THE PERSONAL TRAINING ACCOUNT

Fabienne Bonin-Bree, Training Manager of AFNOR UK (IFTDO Associate Member), reports on the introduction of a new way of supporting adult learning in France. From January 2015 an important change to statutory vocational training comes into operation – a personal training account, for each and every member of the workforce.

Background

Vocational training is the branch of labour law, along with working time, which has undergone the most changes over the past 30 years. France currently spends 30 billion Euros on training, so stakes are high. However, French people take a hard look on the efficiency of vocational training policy. According to a survey run by the IFOP agency and Ernst&Young (April 2013) 76% think that the money spent on vocational training is ill-used. 79% think the training which takes place does not meet market needs.

Statutory rights to training in France have an interesting history. A particular feature of the French funding system for continuing training is the existence of statutorily required contributions to continuing vocational training. These vary from between 1.6 % of the total wage bill of companies with a workforce of 20 or more to 0.55 % of the total wage bill of companies employing fewer than 10 people. For many years French VET policy has sought to combine several objectives: integration of young people into employment, social advancement and professional development of employees, training for jobseekers and development of companies' competitiveness. In the 1970s French trade unions and employers passed the National Intersectoral Agreement, which created the current vocational training program, covering training rights of employees who were dismissed or

working in sectors which were facing economic difficulties. Training was developed as a means for personal development and social promotion, rather than a means to 'onboard' new employees. Training policy evolved in the 1980s to become a tool for French government to fight youth unemployment. It was only in the 1990s that issues on job security arose and that the French government started to discuss individual training rights and implemented a Knowledge Validation Process to improve work experience recognition. This led to the Individual Right for Training for employees, which began in 2004. It provided 20 hours of training per year, accumulated over 6 years; thus a maximum of 120 hours. However there were only limited rights to transfer such entitlements to another employer.

What is the main change?

The Personal Training Account (the "compte personnel de formation" (CPF), replaces the Individual Right for Training. It is based on the principle of a time bank, which starts when an individual enters the labour market and continues throughout working life. For one year of full-time work the account will be credited with 24 hours per year to a maximum of 120 hours and then 12 hours per year up to a maximum of 150 hours over 9 years. These hours can be used to take qualifying training courses at any time during the employee's career and the accrued, unused, hours can be retained by the employee if they change jobs or are unemployed for certain periods (without any conditions). Employees must use the 'account' to develop skills and enhance their professional development through a cycle of interviews, assessments, learning and competency recognition. Inevitably there are restrictions on what can be learnt, with a centrally-determined list of nearly 4000 eligible forms of training at different levels, reflecting the government's priority of supporting 'short-to-mid-term economic needs'. And there is a requirement for certification, whether through a recognised qualification or through the national system for accrediting vocational learning (validation des acquis professionnels). If these criteria are met, the employer must agree to let an employee attend. The costs – including travel and subsistence – are met by the employer through the existing training levy systems.

Impact?

A major rationale of government is that the change will help up-skill the French workforce as a whole, boost the competitiveness of organizations thanks to better trained people with appropriate competencies and help in building a more competitive market for employment. Government also hope the change will result in a simplification of the rules and regulations surrounding the financing of training (the levy system). For employers, training has moved from an "obligation to pay" to an "obligation to act", in respect of providing training solutions for their employees. For employees/individuals, in principle, the change offers wider choice and importantly, greater control of their learning activity. It has been generally welcomed by workers' representatives and a recent survey (<http://www.actualite-de-la-formation.fr/IMG/pdf/resultats-sobaef.pdf>) estimated that 74% of workers intended to take it up.

The impact on the training professional is interesting to consider. Although individual employees have greater choice and control over training spend it is a requirement that their organization track training activity. The training department or HR must meet with employees every two years to review training followed and discuss future needs. A legal 'appraisal' must take place every six years. However, in the main, the fact that employees will be more in charge of their own development is considered a positive step by the HR profession. There is also an expectation that with simplification of the system trainers will be able to focus more on 'training' rather than 'administration'.

AFNOR Groupe has a subsidy in France dedicated to the provision of training (AFNOR Competences). Approximately 400 training 'products' are linked to the core business (standards,



certification, quality, audit, management systems, etc.). As a result of the reforms AFNOR will submit a number of registered training to the national directory so that some of the training can be eligible for the CPF.

Editor Note: AFNOR UK are part of the AFNOR Groupe. Accredited by the UKAS (the UK's Accreditation Service) they are a third party certification body and additionally offer an extensive range of training solutions including auditor training and open learning to meet training needs in the energy sector. IFTDO News is indebted to Fabienne Bonin-Bree for this article. She can be contacted fabienne.boninbree@afnor.org

GROWTH THROUGH PEOPLE

This report from the UK's Commission for Employment and Skills (UKCES) looks at significant issues facing skills and employment in the UK, and sets out key recommendations on how to resolve them. It draws on UK labour market data to address what it refers to as a number of "deep-rooted issues":

- young people and their career progression
- low quality and low productive jobs, without opportunities of progression
- persistent skills shortages existing concurrently with the underutilisation of talents and skills of significant portions of the workforce.

Such issues are not peculiar to the UK and thus the interest in this report extends globally.

Importantly, the report acknowledges 'complexities' in labour market trends. It argues that traditional middle-skilled work, which has high routine task content, has declined alongside the emergence of a new 'middle' requiring higher skill levels than previously. However, this new 'middle' is much smaller. It has created growing opportunities for highly skilled people – in both employment and wages – but longer pathways for those at the 'bottom' and greater competition for those in low skill roles. The analysis is somewhat deficient as regards the persistence of a large number of relatively low skilled jobs which demand few or no qualifications and little or no training to achieve satisfactory levels of performance. However ideas and innovative practice are highlighted (see Box).



GROWTH THROUGH PEOPLE

- The Finnish Workplace Development Programme co-invest in workplace projects with private firms with the aim of improving productivity and the quality of working life. It seeks to stimulate new forms of work organisation where it's needed most, for example among small and mid-sized businesses or those with large volumes of low productive jobs
- The UK's Unionlearn supports employee-led learning through its 30,000+ union learning representatives. Last year alone they helped 220,000 employees to engage in a range of work-based learning. For example, at a union-led learning centre jointly funded by retail union USDAW and DHL, apprenticeships have been introduced for the first time at a DHL-run distribution centre for Sainsbury's. Union representatives provide ongoing support to the apprentices including arranging work-based training at the learning centre.
- Using the Investors in People Framework, the Landmark London hotel achieved £35k in savings and saw a rise in guest satisfaction ratings and mystery guest scores after increasing their employee engagement.

Furthermore, the report argues that 'earning and learning' should be the "gold standard in vocational education" and that high quality apprenticeships should be a normal career pathway for many more young people, and a normal way for businesses to recruit and develop their talent pipeline.

However, the report lacks details in exactly how such initiatives and recommendations address, in a sustainable way, the tension between those features of the labour market which mean much work remains routinised and requiring minimum skill of skill and the calls for employers to take the lead in a step change in attitude' in relation to quality jobs, earning and learning and progression.

Growth Through People, UK Commission for Employment and Skills, 2015; https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/378810/14.11.26._GTP_V18.3_FINAL_FOR_WEB.pdf

THE IMPACT OF EDUCATION AND TRAINING

In their most recent research round-up the Australian National Centre for Vocational Education Research highlight the contribution of education to economic growth in



Australia over a 12 year period. The estimates of the impact of increasing education levels on economic growth suggest that raised education levels contribute to improved productivity in the order of 0.14% per annum. Productivity is enhanced by workers who possess the skills and knowledge required to undertake the occupations for which they have been trained, and the role of Australia's VET system is to provide students with the skills needed for work in various occupations and trades.

Two further reports highlight the relationship between VET and economic and organisational performance.

- "Qualification utilisation: occupational outcomes" investigates whether graduates of VET qualifications end up in the intended occupation of their qualification or whether they end up employed elsewhere. 'Trades' sectors tend to have stronger matches between the intended occupation of the training and the jobs graduates get, and that highly regulated industries

such as the electrotechnology, communications, and energy utility industries display a stronger match between intended and destination occupations than those that relate to more generalist skills. This said the research also suggests that many VET graduates who do not end up employed in their intended occupation still find their training to be relevant to their current job, with some also ending up employed at a higher skill level than their intended occupation.



- NCVER research in growth industries - biotechnology and pharmaceuticals; advanced manufacturing; mining equipment, technology and services; and oil and gas; suggests the gap between the knowledge generated in the education system and the skills demanded by employers and individuals is widening. Differences within and between the industries notwithstanding, a common theme across all is the need for a significant cultural shift in thinking about the way skills are generated and deployed. The research calls for better outcomes from both school and post-school education in developing generic and foundation skills. These need now to include Asia literacy, a focus on science, technology, engineering and mathematics (STEM), including the development of workplace skills in STEM undergraduate or research degrees and opportunities for continuing professional development in STEM disciplines. There is a requirement also though for businesses themselves to understand and communicate their skills needs better. This will require partnerships with schools, vocational education and training (VET) institutions, universities and research organisations.

See www.ncver.edu.au for more information on the NCVER 2015 research agenda.

IFTDO NEWS RESEARCH AND MEMBER

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PROF DURRA CALLS FOR NEW THINKING IN MANAGEMENT RESEARCH

In late March Professor Abdel Burra presented a 'key note' at the "The Role of Business Schools in Jordanian Universities in Improving Managerial Performance" conference (at the Middle East University). Held in collaboration with the Jordanian Society for Management Leaders, Prof Burra argued the need for a new 'orientation in masters and doctoral management research.

His paper highlights the conventional paradigm for such work which includes:

- a preference for quantitative research; the dominant method of collecting data being the questionnaire
- limited topic areas, with a bias toward business rather than public administration
- the negligence of new trends in social sciences i.e. the interdisciplinary approach. Management students and their supervisors are reluctant to do research which cuts across, for example, management, sociology, economics, anthropology and psychology.

Prof Burra also notes that decision and policy makers in Jordan do not tend to draw on the research done by post graduate management students, citing dissertation quality and relevance as possible reasons.

In advocating new thinking about management research degrees Prof Burra argues for greater consideration to be given to qualitative research and for this to address topics such as human performance technology, talent management, good governance, accountability, administrative reform, change management and the use of balanced scorecards. He emphasizes the need for an interdisciplinary and multidisciplinary approach and that the outcomes of such research must offer organizations and managers research

which is meaningful to them and which has the potential for impact in terms of implications for practice.

Editor Note: Abdel Barri Durra is Professor at the Middle East University, Jordan, and a Board member of IFTDO. He can be contacted at info@knowledgekingdom.com

INAUGURAL CLIMATE CHANGE LECTURE

In the context of 2014 as United Nations year of Climate Action, IFTDO Associate member EMT-CREED launched its first annual lecture on this critical topic. The lecture was titled: "Climate change implications on human & ecological systems in sub-Saharan Africa: A case with Port Harcourt as a coastal city". It is hoped that the seminar can contribute to solving key problems in the area of human resources knowledge building and capacity development to combat climate change. Issues addressed included:



- Climate change education, climate change problem solving and climate change information/knowledge sharing.
- Supporting and developing local human capacities to understand climate change impacts and approaches to make adaptation feasible.
- Enhancing knowledge of vulnerabilities to climate change hazards and best ways to build resilience within the local communities in Port Harcourt and Nigeria more widely.

The lecture took place at a time when increasing concern is being expressed at the apparent lack of progress in UN sponsored climate change talks. The next UN Conference on climate change is scheduled for Nov/Dec 2015 in Paris.

The Routledge Companion to Human Resource Development

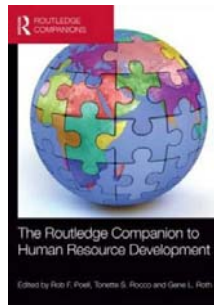
Editors: Rob Poell, Tonette Rocco, Gene Roth; Routledge, 2015, ISBN 978 0 415 82042 4

This is an outstanding contribution to human resource development. It deserves a place on the bookshelf of anyone with an interest in HRD. The editors set out with an intention to produce a text which makes sense of HRD and provides insight into the perspectives which have shaped and are shaping the complex landscape that is HRD. They are clear that they wanted this book of readings to be genuinely international. Whilst they acknowledge that much of the book does have a western orientation this is countered, even challenged, by the fact that its contributors hail from some 30 different countries. Furthermore one section of the book – one that may particularly appeal to IFTDO members – is devoted to “HRD Around the World” and which features chapters on HRD in six continents; testimony in part to the increasing number of research based cross cultural comparisons of HRD.

This is one of nine sections but there are a number of issues addressed in the book which to an extent transcend such boundaries. So for example, a pervasive theme is the search for a clear identity for HRD. HRD is considered alongside ideas and thinking about adult learning (Illeris), andragogy (Kessels) and vocational learning (Billett) but also, in relation HRD’s organisational site of practice. Here HRD is considered vis HRM (Werner), OD (Egan) and Performance Improvement (Won Yoon et al). Stewart’s conclusion as regards ‘strategic HRD’ is that this still has an “uncertain status” in both the theory and practice of the field. A related thread is the politics of HRD. Organisationally, Spencer and Kelly for example, argue that the impetus behind employee development is too often the narrow concerns of management. In respect of national policies and systems the complex interplay of political, economic and cultural forces and the extent of policy disconnect is a feature of the various country case studies. The nature of and meaning of work is central to any conception of HRD and is a further underlying theme. It is discussed by several authors (Kuchinke providing the clearest focus), although the challenges that the future of work poses HRD seem to be rather overlooked. What is HRD’s response to and role within a world where technological advancements have made work unnecessary for large swathes of a population?

Beyond such themes the text covers both ‘the old chestnuts’ (the topics and questions, which have been commonplace in the discourse of HRD for many years - e.g. transfer of learning (Hutchins and Leberman), informal v formal learning (Marsick and Watkins) - and a number of new issues / questions. Here, for example, Shuck and Sambrook discuss the emergence of engagement as something with “universal applicability”, whilst McGuire and Kissack provide real insight into the changing role and function of line managers and Conceicao and Thomas explore virtual HRD. A section of three chapters focuses on HRD as a profession.

The book ends on a particularly engaging note. All contributors were asked to posit an interesting question based on the topics they had addressed. This collection is fascinating and is testimony to the enormous potential of HRD in the years to come. In his forward to the book Tony Bingham (ATD) writes of his hope that today’s HRD students and researchers will take up the challenges presented in this way. I would add HRD practitioners. These



questions, and indeed the text as a whole, provide a most rewarding resource for any HRD professional who takes an active interest in their own continuing professional development.

Formal and Informal Learning in the Workplace

This article provides a review of the most recent literature on workplace learning, with a special focus on its formal and informal dimensions. The radical economic, social and cultural changes experienced by the labour market within recent decades have helped to highlight the central role played by the learning process in individual career development and organizational success. In such fast-moving working contexts, skills and competencies rapidly become outdated and need to be continuously implemented and empowered as a strategic factor for global competitiveness. Traditional models of learning both inside and outside of the workplace have become unable to explain the complexity of such a process, weaving between and overlapping formal and informal components. Starting with this premise, the aim of this article is to analyse the role of knowledge and experience as important learning frames, which allow the acquisition and development of competencies in the workplace. A human resource development perspective was adopted, aimed at reconciling both the organizational and individual stances implied in the process.

Manuti, A., Pastore, S. Scardigno, A.F., Giancaspro, M.L. and Morciano, D., 2015, Formal and Informal learning in the workplace: a research review; International Journal of Training & Development, 19 (1)

The role of training in reducing poverty

It is commonly understood that training has a key role to play in increasing income and thereby reducing poverty in developing countries. Both these research notes, one set in Bangladesh, the other in India, raise questions about this prevailing assumption.

The first examined whether the income of those who participated in training programmes run by NGOs was related to participation. The results suggest that the post-training income level of the trainees was negatively rather than positively related to the fact of their participation in training, the opposite of what human capital theory would lead us to expect.

Khan, M.A. and Ali, A.J., 2014, The role of training in reducing poverty: the case of the ultra-poor in Bangladesh; International Journal of Training and Development, 18 (4)

The second is set in a context of developing micro-enterprises as a policy ‘vehicle’ for income generation and the reduction of poverty. This study seeks to examine the role of training in this process. The conclusion is that provision of training alone may not always help in promoting entrepreneurship. The training itself must meet the needs of the trainees, and other strategic variables, particularly access to finance, may need to be in play.

Bharti, N. 2014,, The role of training in reducing poverty: the case of microenterprise development in India; International Journal of Training and Development, 18 (4)

Trends in Training and Development Research

The article addresses current and emergent trends in research on training and development. It discusses empirically supported factors that can improve learning in training and transfer to the job. Kraiger argues that most advancements in training practice have been either out of practicality or



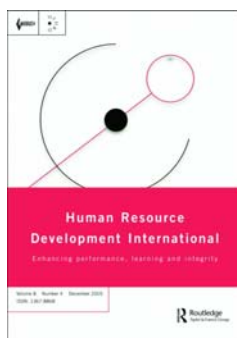
can be traced to common assumptions about the workforce; also evident in leadership/management and learning theories. There are fewer instances of training practice informed by training research. Kraiger cites Salas et al. (2012) who make a strong case that we have built a science of training. We know that training works, and we understand many of the reasons why. While there is more research to be done Kraiger's hope is that those of us in the fields of psychology, human resource management, and HRD who consider ourselves training researchers will find new and more influential ways to translate research into practice."



Kraiger, K., 2014, *Looking Back and Looking Forward: Trends in Training and Development Research*; *Human Resource Development Quarterly*, 25 (4)

Corporate Social Responsibility

Since the middle of the twentieth century, concerns about ethics in organizations, corporate responsibility and environmental sustainability have been articulated by political, business, academic and other 'thought leaders'. The articles in this special issue of *Human Resource Development International* view corporate social responsibility, sustainability and ethics from a systemic and international perspective. They indicate that the HRD field has the potential to offer a core set of values and principles to support researchers and their practitioner colleagues as co-architects in the design of activities, interventions and practices that are responsible, sustainable and ethical. This requires the courage to challenge existing assumptions about the scope and purpose of HRD and to imagine new approaches to HRD practice. If those engaged with HRD are able to rise to this challenge, they are well placed to facilitate changing things from how they are to how



they ought to be and thereby enable individuals and organizations to flourish in more equitable, responsible and sustainable ways.

Anderson, V., Garavan, T. and Sadler-Smith, E., 2014, *Corporate social responsibility, sustainability, ethics and international human resource development*; *Human Resource Development International*, 17 (5)

CALENDAR

IPSI Performance Improvement Conference: Bridging Our Past & Future, 26 – 29 April, Texas, USA

The premiere event for performance improvement and learning professionals
<http://www.ispi.org/content.aspx?id=1744&linkidentifier=id&itemid=1744>

CIPD Learning and Development Show, 13–14 May, London Olympia

CIPDs premier L&D event includes seminars, case studies (Unilever, Tesco Bank, Microsoft, KPMG, Rolls Royce, NHS Leadership Academy, BP, Fitness First Group, Volvo Group, London Borough of Lewisham, Google, John Lewis Partnership, BBC etc) and an exhibition. More details at: <http://www.cipd.co.uk/events/learning-development-show/conference>

ATD International Conference and Exposition, 17 - 20 May, Orlando, USA.

The ATD premier event of the year, with an expected attendance of over 10000. For more details go to: <http://www.atdconference.org/>

UFHRD 16th International Conference on Research and Practice Across Europe: Towards Evidence Based HRD: Bridging the Gap between Research & Practice, 3 – 5 June, Cork, Ireland

Hosted by University College, Cork and sponsored, in part by the Irish Institute of Training and Development. More details from: <http://ufhrd2015.org/>

European Academy of Management Annual Conference, 17-20 June, Warsaw (Poland)

The theme of the conference is 'Uncertainty' and why contemporary management theory and practice do not adequately address this phenomenon. More details from: <http://www.euram-online.org/conference/2015/>

Architectures for apprenticeship: Achieving economic and social goals 6th International INAP Conference, 1 – 2 September 2015, Ballarat, Australia

In cooperation with Federation University Australia; Department of Industry, Australia; Research Network in Vocational Education and Training (VETNET), TVET Research Group (I:BB), University of Bremen, Germany, and University of Zurich, Switzerland. <http://www.inap.uni-bremen.de/dl/call%20for%20papers%202015.pdf>

18th Annual Irish Academy of Management (IAM) Conference 'Towards Socially Responsible Management? 3–4 September 2015

Hosted by the National University of Ireland, Galway, Ireland (NUI Galway). More details from: <http://iamireland.ie/annual-conference/2015-annual-conference-nuigalway.html>

OBITUARY



Annette Hartenstein-Waugh, died of ovarian cancer on December 8, 2014. Born Annette Fishbein in Bronx, NY, a graduate of CCNY, Dr. Hartenstein earned advanced degrees at University of Chicago and University of Southern California. Dr. Hartenstein's career with the federal government, OPM and GAO, ended in 1996. Thereafter, she was editor of publications for International Federation of Training and Development Organizations until 2013.

An expert in workforce development, her consulting work took her to Egypt, Russia, Thailand and Poland. Her travels took her to more than 100 countries. Earlier in life and for two years she taught English as a second language in Israel. Among lifetime highlight achievements were assistant professor at the University of Southern California, adjunct professor of management at Federal Executive Institute, manager of citizen participation in poverty alleviation programs for the City of Chicago, and mid-west regional director of B'nai B'rith women.



Luís Bento, President of APG (Portuguese Association of People Management), and Past President of the International Federation of Training and Development Organizations (IFTDO) 2002-

03, died on February 24, 2015. He was Director of the former EPUL (Public Company of Lisbon Urbanization) and Principal Investigator in CPES - Center for Research and Social Studies at Lusófona University and professor in the Master in Sociology at ULHT.

He was also trainer and consultant at INA - National Institute of Public Administration and President of the General Council of EBENPortugal, European Business Ethic's Network.



Executive Board 2015

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REPRESENTATIVE TO UN

Tayo Rotimi (Nigeria)

SECRETARY GENERAL

Uddesh Kohli (India)

S-50, Greater Kailash-1

New Delhi 110048, India

Tel: +91 11 41619842

(office)

Fax: +91 11 2645 1604

sgiftdo@gmail.com

ukkohli@yahoo.co.in

Website: www.iftdo.net

EDITOR

Rick Holden (UK)

IFTDO does not necessarily agree with the comments expressed in this News and do not accept responsibility for any views stated therein.



Website-www.atdconference.org.

WELCOME NEW MEMBERS

Full members:

1. Emirates Institute for Citizenship, Residence and Ports, UAE (Nov 2014)
2. Knowledge Pioneers for Training, Saudi Arabia (January 2015)
3. Aluminium Bahrain B.S.C (Alba), Bahrain (January 2015)
4. PUB-Human Resources Department, Singapore (April 2015)

Associate Members:

1. Management Systems International, USA, (November 2014)
2. AL SAFWA for security and management training center, UAE (Nov 2014)
3. The Edge Consulting, Mauritius (Dec 2014)-rejoined
4. Bosch Limited (BTC-IN), India (Dec 2014)
5. Michael A Potter Int'l, UK (Feb 2015)
6. Business Knowledge Center, Kuwait (March 2015)

IFTDO Global HRD Awards 2015

IFTDO announces the Global HRD Awards 2015 in three categories:

1. Best HRD Practice
2. Improved Quality of Working Life
3. Research Excellence Award

There will be three Awards: One overall Winner prize of \$5000, a memento and a Certificate to note their achievement and two Category Winner prizes of \$2000, a memento each (one from each category) and a Certificate to note their achievement. In addition, the cost of cheapest economy return air fare plus 2-nights hotel accommodation for one representative each Winner for attending the Award ceremony will be met by IFTDO. Certificates of Merit (COM) may also be awarded to some other entries with notable achievements; COM Awardees will attend the Award ceremony at their own cost.

There is no entry fee. Please visit our web site www.iftdo.net for detailed information, Rules and Forms for entry. **Last Date for submission of Entries: April 30, 2015**

IFTDO MEMBERSHIP APPLICATION

Category of Membership applying for:

- FULL MEMBER** (USD\$1200)
Subscription is less for small professional societies. See below
- ASSOCIATE MEMBER** (USD\$420)

Official Organisation Title

Address

Telephone

Fax

Website

Name & Title of Contact Person

E-mail

Payment Choice:

- Invoice requested
- Director transfer to IFTDO Account (Ask for Account No.)
- International Bank Draft or cheque drawn on U.S. Bank (ask for Address to which cheque to be mailed)

* Small Professional Society applying as Full Member, please answer these additional questions:

Number of individual members _____ Number of organisational members _____

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

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